

## **1.1. Introduction:**

There is still much debate concerning the standard's role on firm performance, competitiveness and operations management. The extent to which organizational performance can effectively be improved through ISO 9000 certification remains an important issue. Although the number of firms that want to implement ISO 9000 quality management system is increasing day by day, many of them increasingly started questioning the link between ISO 9000 and firm performance. In addition, despite the increasing amount of research on ISO 9000 QMS, most of it is not empirical and mostly case studies, which are merely descriptive or prescriptive. In general, studies investigating the role of ISO9000 on performance have shown mixed results. Some studies showed a positive effect, while others did not. However, recent longitudinal studies found strong evidence that ISO 9000 does lead to improvements in performance. Due to this debated aspects, this research tries to highlight the benefits and role of ISO 9000 on Zain performances. The research starts from a literature review of the research topic, through which we have been able to delineate the role of implementing ISO 9001:2008 on the performance of Zain Company.

## **1.2. Research problem**

For the application of ISO in any organization it is difficult to convince top management of the importance of this system and its role in improving the organization's performance.

From this research we need to know The Role of applying ISO 9001:2008 in the Performance of Zain Company

This study is trying to answer the following question:

- Is the implementation of ISO 9001:2008 affecting the efficient performance of Zain Company?
- Can ISO 9001:2008 make increase in the market share of Zain?
- Does the implementation of ISO 9001:2008 lead to increase in Zain revenue?

## **1.3. Research importance**

The importance of research comes from the important of ISO 9001:2008 and its role in the performance of Zain. On the other hand this research will encourage other companies to implement ISO 9001:2008.

## **1.4. Research hypotheses**

- There is a positive relation between ISO 9001:2008 implementation and the Zain performance.
- There is a positive relation between ISO 9001:2008 implementation and the Zain market share.
- There is a positive relation between ISO 9001:2008 implementation and the Zain revenue.

## **1.5. Research objectives**

### **1.5.1 Main objective**

The research aims to study the role of implementing ISO 9001:2008 in the Performance of Zain Company.

### **1.5.2 Specific objectives:**

- To examine if implementing ISO 9001:2008 can enhance Zain performance.
- To examine if implementing ISO 9001:2008 can lead to increase Zain market share.
- To examine if implementing ISO 9001:2008 can lead to increase in Zain revenue.

## **1.6. Previous Studies**

### **Study NO1:**

Entitled “Implementation of ISO 9001:2008 system in industrial organization and its impact on improving performance: A case study in (Sudanese Hydro Power Generating Co.LTD)” by Abdelgadir Abdalla Mohamed, Page IV.

The main objective of this research is to study the effect of quality management system ISO 9001:2008 to perform the upgrade in the industrial establishments and the scope of the study was in the Sudanese Hydro power Generating CO.LTD.

The research used a system of statistical analysis and excel program and chi-square to calculate the assumptions of statistical significance in the analysis of the questionnaire, which was distributed to random sample of members of the company and after analysis of the result showed that there are statistically significant for implementing ISO in industrial enterprises and its impact on performance upgrade.

The most important findings of the study are the implementing of ISO leads to the optimal use of resources – the awareness of senior management of the ISO system helps in the process of evaluation and measurement and this leads to the achievement of intended result- the implementing of the ISO improves the performance of the company.

The research recommended that the company is working to educate all employees and their knowledge of procedures for application of ISO – the company must use the information sufficient to measure the performance of the improving process.

### **Study NO2:**

Entitled “The Impact of ISO 9000 Certification on Sales: A Case Study of Mauritius” by Moolna Kawthar & Sannasse Raja Vinesh, page1.

ISO 9000 is a set of international standards that provide management requirements for creating and maintaining company quality systems. However, existing literature is divided over whether ISO 9000 is good or bad for

companies. Several papers have analyzed the effects of ISO 9000 certification and have reported different findings. Using an empirical approach, this research seeks to ascertain whether the mean sales of ISO certified companies is significantly greater than those of their non-certified counterparts and assesses the impact of ISO 9000 certification on sales of companies in Mauritius. The methodologies employed are an independent T-test and static and dynamic panel regression analysis. Based on a sample of 39 ISO certified companies and 39 non-ISO certified ones in 2000- 2009, the findings report a significant difference between the mean sales of the two groups (in favor of the certified companies) and a positive and significant relationship between ISO 9000 certification and sales. Also, the dynamic panel analysis confirms this positive relationship. Thus, it can be said that ISO certified companies in Mauritius, experience the benefits of certification through increased sales which also implies increased customer loyalty and confidence and a larger customer base. This paper will help the non-ISO certified firms to consider investing in a suitable quality management system, possibly leading to ISO 9000 certification.

### **Study NO3:**

Entitled “Impact of application of ISO 9001:2008 on the performance of Sheikan Insurance and Reinsurance Company (2007-2010) ” by Talha Elterafi Mohamed Ali, Page II.

The main objective of this research is to study the Impact of application of ISO 9001:2008 on the performance of Sheikan Insurance and Reinsurance Company.

The research aims to test the following hypothesis there is appositive relationship between ISO 9001:2008 implementation and the company performance, there is appositive relationship between ISO 9001:2008 implementation and the company market share, there is appositive relationship between ISO 9001:2008 implementation and the company profitability.

The findings of the study indicate that all the hypothesis mentioned above are accepted.

The research recommended that much effort is to be exerted in order to ensure continuity of application of total quality management through creating conductive working condition, conduct afield research to measure the

satisfaction of customers for the services providing by the company, the company must concentrate on the continuous process improvement approach, the company must concentrate on the key processes and the government of Sudan must encourage all the organization to implement quality management system.

#### **Study NO4:**

Entitled “Application of quality, ISO and its impact on the upgrade and improve performance” by Rehab Eltag Hassan, Page II.

The purpose of the study indicated that lack of effective application of the principles of ISO reflected on the performance of employees and thus may cause the loss of customer, companies that have achieved success are those companies that have brought about positive changes in the culture of quality.

The effective application of ISO often resulting from poor perception of employees and believe that quality is the responsibility of the department of quality only.

The result of study are this study one of the few studies that link quality culture with specific applications, this study is consistent with the trends of modern management science and study raised the problematic gap between the high levels of understanding and support on the one hand and lack of application in the company of the other hand.

The research recommended that develop a plan for quality management at the departmental level includes identification mission, vision and values, activating the system management and operations through the development of systematic way and clear for how to manage the organization for continuous performance improvement and achieving quality policy by ensuring understands all the needs of the parties with interests and provides guidance to fully facility which lead to clear result.

## **1.7. Comparison between previous study and current study**

I've seen a number of previous studies related to the subject of research and its variables relating to the application of ISO in order to identify the most important results of these studies and have been utilized it in the construction of its theoretical framework and how to design a questionnaire and see the statistical methods in order to achieve the goals of search

The gap between the previous studies and the research several studies showed that there is a positive relation between the applying of ISO 9001:2008 and the performance and the result of applying ISO 9001:2008 in the Performance of Zain Company showed there is no positive relation between the applying.

## **2.1. Literature Review**

### **2.1.1. ISO 9001:2008**

#### **2.1.1.1 Historical background**

In 1971, the British Standards Institute (BSI) published the first UK standard for quality assurance (BS 9000), which was developed for the electronics industry. Then, in 1974, the BSI published BS 5179; Guidelines for Quality Assurance. This led to a shift in the burden of inspection from the customer to the supplier, as quality assurance could be guaranteed by the supplier to the customer through third-party inspection.

Through the 1970's, the BSI organized meetings with industry to set a common standard, which culminated in the BS 5750 standard in 1979. Key industry bodies agreed to drop their own standards and use BS 5750 instead. The purpose of BS5750 was to provide a common contractual document, demonstrating that industrial production was controlled.

The ISO 9000 certification standard has evolved over several revisions. The initial 1987 version (ISO 9000:1987) had the same structure as the UK Standard BS 5750, with three 'models' for quality management systems, the selection of which was based on the scope of activities of the organization. The language of this first version of the Standard was influenced by existing US and other Defense Military Standards, so it was more accessible to manufacturing and was well suited to the demands of a rigorous, stable, factory-floor manufacturing process. With its structure of twenty 'elements' or requirements, the emphasis tended to be overly placed on conformity with procedures rather than the overall process of management; which was the original intent.

The 1994 version (ISO 9000:1994) was an attempt to break from the practices which had somewhat clouded the use of the 1987 standard. It also emphasized quality assurance via preventive actions and continued to require evidence of compliance with documented procedures. Unfortunately, as with the first

edition, companies tended to implement its requirements by creating shelf-loads of procedure manuals and become burdened with ISO bureaucracy. Adapting and improving processes could be particularly difficult in such an environment.

The 2000 version of the standard (ISO 9001:2000) sought to make a radical change in thinking. It placed the concept of process management at the heart of the standard, making it clear that the essential goals of the standard - which had always been about 'a documented system' not a 'system of documents' - were reinforced. The goal was always to have management system effectiveness via process performance measures. This third edition makes this more visible and so reduced the emphasis on having documented procedures if clear evidence could be presented to show that the process was working well. Expectations of continual process improvement and tracking customer satisfaction were also made explicit in this revision. A new set of eight core quality management principles, designed to act as a common foundation for all standards relating to quality management, were also introduced; namely:

- Improved consistency with traceability
- Enhanced customer focus
- Focused leadership
- The involvement of people
- A system approach to management
- Continual improvement
- A factual approach to decision making
- Mutually beneficial supplier relationships

The fourth and current edition of the standard (ISO 9001:2008) arrived on November 14th 2008. This revision contains minor amendments only. The aim of this revision is to clarify existing requirements and to improve consistency of approach with other management standards, like ISO 14001:2004.

(<http://www.british-assessment.co.uk/services/iso-certification/iso-9001-certification/iso-9001-history>)

### **2.1.1.2 What is ISO 9000?**

ISO 9000:2000 is a series of three International Standards for Quality Management Systems. They specify requirements and recommendations for the design and assessment of management systems. ISO 9000 is not a product



standard. None of the standards in the family contain requirements with which a product or service can comply. There are no product acceptance criteria in ISO 9000 so you can't inspect a product against the standard (David Hoyle, 2001, page 80).

### **2.1.1.3 What is the purpose of ISO 9000?**

The purpose of these standards is to assist organizations of all types to implement and operate effective quality management systems. These standards provide a vehicle for consolidating and communicating concepts in the field of quality management that have been approved by an international committee of representatives from national standards bodies. It is not their purpose to fuel the certification, consulting, training and publishing industries. The primary users of the standards are intended to be organizations acting as either customers or suppliers (David Hoyle, 2001, page 80).

### **2.1.1.4 What is the ISO 9000 family of standards?**

The three standards in the family are

ISO 9000 Quality management systems – Fundamentals and vocabulary

ISO 9001 Quality management systems – Requirements

ISO 9004 Quality management systems – Guidelines for performance improvements (David Hoyle, 2001, page 81).

### **2.1.1.5 What is the purpose of these standards?**

Each standard fulfils a different purpose.

The purpose of ISO 9000 is to provide an appreciation of the fundamental principles of quality management systems and an explanation of the terminology used in the family of standards.

The purpose of ISO 9001 is to provide requirements which if met will enable

organizations to demonstrate they have the capability to consistently provide product that meets customer and applicable regulatory requirements. ISO 9001 states that the standard can be used to assess the organization's ability to meet customer, regulatory and the organization's own requirements.

The purpose of ISO 9004 is to provide guidance for improving the efficiency, effectiveness and overall performance of an organization.

ISO 9001 and ISO 9004 have been developed as a consistent pair of standards that complement each other. They have a common structure but can be used independently. ISO 9004 is not intended as a guide to ISO 9001. Although ISO 9004 includes the requirements of ISO 9001 it does not contain an explanation of these requirements or guidance in meeting them (David Hoyle, 2001, page 81).

#### **2.1.1.6 ISO 9001:2008.**

ISO 9001:2008 sets out the criteria for a quality management system and is the only standard in the family that can be certified to (although this is not a requirement). It can be used by any organization, large or small, regardless of its field of activity. In fact ISO 9001:2008 is implemented by over one million companies and organizations in over 170 countries.

This standard is based on a number of quality management principles including a strong customer focus, the motivation and implication of top management, the process approach and continual improvement. Using ISO 9001:2008 helps ensure that customers get consistent, good quality products and services, which in turn brings many business benefits ([http://www.iso.org/iso/iso\\_9000](http://www.iso.org/iso/iso_9000)).

#### **2.1.1.7 Benefits of ISO 9001**

It is widely acknowledged that proper quality management improves business and ISO 9000-registered companies outperform non-ISO 9000 registered

companies, often having a positive effect on investment, market share, sales growth, sales margins, competitive advantage and avoidance of litigation (Scott Dalgleish, 2005, Quality magazine).

### **3.1 What is Performance?**

They eventually develop a working definition of performance as:

“Doing today what will lead to measured value outcomes tomorrow”.

This working definition takes in the process of producing results and the results themselves and is a common concept when people define organizational performance.

This definition can be analyzed by considering a simple system view of an organization’s activities and results.

The organization simply needs to identify: its desired outcomes; the outputs that will positively impact upon them; the processes producing the outputs; and the inputs feeding the processes. In other words, the organization needs to trace the cause and effect links between the elements of the system. The causal links need to be identified by using data on causation or informed speculation to arrive at a model that can then be used to make sense of this definition of performance (Module 2, 2012, page 1).

### **3.2 Financial and Non-Financial Performance**

Financial performance is often spoken of as the ultimate indicator of a company's performance. But, there is no one financial measurable that will satisfy all stakeholders in an organization. Shareholders look at how their investments are increasing, managers may look at sales and profits and customers may be concerned with costs.

Eccles identified the fact that the technology to make the change to non-financial performance measurement systems had become possible and economically feasible.

To an extent Eccles optimism has been vindicated. By the 1990's financial performance information was indeed seen as too narrow to describe the performance of most organizations. (Module 2, 2012, page 4)

### **3.3 Role of ISO 9001:2008 on performance**

The standard's intention is to improve internal working in order to help you achieve greater consistency and quality of service. Together with improving what you already have in place, this is done by replacing bad or even non-existing processes with ones that are relevant, functional and documented. The results are greater efficiency and productivity, linking to increased profitability.

ISO 9001 is also aimed at achieving customer satisfaction by setting out what needs to be in place in order to consistently meet customer requirements. In a tough economic climate, retaining clients is vital; ISO 9001 will help you to do so.

In addition, ISO 9001 is designed to be compatible with other ISO management system standards such as ISO 14001 (Environmental), OHSAS 18001 (Health and Safety) and ISO 27001 (Information Security). All or any combination of these complementary standards can be integrated seamlessly. By sharing many principles, choosing an integrated management system can reduce cost considerably (<http://www.british-assessment.co.uk/services/iso-certification/iso-9001-certification/iso-9001-certification-benefits/>).

The benefits to be gathered from certification are fully related to how a company wants to use it. If its aim is only to get a certificate and to enhance its image, documentation and procedures will harm daily business processes and will not contribute to improved performance

Efforts to achieve ISO 9000 generally deviate from the real aim and organizations miss the relationship between ISO 9000 and total quality. In this situation efforts for certification are transformed into a bureaucratic exercise.

## **4.1. Zain Overview**

### **4.1.1. History**

Zain – Sudan began the work in February, 1997 as a first supplier for mobile phone service in the Sudan. The company, however, is enjoyed with a subscription base whose subscribers exceed 12 million active ones and with a marketing share equals 60% of the Sudanese market. Additionally, Zain comes ahead of other phone companies as it is a first company of mobile phone communications. Zain provides unprecedented services for its subscribers and contributes in community development and support national economy ([www.zain.com](http://www.zain.com)).

### **4.1.2. Vision**

To remain the Preferred Mobile Operator, leading the Telecommunications Market Growth in Sudan and expanding in the region within adjacent countries, driving economic prosperity, and providing the highest Value for all our stakeholders through operational excellence ([www.zain.com](http://www.zain.com)).

### **4.1.3. Mission**

We will continue to challenge ourselves and set new performance standards by investing in the future of our Customers and seeking knowledge and innovation in order to exceed expectations in serving our community ([www.zain.com](http://www.zain.com)).

### **4.1.4. Customers**

Customer is person, company, or other entity which buys goods and services produced by another person, company, or other entity.

According to the above definition all Person, company, or other entity which buys goods and services related to telecom technology considered as zain customer ([www.zain.com](http://www.zain.com)).

### **4.1.5. Product and Services**

The company is working to provide all that meets the needs of customers so find below product and services:

Prepaid plans

Post paid plans

Data (Zain connect)

Top up Vouchers.

Basic services ( Call Conference- Call Divert- Call waiting/ Holding - Hold Caller ID- Quick Codes - Access Zain Service- SMS Service- Voicemail).

Value added services ( F&F- M2U- La7inna- Voice SMS- How call)

Offers & promotions (There are always new)

International Plans (Is a service that allows subscribers to roam in more than 280 countries around the world)

([www.zain.com](http://www.zain.com)).

## **4.2. Research Methods**

### **4.2.1 Research design**

Based on the research, researcher developed the objectives, design and the framework of the research.

Zain Sudan Company was chosen as a research area.

According to objectives of research three hypotheses are assumed to evaluate the role of implementing ISO 9001:2008 in the Performance of Zain Company

Questionnaire survey was conducted and data was analyzed by using SPSS software program.

### **4.2.2 Research area**

The study was conducted in the Zain Company in Khartoum state during 2007 to 2014.

### **4.2.3 Research population**

The target population of this study including personnel from all departments of Zain Company in Khartoum state, Sudan.

### **4.2.4 Sampling**

Random sampling technique is used to select 30 samples from target population.

### **4.2.5 Inclusion criteria**

The participant in this study is all Zain staff.

#### **4.2.6 Exclusion criteria**

The participant is excluded if has experience less than 8 years.

#### **4.2.7 Data collection**

The research selects Zain Company which operating in telecom industry. A survey questionnaire was developed using 5 point Likert scale (1=strongly disagree; 2=Disagree; 3=Neutral; 4= Agree; 5=Strongly Agree) to obtain feedbacks about the opinions of participants on different variables.

#### **4.2.8 Data analysis**

After data collection has finished, the researcher used SPSS software for the analysis of collected data by using Cranach's Alpha ( $\alpha$ ) test, Chi-Square test and Frequency Test.

30 questionnaires were distributed, 0 of them were incomplete. Therefore, the number of samples to analyze was 30.

#### **4.2.9 Ethical consideration**

Participants opinions were treated honestly, fairly and respectfully, professional and scientific responsibility were adhering to highest scientific and professional standard and accept responses.

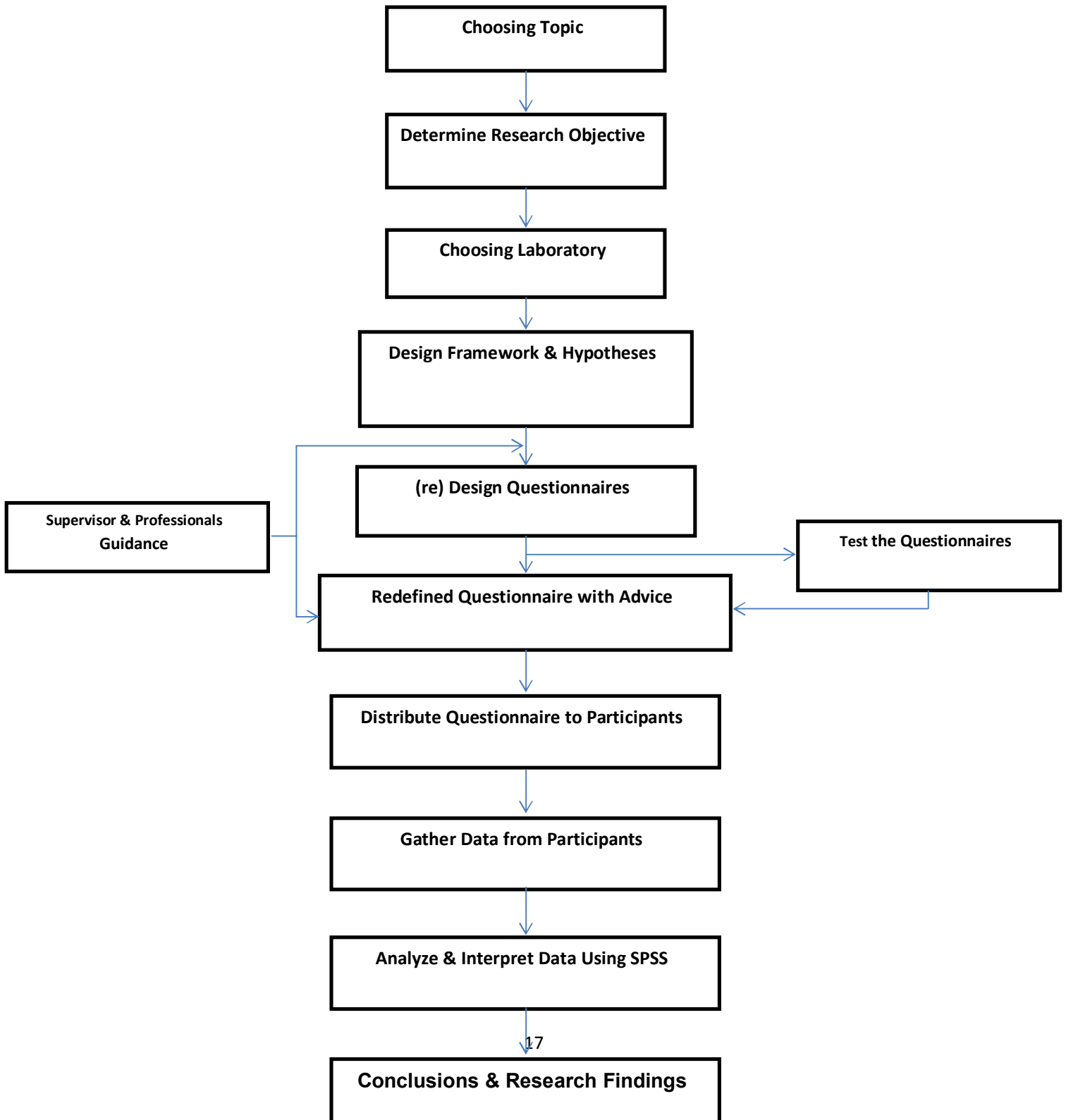
Information provided by participants were kept confidential and used only for this study.

#### **4.2.10 Method:**

This study based on theoretical background of methodology and the quantitative design using a hypothesis testing approach.



### 4.2.11 Research structure



### 4.3. Reliability test

#### Reliability Statistics

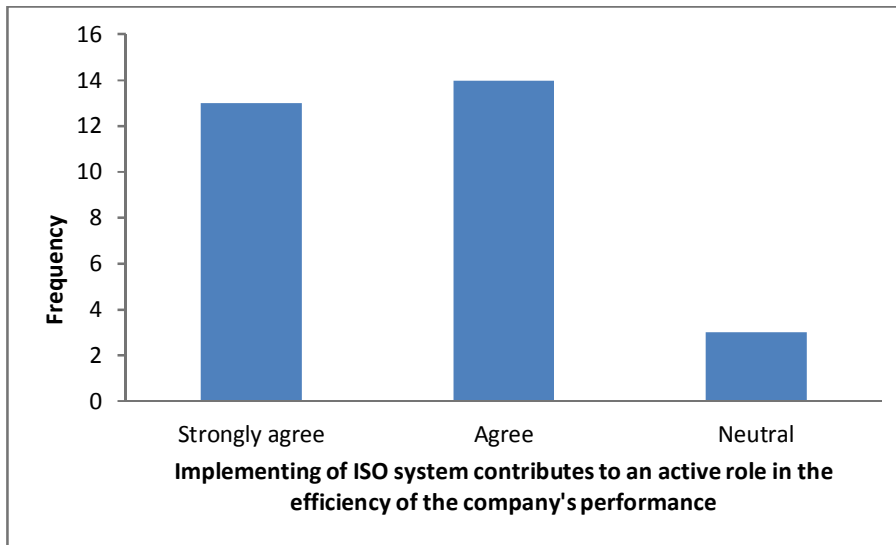
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.869	.857	19

### 4.4. Frequency Tests

**Table 4.4.1:** Implementing of ISO system contributes to an active role in the efficiency of the company's performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	13	43.3	43.3	43.3
Valid Agree	14	46.7	46.7	90.0
Valid Neutral	3	10.0	10.0	100.0
Total	30	100.0	100.0	

**Figure 4.4.1:** Implementing of ISO system contributes to an active role in the efficiency of the company's performance

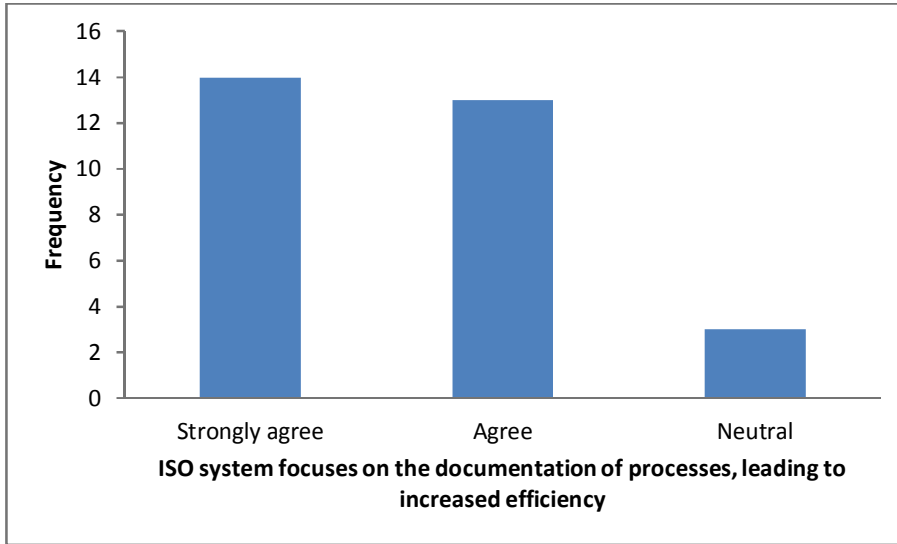


From the previous table, we found that 43.3% of employees strongly agree with the statement, 46.7% agree and 10% neutral.

**Table 4.4.2:** ISO system focuses on the documentation of processes, leading to increased efficiency

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	14	46.7	46.7	46.7
Agree	13	43.3	43.3	90.0
Neutral	3	10.0	10.0	100.0
Total	30	100.0	100.0	

**Figure 4.4.2:** ISO system focuses on the documentation of processes, leading to increased efficiency

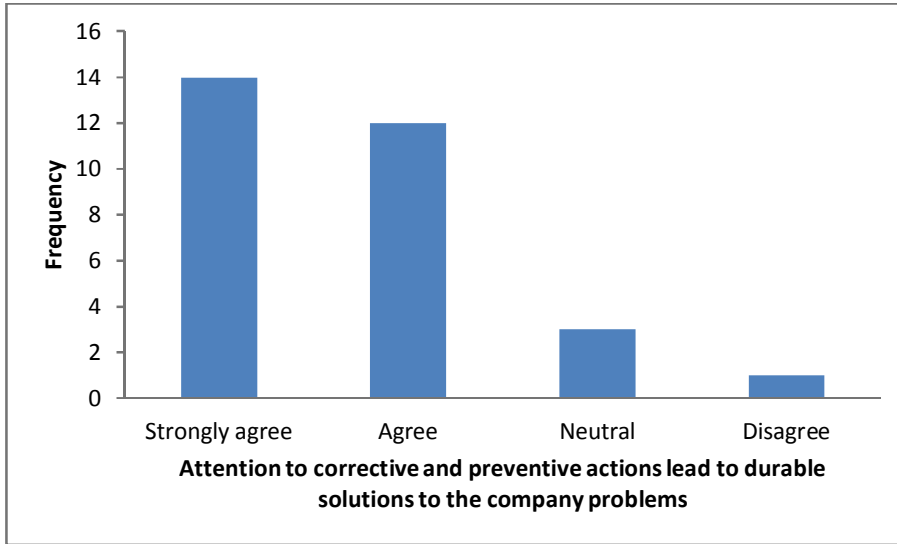


From the previous table, we found that 46.7% of employees strongly agree with the statement, 43.3% agree and 10% neutral.

**Table 4.4.3:** Attention to corrective and preventive actions lead to durable solutions to the company problems

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	14	46.7	46.7	46.7
Agree	12	40.0	40.0	86.7
Valid Neutral	3	10.0	10.0	96.7
Disagree	1	3.3	3.3	100.0
Total	30	100.0	100.0	

**Figure 4.4.3:** Attention to corrective and preventive actions lead to durable solutions to the company problems

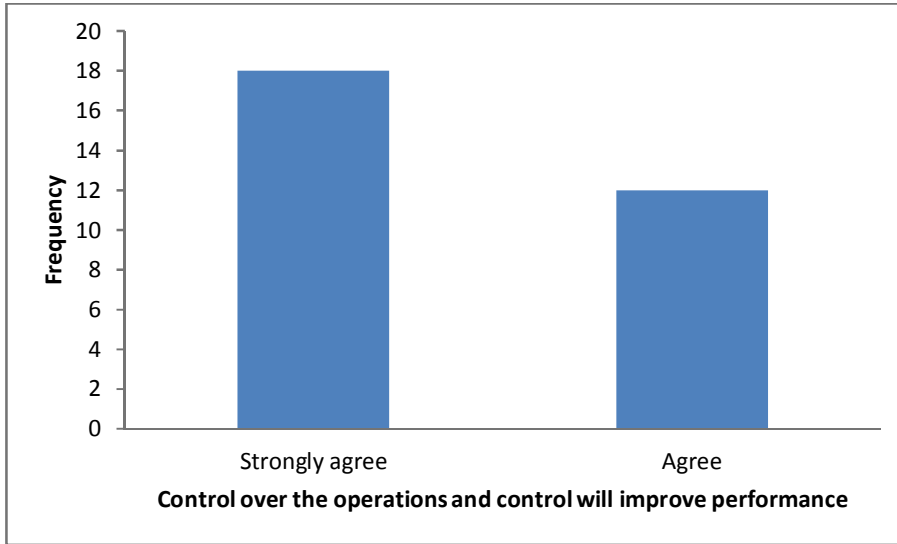


From the previous table, we found that 46.7% of employees strongly agree with the statement, 40 %agree, 10%neutral and 3.3%disagree.

**Table 4.4.4:** Control over the operations and control will improve performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	18	60.0	60.0	60.0
Valid Agree	12	40.0	40.0	100.0
Total	30	100.0	100.0	

**Figure 4.4.4:** Control over the operations and control will improve performance

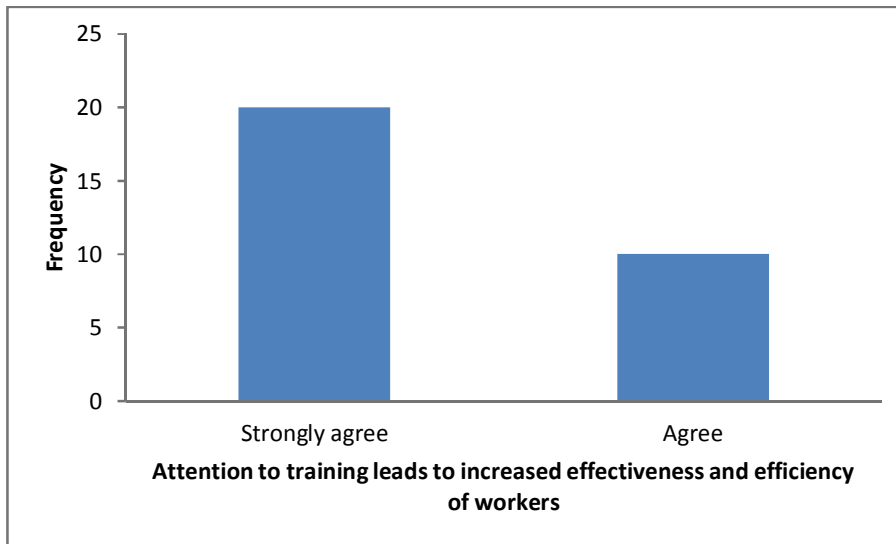


From the previous table, we found that 60% of employees strongly agreed with the term and 40 %agree.

**Table 4.4.5:** Attention to training leads to increased effectiveness and efficiency of workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	20	66.7	66.7	66.7
Valid Agree	10	33.3	33.3	100.0
Total	30	100.0	100.0	

**Figure 4.4.5:** Attention to training leads to increased effectiveness and efficiency of workers

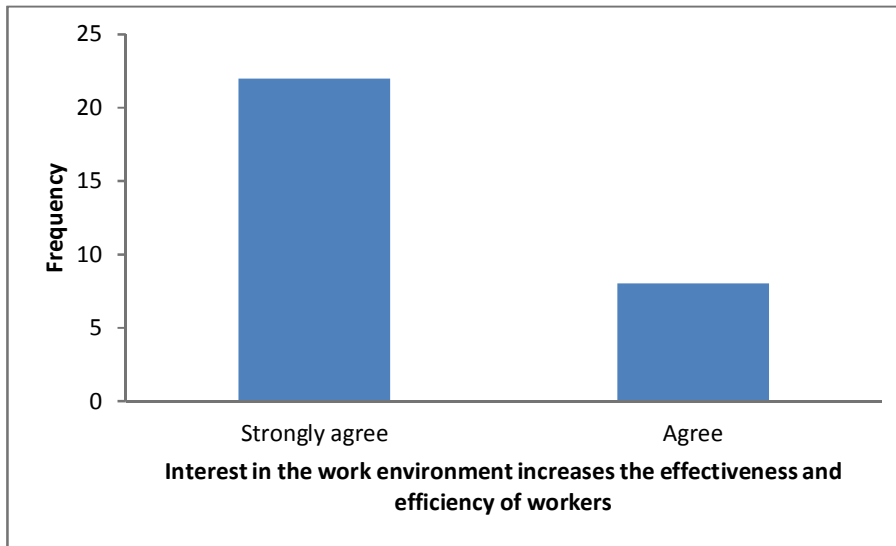


From the previous table, we found that 66.7% of employees strongly agree with the statement and 33.3 %agree.

**Table 4.4.6:** Interest in the work environment increases the effectiveness and efficiency of workers.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	22	73.3	73.3	73.3
Valid Agree	8	26.7	26.7	100.0
Total	30	100.0	100.0	

**Figure 4.4.6:** Interest in the work environment increases the effectiveness and efficiency of workers



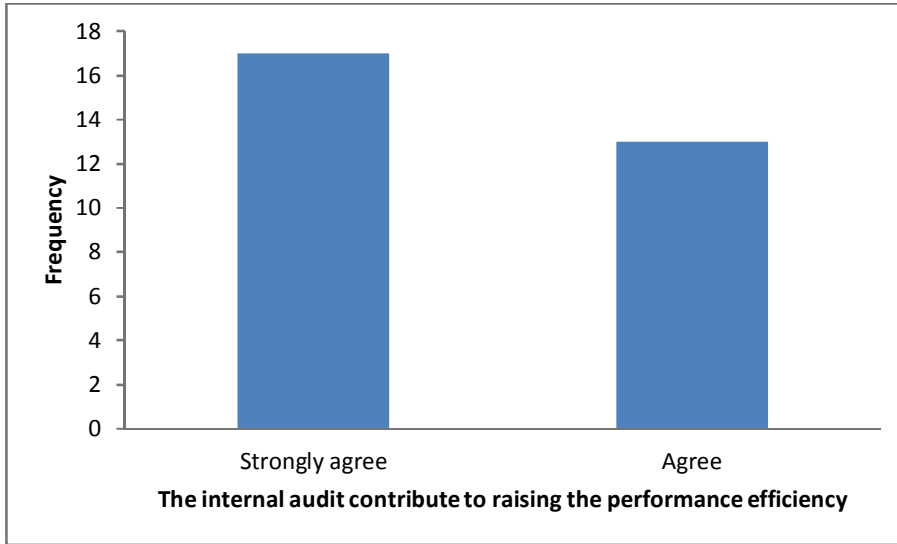
From the previous table, we found that 73.3% of employees strongly agree with the statement and 26.7 %agree.

**Table 4.4.7:** The internal audit contribute to raising the performance efficiency

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	17	56.7	56.7	56.7
Valid Agree	13	43.3	43.3	100.0
Total	30	100.0	100.0	

**Figure 4.4.7:** The internal audit contribute to raising the performance efficiency



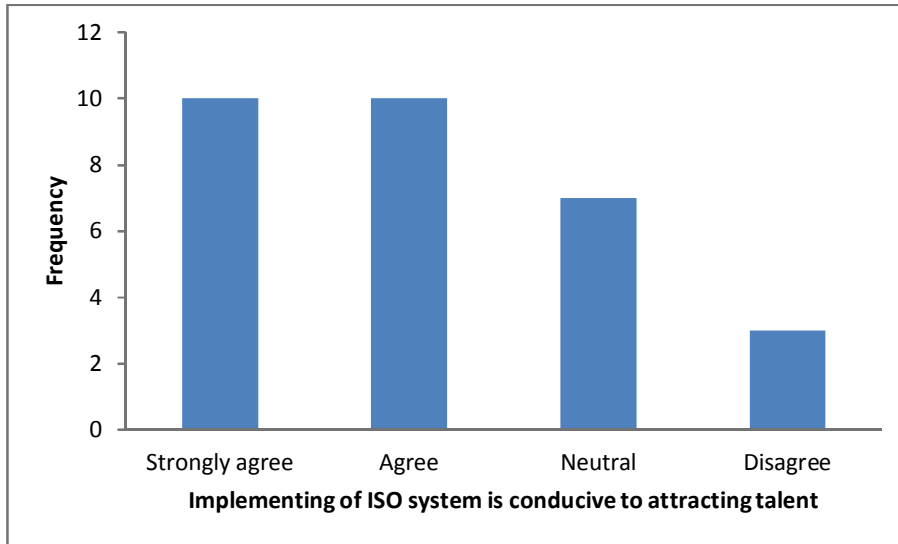


From the previous table, we found that 56.7% of employees strongly agree with the statement and 43.3 %agree.

**Table 4.4.8:** Implementing of ISO system is conducive to attracting talent

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	10	33.3	33.3	33.3
Agree	10	33.3	33.3	66.7
Valid Neutral	7	23.3	23.3	90.0
Disagree	3	10.0	10.0	100.0
Total	30	100.0	100.0	

**Figure 4.4.8:** Implementing of ISO system is conducive to attracting talent



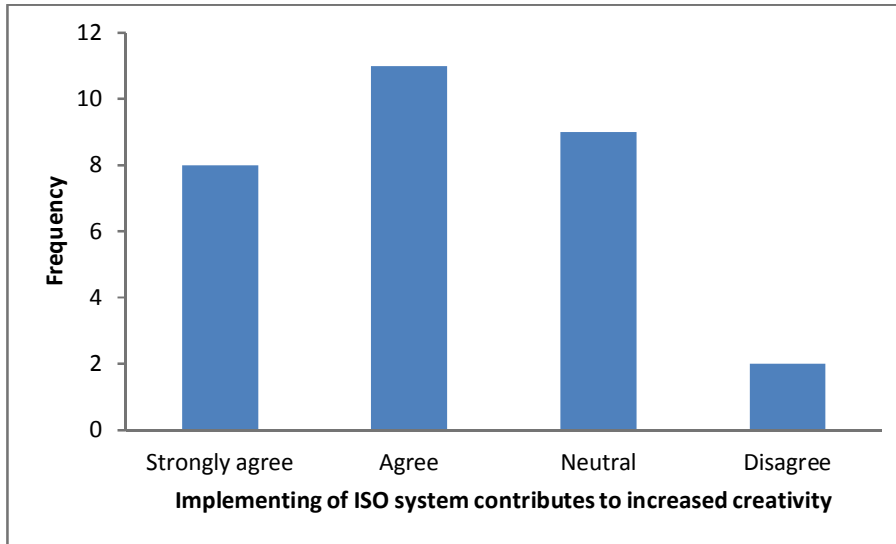
From the previous table, we found that 33.3% of employees strongly agree with the statement, 33.3 %agree, 23.3%neutral and 10%disagree.

**Table 4.4.9:** Implementing of ISO system contributes to increased creativity

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	8	26.7	26.7	26.7
Agree	11	36.7	36.7	63.3
Neutral	9	30.0	30.0	93.3
Disagree	2	6.7	6.7	100.0

Total	30	100.0	100.0	
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**Figure 4.4.9:** Implementing of ISO system contributes to increased creativity



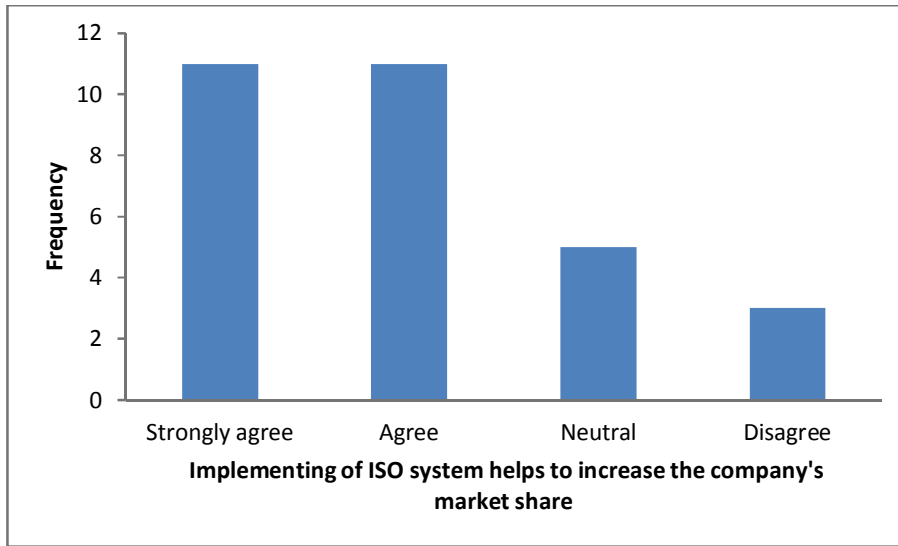
From the previous table, we found that 26.7% of employees strongly agree with the statement, 36.7 %agree, 30%neutral and 6.7%disagree.

**Table 4.4.10:** Implementing of ISO system helps to increase the company's market share

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	11	36.7	36.7	36.7
Valid Agree	11	36.7	36.7	73.3
Valid Neutral	5	16.7	16.7	90.0

Disagree	3	10.0	10.0	100.0
Total	30	100.0	100.0	

**Figure 4.4.10:** Implementing of ISO system helps to increase the company's market share



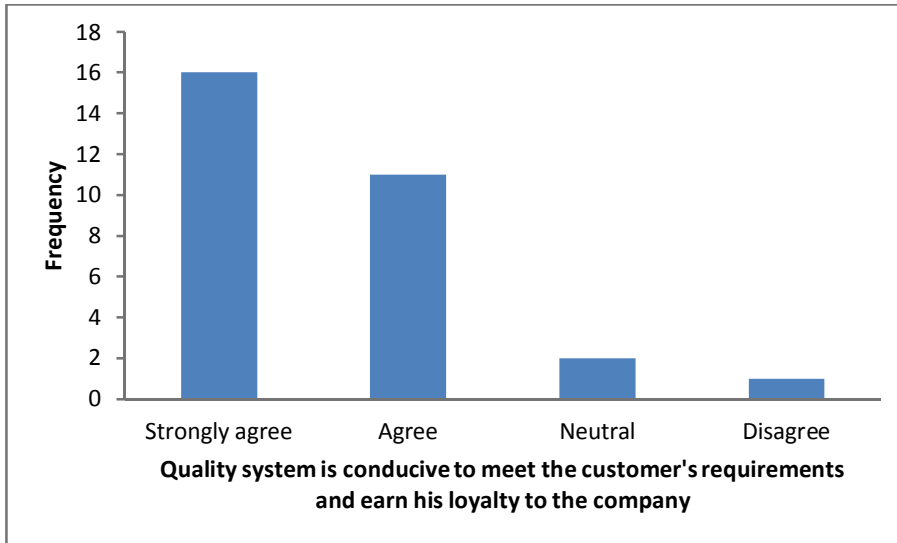
From the previous table, we found that 36.7% of employees strongly agree with the statement, 36.7 %agree, 16.7%neutral and 10%disagree.

**Table 4.4.11:** Quality system is conducive to meet the customer's requirements and earn his loyalty to the company.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	16	53.3	53.3	53.3
Valid Agree	11	36.7	36.7	90.0
Valid Neutral	2	6.7	6.7	96.7
Valid Disagree	1	3.3	3.3	100.0

Total	30	100.0	100.0	
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**Figure 4.4.11:** Quality system is conducive to meet the customer's requirements and earn his loyalty to the company

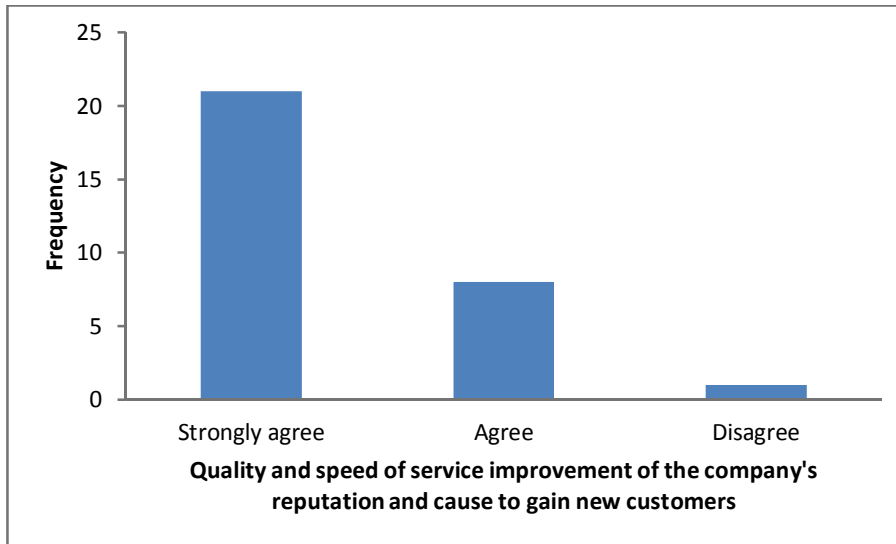


From the previous table, we found that 53.3% of employees strongly agree with the statement, 36.7 %agree, 6.7%neutral and 3.3%disagree.

**Table 4.4.12:** Quality and speed of service improvement of the company's reputation and cause to gain new customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	21	70.0	70.0	70.0
Valid Agree	8	26.7	26.7	96.7
Valid Disagree	1	3.3	3.3	100.0
Total	30	100.0	100.0	

**Figure 4.4.12:** Quality and speed of service improvement of the company's reputation and cause to gain new customers

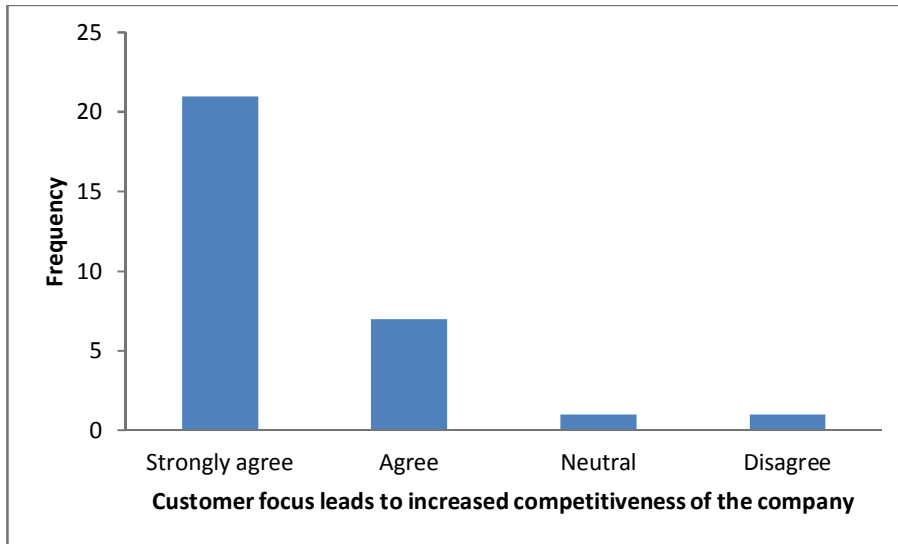


From the previous table, we found that 70% of employees strongly agree with the statement, 26.7 %agree and 3.3%disagree.

**Table 4.4.13:** Customer focus leads to increased competitiveness of the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	21	70.0	70.0	70.0
Agree	7	23.3	23.3	93.3
Valid Neutral	1	3.3	3.3	96.7
Disagree	1	3.3	3.3	100.0
Total	30	100.0	100.0	

**Figure 4.4.13:** Customer focus leads to increase competitiveness of the company

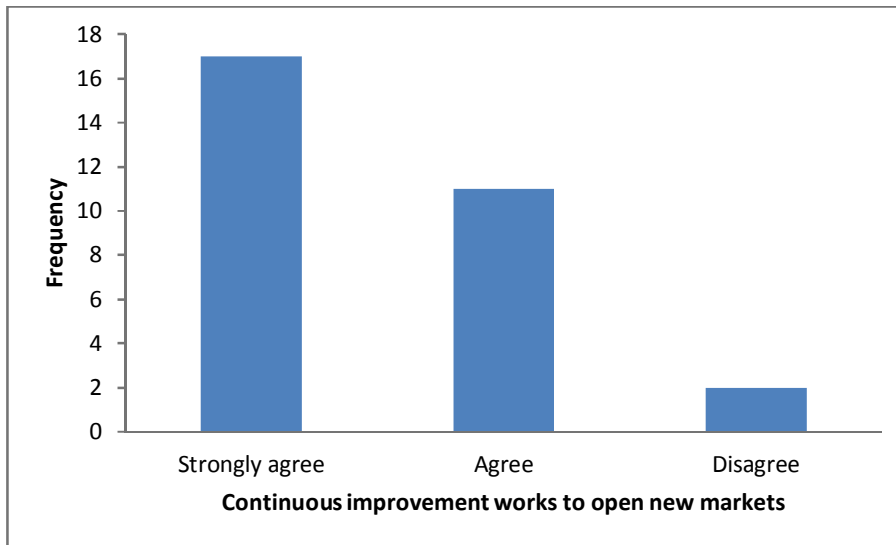


From the previous table, we found that 70% of employees strongly agree with the statement, 23.3 %agree, 3.3%neutral and 3.3%disagree.

**Table 4.4.14:** Continuous improvement works to open new markets

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	17	56.7	56.7	56.7
Valid Agree	11	36.7	36.7	93.3
Valid Disagree	2	6.7	6.7	100.0
Total	30	100.0	100.0	

**Figure 4.4.14:** Continuous improvement works to open new markets



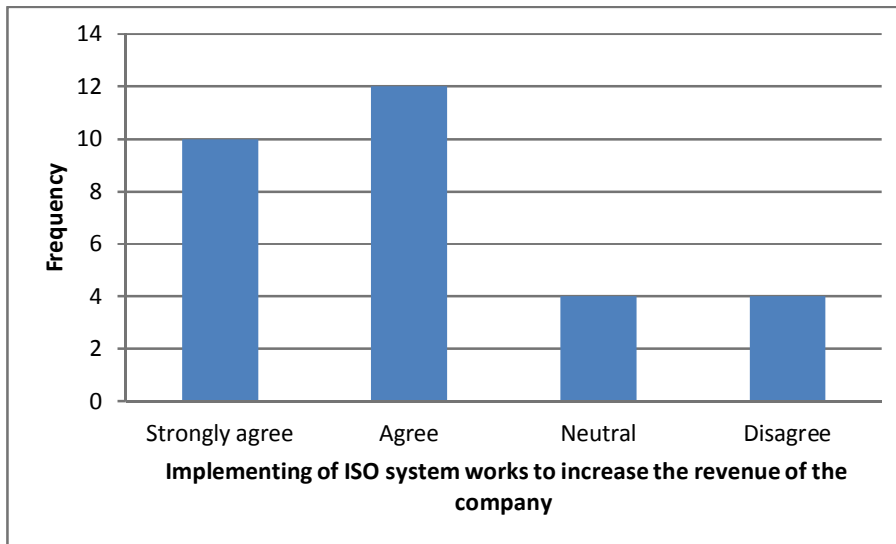
From the previous table, we found that 56.7% of employees strongly agree with the statement, 36.7 %agree and 6.7%disagree.

**Table 4.4.15:** Implementing of ISO system works to increase the revenue of the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	10	33.3	33.3	33.3
Agree	12	40.0	40.0	73.3
Valid Neutral	4	13.3	13.3	86.7
Disagree	4	13.3	13.3	100.0
Total	30	100.0	100.0	



**Figure 4.4.15:** Implementing of ISO system works to increase the revenue of the company

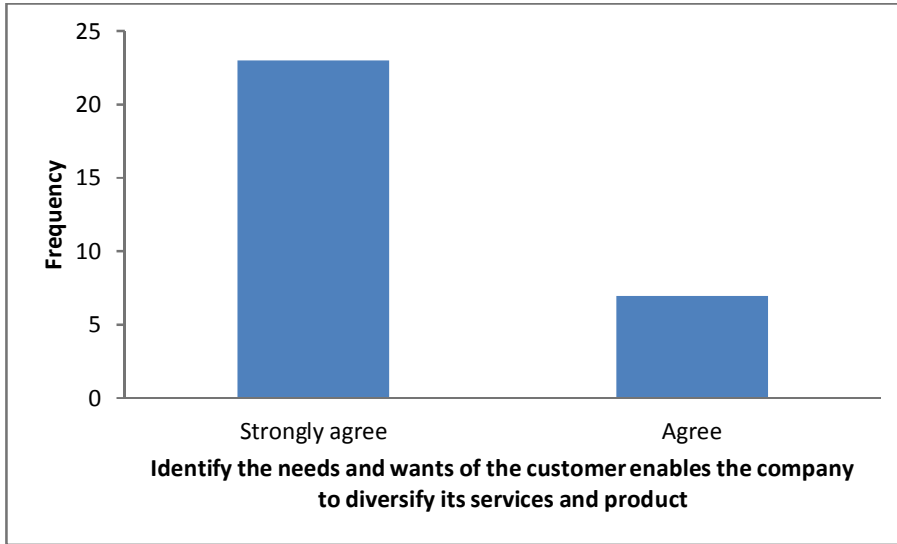


From the previous table, we found that 33.3% of employees strongly agree with the statement, 40 %agree, 13.3%neutral and 13.3%disagree.

**Table 4.4.16:** Identify the needs and wants of the customer enables the company to diversify its services and products

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	23	76.7	76.7	76.7
Valid Agree	7	23.3	23.3	100.0
Total	30	100.0	100.0	

**Figure 4.4.16:** Identify the needs and wants of the customer enables the company to diversify its services and products

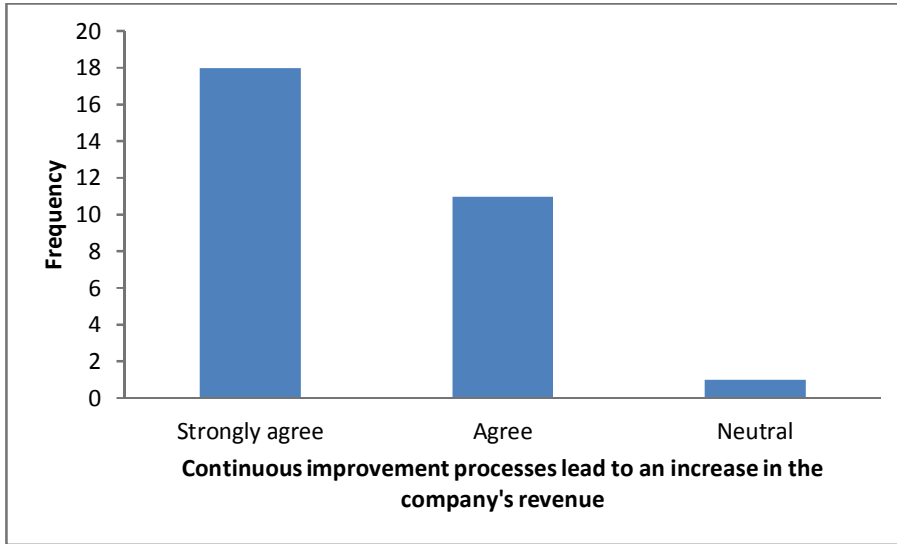


From the previous table, we found that 76.7% of employees strongly agree with the statement and 23.3 %agree.

**Table 4.4.17:** Continuous improvement processes lead to an increase in the company's revenue

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	18	60.0	60.0	60.0
Agree	11	36.7	36.7	96.7
Neutral	1	3.3	3.3	100.0
Total	30	100.0	100.0	

**Figure 4.4.17:** Continuous improvement processes lead to an increase in the company's revenue

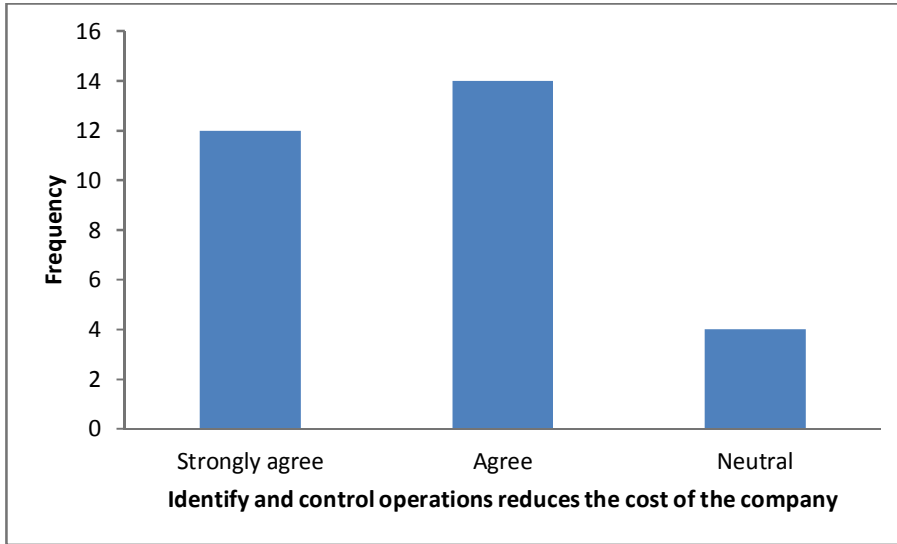


From the previous table, we found that 60% of employees strongly agree with the statement, 36.7 %agree and 3.3%neutral.

**Table 4.4.18:** Identify and control operations reduces the cost of the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	12	40.0	40.0	40.0
Valid Agree	14	46.7	46.7	86.7
Valid Neutral	4	13.3	13.3	100.0
Total	30	100.0	100.0	

**Figure 4.4.18:** Identify and control operations reduces the cost of the company



From the previous table, we found that 40% of employees strongly agree with the statement, 46.7 %agree and 13.3%neutral.

**Table 4.4.19:** Data analysis working to improve the work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	14	46.7	46.7	46.7
Agree	12	40.0	40.0	86.7
Neutral	4	13.3	13.3	100.0
Total	30	100.0	100.0	

**Figure 4.4.19:** Data analysis working to improve the work



From the previous table, we found that 46.7% of employees strongly agree with the statement, 40 %agree and 13.3%neutral.

## 4.5. Test of hypothesis (Chi-Square)

### 4.5.1. The First Hypothesis:

**Table 4.5.1:** There is a positive relation between ISO 9001:2008 implementation

and the Zain performance.

	Chi – Square	d.f	P- value	Mode	Interpretation
Implementing of ISO system contributes to an	7.40	2	0.025	2	disagree

active role in the efficiency of the company's performance					
ISO system focuses on the documentation of processes, leading to increased efficiency	7.40	2	0.025	1	Strongly disagree
Attention to corrective and preventive actions lead to durable solutions to the company problems	16.67	3	0.001	1	Strongly disagree
Control over the operations and control will improve performance	1.20	1	0.273	1	Strongly disagree
Attention to training leads to increased effectiveness and efficiency of workers	3.33	1	0.068	1	Strongly disagree
Interest in the work environment increases the effectiveness and efficiency of workers	6.53	1	0.011	1	Strongly disagree

The internal audit contribute to raising the performance efficiency	0.53	1	0.465	1	Strongly disagree
Implementing of ISO system is conducive to attracting talent	4.40	3	0.221	1	Strongly disagree
Implementing of ISO system contributes to increased creativity	6.00	3	0.112	2	disagree

The previous table shows the result of Chi-square which result most of sig.value >0.05, which reject the first Hypothesis.

### The Second Hypothesis:

**Table 4.5.2:** There is a positive relation between ISO 9001:2008 implementation and the Zain market share.

	Chi – Square	d.f	P- value	Mode	Interpretation
Implementing of ISO system helps to increase the	6.80	3	0.079	3	Neutral

company's market share					
Quality system is conducive to meet the customer's requirements and earn his loyalty to the company	20.93	3	0.000	1	Strongly disagree
Quality and speed of service improvement of the company's reputation and cause to gain new customers	20.60	2	0.000	4	Agree
Customer focus leads to increased competitiveness of the company	35.60	3	0.000	4	Agree
Continuous improvement works to open new markets	11.40	2	0.003	5	Agree



The previous table shows the result of Chi-square which result most of sig.value <0.05, which accept the second Hypothesis.

**The Third Hypothesis:**

**Table 4.5.3:** There is a positive relation between ISO 9001:2008 implementation and the Zain revenue.

	<b>Chi – Square</b>	<b>d.f</b>	<b>P- value</b>	<b>Mode</b>	<b>Interpretation</b>
Implementing of ISO system works to increase the revenue of the company	6.80	3	0.079	3	Neutral
Identify the needs and wants of the customer enables the company to diversify its services and products	8.53	1	0.003	4	Agree
Continuous improvement processes lead to an increase in the company's revenue	14.60	2	0.001	4	Agree
Identify and control	5.60	2	0.061	3	Neutral

operations reduces the cost of the company					
Data analysis Working to improve the work	5.60	2	0.061	3	Neutral

The previous table shows the result of Chi-square which result most of sig.value >0.05, which reject the Third Hypothesis.

#### **4.6. Results and discussion**

When the research study the role of implementing ISO 9001:2008 on the performance of Zain Company, the research has find out that there is no positive relation between ISO 9001:2008 implementation and the Zain performance and there is no positive relation between ISO 9001:2008 implementation and the Zain revenue but there is a positive relation between ISO 9001:2008 implementation and the Zain market share.

According to Chi-square tests results in the previous chapter which result sig.value < 0.05 for the second hypothesis, which reject the null hypotheses and accept the researcher hypotheses but reject the researcher hypotheses for the

first and third hypotheses because of the sig.value  $>0.05$  for the first and third hypotheses, which accept the null hypotheses and reject the researcher hypotheses as shown in the following table.

**Table 4.1:** Results of hypotheses

Hypothesis	Result
There is a positive relation between ISO 9001:2008 implementation and the Zain performance.	False
There is a positive relation between ISO 9001:2008 implementation and the Zain market share.	True
There is a positive relation between ISO 9001:2008 implementation and the Zain revenue.	False

Also we can find it in this research:

- All study sample disagree of the statement (ISO system focuses on the documentation of processes, leading to increased efficiency)
- All study sample strongly disagree of the statement (Attention to corrective and preventive actions lead to durable solutions to the company problems)
- All study sample strongly disagree of the statement (Control over the operations and control will improve performance)
- All study sample strongly disagree of the statement (Quality system is conducive to meet the customer's requirements and earn his loyalty to the company)
- All study sample agree of the statement (Customer focus leads to increased competitiveness of the company)
- All study sample agree of the statement (Identify the needs and wants of the customer enables the company to diversify its services and products)
- All study sample agree of the statement (Continuous improvement processes lead to an increase in the company's revenue)

If we take a tour of the result of the questionnaire, we can say that there is not acceptance for the hypothesis that ISO had a role in the performance of the company and the hypothesis that ISO has a role in the revenue of the company with the acceptance of the hypothesis that ISO has a role in the market share of the company, but if you look at the real position of the company's, we find that there is an increase in profits by 4% and decrease in market share by 2%, which means that there are increase in the quality of subscribers .

## **4.7 Conclusion**

From this study we can conclude that:

- There is no positive relation between ISO 9001:2008 implementation and the Zain performance.
- There is a positive relation between ISO 9001:2008 implementation and the Zain market share.
- There is no positive relation between ISO 9001:2008 implementation and the Zain revenue.

## **4.8 Recommendations**

This research concluded the following recommendations:

- The company must search for another excellence standard.
- The Company must focus on the continuous process improvement.
- More interesting should be given to business excellence department.

For future researches I recommend to study the role of business excellence department.

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-<http://www.british-assessment.co.uk/services/iso-certification/iso-9001-certification/iso-9001-certification-benefits/>

- [http://www.iso.org/iso/iso\\_9000](http://www.iso.org/iso/iso_9000)

-<http://www.zain.com>

## Appendix



### جامعة السودان للعلوم والتكنولوجيا

استبيان بعنوان:

#### دور تطبيق الأيزو 9001:2008 في أداء شركة زين

المعلومات سرية وتستخدم بغرض البحث العلمي فقط

#### خلفية عن المبحوث:

(1) النوع :

ذكر (1)  أنثي (2)

(2) العمر :

45-18 (1)  60-46 (2)  أكثر من 60 (3)

(3) خبره العمليه :

9-8 سنوات (1)  11-10 سنوات (2)  أكثر من 12 سنوات (3)

(4) المستوى التعليمي :

ثانوي (1)  جامعي (2)  فوق الجامعي (3)  أخري (4)

## الرجاء وضع علامة (√) أمام الإجابة التي تناسبك

لا أوافق بشدة	لا أوافق	محايد	أوافق بشدة	أوافق	المحور الأول: العلاقة بين نظام الأيزو والأداء
					تطبيق نظام الأيزو يسهم بدور فعال في كفاءة أداء الشركة
					نظام الأيزو يركز على توثيق العمليات مما يؤدي الى زيادة الفعاليه
					الاهتمام بالاجراءات الوقائيه والتصحيحيه يؤدي الى الحلول الدائمه للمشكلات بالشركه
					الرقابه على العمليات وضبطها يؤدي الى تحسين الأداء
					الاهتمام بالتدريب يؤدي الى زيادة فاعلية وكفاءة العاملين
					الاهتمام ببيئة العمل يزيد من فاعلية وكفاءة العاملين
					المراجعته الداخليه تسهم في رفع كفاءة الأداء
					في جذب الكفاءات تطبيق نظام الأيزو يسهم
					تطبيق نظام الأيزو يسهم في زيادة الابداع
					<b>المحور الثاني : العلاقة بين تطبيق نظام الأيزو و حصة الشركه في السوق</b>
					تطبيق نظام الأيزو يساعد على زيادة حصة الشركه في السوق
					نظام الجوده يؤدي الى تلبية متطلبات العميل وكسب ولائه للشركه
					جودة وسرعة الخدمه تحسن من سمعة الشركه ممايؤدي الى كسب عملاء جدد
					تركيز على العملاء يؤدي الى زيادة القدره التنافسيه للشركه
					التحسين المستمر يعمل على فتح اسواق جديده
					<b>المحور الثالث : العلاقة بين تطبيق نظام الأيزو وربحية الشركه</b>
					تطبيق نظام الأيزو يعمل على زيادة ربحية الشركه
					على احتياجات ورغبات العميل يمكن الشركه من تنويع خدماتها التعرف ومنتجاتها
					عمليات التحسين المستمر تؤدي الى زيادة الربحيه في الشركه
					تحديد وضبط العمليات يؤدي الى تقليل التكاليف للشركه
					تحليل البيانات تعمل على تحسين العمل