

**Sudan University of Science and Technology**

**College of Graduate Studies**



**Impact of Implementation ISO 9001:2008 Quality  
Management Systems on Employee Satisfaction**  
(Case study: National Industry Company- Omdurman-Sudan)

**أثر تطبيق نظام إدارة الجودة ISO 9001:2008 على رضا العاملين**

(دراسة حالة: شركة الصناعات الوطنية أمدردمان/السودان)

*Thesis submitted in partial fulfillment of the requirements  
for the Msc. in Total Quality Management & Excellence*

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# الإستهلال

قال الله تعالى:

"يَرْفَعِ اللَّهُ الَّذِينَ آمَنُوا مِنْكُمْ وَالَّذِينَ أُوتُوا الْعِلْمَ دَرَجَاتٍ ۗ وَاللَّهُ بِمَا تَعْمَلُونَ

خَبِيرٌ"

سورة المجادلة الآية (١١)

صدق الله العظيم

# *Dedication*

*This thesis is dedicated to my  
parents, whom encouraged me all the  
way long.*

# ACKNOWLEDGEMENTS:

*I am thankful to ALLAH who gives me the courage and strength to complete this research and gives me the grace of knowledge of science which lit my way.*

*I would like to express the deepest appreciation to Sudan University of Science and Technology mainly College of Graduate Studies for the scientific and academic support.*

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*family, especially my parents for their help and support, and my husband and my brothers, Abdalsalam, Tohami, and my sisters, Maria, Gartha, and Fatima for their encouragement.*

## *Abstract:*

The purpose of this study was to investigate the impact of implementation of ISO 9001:2008 quality management systems on employee's satisfaction in National Industries Company Omdurman /Sudan, where researcher used a descriptive approach to its appropriateness for the purposes of the study. This study was conducted on a sample of (70) employees of National industries company employees. Questionnaire designed as a tool to collect data. (SPSS) software program for statistical treatments appropriate to put the study for it according to the following changes: (gender, educational level, age, job). Results from the analysis of employee's feedback showed **positive** trends about 64.8% from the impact of National industries company employees. The study found that National Industries Company is committed to adopting and applying the principle of ISO 9001:2008, which is reflected in the employees' feedback results towards the company, which explained that the adoption of ISO 9001:2008 standard has a positive impact on satisfaction in the national industries company.

## مستخلص الدراسة:

هدفت هذه على الدراسة إلى التعرف على أثر تطبيق نظام إدارة الجودة ISO 9001:2008 على الرضا الوظيفي بشركة الصناعات الوطنية أمدرمان- السودان، حيث استخدم المنهج الوصفي لملاءمته لأغراض الدراسة. أجريت هذه الدراسة على عينة قوامها (70) موظف من موظفين شركة الصناعات الوطنية، وقدمت تصميم الاستبانة كأداة لجمع البيانات. وباستخدام برنامج SPSS تم إجراء المعالجات الإحصائية المناسبة لما وضعت الدراسة من أجله تبعا للمتغيرات التالية: (الجنس، المستوى التعليمي، العمر، والوظيفة). نتائج تحليل آراء موظفين شركة الصناعات الوطنية أوضحت نواحي إيجابية بنسبة %64.8 عن أثر تطبيق نظام إدارة الجودة الأيزو 9001:2008.

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# **CHAPTER ONE**

## **Introduction**

# **CHAPTER ONE**

## **Introduction**

The meaning of quality can be defined as understanding of customer's requirement, expectations and buying behaviors.

Although many researchers have been carried out on quality and its significant level, quality still remains a term that is not easy to be understood and, as a result, many definitions of "quality":

- i. Differences in the quality reflect the differences in the quality of some in gradients or attributes possessed by product. (Abbott, 1955).
- ii. Quality is fitness for use. (Juran, 1974).
- iii. Conforming to requirements. (Crosby, 1979).

If refer to ISO 9000 Quality Management System- Fundamentals and Vocabulary ISO (2000), it has defined quality as a degree to which a set of inherent characteristics fulfills requirements. This definition has gathered the above three definitions of quality. The definition scope is not only covering product but also management system. (ISO 9001 certification and performance in manufacturing industries (Yeap Hock Cheng 2004).

Quality is an important issue for industrial organization. Therefore during the last several years' quality management system have been promoted as a tool at improvement for many organizations.

The most well known quality management system is the International standardization organization ISO 9001:2008 which has widely been adopted by industrial organizations. These organizations depend on their

customers and therefore should understand current and future customer needs, meet customer requirements and strive to exceed customers' expectation.

Since the quality management system ISO 9001:2008 begins with customer requirements and ends with customer satisfaction, this research concentrated on measuring the impact of implementation ISO 9001:2008 (quality management systems on employee's satisfaction), internal customers.

This research becomes important due to lack of researches that assess the impact of implementation ISO 9001:2008 (quality management systems) on employee's satisfaction in Sudanese industry. The manufacturing field require a high degree of product quality for the customer with low cost, therefore there is an aggressiveness in manufacturing sector forces organization to implement the best practices of quality systems to deliver high quality at low cost.

National Industries Company (Omdurman/Sudan) implemented ISO 9001:2008 quality management systems, their work focuses on identifying the impact of the results on employee satisfaction. The research aims to achieve the following:

1. To identify the Impact of Implementation ISO9001:2008 on employee satisfaction.
2. To measuring the level of the job satisfaction for the employee in National Industries Company.
3. To enhance employee satisfaction.
4. To improve organizational performance.

**❖ Research questions:**

1. Is there any impact of implementation ISO 9001:2008 among National Industries Company?
2. What is the extent of the job satisfaction among the employees in National Industries Company?
3. Is there an impact of implementation ISO 9001:2008 on employee Performance?
4. Is there any relationship between ISO 9001:2008 and employee satisfaction improvement?

**❖ Research hypothesis:**

1. There is an impact of implementation ISO 9001:2008 among National Industries Company.
2. There is a high level of job satisfaction among the employees in National Industries Company.
3. There is an impact of implementation ISO 9001:2008 on employee Performance.
4. There is relationship between ISO 9001:2008 and employee satisfaction improvement.

**CHAPTER TWO**  
**Literature Review**

## Literature Review

The term for” ISO”refer to the international organization for standardization. You may be curious about the difference between the names of the organization: international organization for standardization ([www.iso.ch/infoe/intro.htm](http://www.iso.ch/infoe/intro.htm)). [10].

ISO is a non-governmental organization established in 1947 in Geneva, Switzerland. Today, ISO has more than one hundred member countries. The mission of ISO is to promote the development of standardization and related activities in the global marketplace, to simplify the international exchange of goods and services, and to develop cooperation in the spheres of intellectual, scientific, technological and economic activities (The Perfect Manual).[8].

ISO is the International Organization for Standardization. ISO has a membership of some 160\* national standards bodies from countries large and small, industrialized, developing and in transition, in all regions of the world ([www.iso.org/iso/news](http://www.iso.org/iso/news)).[11].

ISO’s portfolio of over 18600\* a standard provides business, government and society with practical tools for all three dimensions of sustainable development: economic, environmental and social ([www.iso.org/iso/news](http://www.iso.org/iso/news)). [11].

ISO standards make a positive contribution to the world we live in. They facilitate trade, spread knowledge, disseminate innovative advances in technology, and share good management and conformity assessment practices ([www.iso.org/iso/news](http://www.iso.org/iso/news)). [11].



ISO only develops standards for which there is a clear market requirement. The work is carried out by experts in the subject drawn directly from the industrial, technical and business sectors that have identified the need for the standard, and which subsequently put the standard to use. These experts may be joined by others with relevant knowledge, such as representatives of government agencies, testing laboratories, consumer associations and academia, and by international governmental and nongovernmental organizations ([www.iso.org/iso/news](http://www.iso.org/iso/news)). [11].

An ISO International Standard represents a global consensus on the state of the art in the subject of that standard ([www.iso.org/iso/news](http://www.iso.org/iso/news)). [11].

## **2.1 Principles of ISO9001:2008**

ISO 9001 is a model for QMS based on eight quality management principles which are :([www.iso.org/iso/qmp\\_2012](http://www.iso.org/iso/qmp_2012)).[12].

### 1. Customer focus:

Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

### 2. Leadership:

Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives.

### 3. Involvement of people:

People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit.

4. Process approach:

A desired result is achieved more efficiently when activities and related resources are managed as a process.

5. System approach to management:

Identifying, understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its objectives.

6. Continual improvement:

Continual improvement of the organization's overall performance should be a permanent objective of the organization.

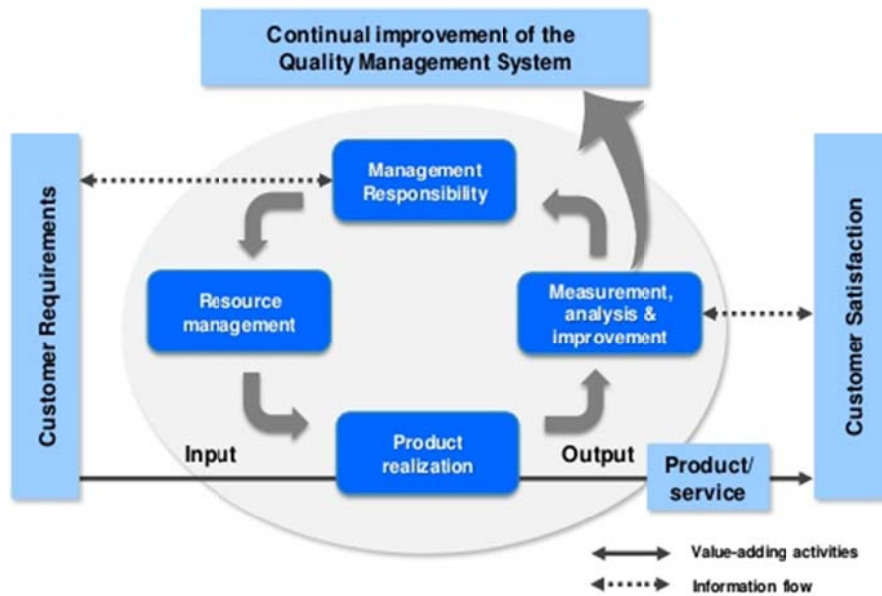
7. Factual approach to decision making:

Effective decisions are based on the analysis of data and information.

8. Mutually beneficial supplier relationships:

An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.

# ISO 9001 Quality Management Model



Source: The perfect Book

**Fig: 2.1: ISO 9001 Quality Management Model**

## **2. 2 ISO9001:2008 has five auditable requirements which are:**

(Poksinska, Marc (2002)). [6].

- Quality management System. (Clause 4).
- Management Responsibility. (Clause 5).
- Resource Management. (Clause 6).
- Product Realization Process. (Clause 7).
- Measurement, Analysis and Improvement. (Clause 8).

## **2. 3 ISO9001:2008 Quality management systems-**

**Requirements:** (Poksinska, Marc (2002)). [6].

1. Scope.
2. Normative Reference.
3. Terms and definitions (specific to ISO 9001, not specified in ISO 9000).
4. Quality Management System.
5. Management Responsibility.
6. Resource Management.
7. Product Realization.
8. Measurement, analysis and improvement.

## **2.2 Quality management system ISO9001:2008 in industrial:**

In the manufacturing industry it is commonly stated that “Quality drives productivity.” Improved productivity is a source of greater revenues, employment opportunities and technological advances. However, this has not been the case historically, and in the early 19th century it was recognized that some markets, such as those in Asia, preferred cheaper products to those

of quality most discussions of quality refer to a finished part, wherever it is in the process. Inspection, which is what, quality insurance usually means, is historical, since the work is done. The best way to think about quality is in process control. If the process is under control, inspection is not necessary (Poksinska, Marc (2002)). [6].

However, there is one characteristic of modern quality that is universal. In the past, when we tried to improve quality, typically defined as producing fewer defective parts, we did so at the expense of increased cost, increased task time, longer cycle time, etc. We could not get fewer defective parts and lower cost and shorter cycle times, and so on. However, when modern quality techniques are applied correctly to business, engineering, manufacturing or assembly processes, all aspects of quality - customer satisfaction and fewer defects/errors and cycle time and task time/productivity and total cost, etc. - must all improve or, if one of these aspects does not improve, it must at least stay stable and not decline. So modern quality has the characteristic that it creates AND-based benefits, not OR-based benefits (Chow-Chua, Tan Boon (2003)). [6].

Quality, especially in manufacturing and diverse industries, is regulated, tested, and certified. Diverse methods, models and standards are provided to test the quality. For instance, the Fitness for Use (FFU), concept introduced to help test the quality of various types of electrical and electronic equipment, including household appliances and video/audio equipment. All types of equipment are manufactured in accordance to relevant standards, including performance testing requirements. FFU testing means testing products to ensure their 'fitness for

purpose'; that is, to certify their quality as well as durability (Crosby, Philip (1979)). [3].

### **2.3 The Employees:**

Employees may not be interested in the products and services, but are interested in the conditions in which they are required to work. Employees are stakeholders because they can withdraw their labor.

The internal customer we tend to think of products and services being supplied to customers and in the wake of TQM, we also think of internal and external customers but in reality there is no such thing as an internal customer. A customer is a stakeholder; they have entered into a commitment in return for some benefits that possession of a product or experience of a service may bring. The internal receivers of products are not stakeholders therefore they are not customers. ISO 9000:2000 defines the customer as an organization or person that receives a product. It is implied that the organization and person referred to is external to the organization supplying the product because to interpret the term customer as either internal or external would make nonsense of requirements in ISO 9001 where the term customer is used.( Juran, J. M., (1995)).[4].

#### **2.3.1 Employee Satisfaction:**

Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer. While this is a well known fact in management practices, economic downturns like the current one seem to cause employers

to ignore it. There are numerous reasons why employees can become discouraged with their jobs and resign, including high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth. Management should actively seek to improve these factors if they hope to lower their turnover rate. Even in an economic downturn, turnover is an expense best avoided. (Timpe, A. D. (1986)). [9].

### **2.3.2 Why Should an Employee Care?**

It is important that employers care about the happiness of their employees. Recent statistics show that throughout their careers, American workers hold an average of eight jobs (Rudman, 2003) [7]. The rate of turnover because employees are unhappy is alarming. Even in an economic downturn, employers must spend an enormous amount of money recruiting new employees, going through the hiring process, and finally training new employees. Dissatisfaction has many negative side effects for the company, while satisfaction results in a much better retention rate.

The effects of dissatisfaction that results in an employee's withdrawal from job and company can range from mild to severe. Tardiness, in showing up for work and coming back from breaks, shows a lack of interest by the employee for his or her responsibilities. This may escalate to the employee not showing up to work entirely. Some less obvious signs of withdrawal from the job include: taking care of personal matters while at work, playing games, engaging in non-work related talk, spending time on social networks, and diminishing job performance. These withdrawal behaviors, when evidence of dissatisfaction, may end with an employee leaving the workplace; "the heuristic model posits that thinking of quitting is the most

probable outcome of job dissatisfaction” (Koslowsky & Krausz, 2002). [5].Therefore, withdrawal will lead either to the employee voluntarily leaving the organization or being terminated for unprofessional behavior.

### **2.3.3 Employee performance:**

Employee Performance Management is a process for establishing a shared workforce understanding about what is to be achieved at an organization level. It is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce. (A HANDBOOK FOR MEASURING EMPLOYEE PERFORMANCE.).[12].

## **2.4 National Industries Company:**

### **➤ Establishment:**

National Industries Company established in 1971 and was the first to produce sweetness (Halva) as a contribution to the development of industry in Sudan. With the increasing demand and in response to consumer desire, it was inaugurated to produce another line of Halva on local of Omdurman. Repeat in 2010, card high productivity, and spread the sales network to cover all states of the Sudan and some neighboring countries and the Arabian Gulf, the company leading up to the expectations of the consumer to cover consumer requirements and exceeded expectations, added new product lines such as the production



line sweetness died two angels, production line Frutana juice, sugar, lentils Cartridge, Tahini.

All stages of production are done by high-quality machines without the use of labor thereby maintaining the cleanliness and safety of the product from any contamination.

➤ **Vision:**

To become the pioneers of manufacturing, developing and marketing of food products according to the highest quality standards, while ensuring the sustainability of excellence regionally and internationally.

➤ **Mission:**

Provide nutritional value products with high quality and according to the food safety standards adopted globally.

➤ **The 7 Values:**

- Honesty.
- Secretariat.
- Integrity.
- Commitment.
- Build team spirit.
- Creativity and innovation.
- Loyalty.

➤ **Strategic goals:**

- Work on customers and consumers satisfaction.
- Production of new products to meet customer requirements.
- Reduce production costs.
- Continuous improvement and development in the company's activities.

## **2.5 Previous studies:**

### **Study No.1:**

**Entitled “ISO 9001 certification and performance in manufacturing industries “By Yeap Hock Cheng.**

The trend of implementing the ISO 9001 quality system has grown quickly through the world, including in developed countries like US, UK as well as developing countries in South- East Asia. This research will study the impact of ISO 9001 certification on manufacturing Industries in Malaysia. It focuses on the effectiveness of ISO 9001 certification on market performance, operation performance and personnel performance as well as the market strategy as moderating factor. Besides, it also tries to understand the reasons for certification and problems faced by company when implementing The ISO 9001 system and also recommends the solution to overcome these problems. The research was based on manufacturing companies in Northern Malaysia Questionnaires were used as the main research instrument. The SPSS software was used to analyze the data obtained from the questionnaires and to test the hypothesis put forward. The results of the analysis show that ISO 9001 certification give positive

effects on the company's domestic market, operation and personnel performance but no significant difference on export market. Marketing strategy (overall cost leadership) was found to be a moderating variable between the relationship of ISO 9001 certification and export market performance.

**Study No. 2:**

**Entitled “Application of quality, ISO and its impact on the upgrade and improve performance” By Rehab Altage Hasan Ali.**

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 quality problem after resulting from poor perception of employees and believe that quality is the responsibility of the department of quality only.

**Results of the study:**

- This study is one of the few studies that link quality culture with specific applications.
- This study is consistent with the trends of modern management science.
- 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.

**Study No. 3:****Entitled “Impact of ISO 9001 Implementation on Organizational Performance in Kenya” By Dr. David Muturi.**

The main aim of this Paper was to establish effect of ISO 9001 implementation on performance of organizations in Kenya. It specifically targeted or ganizations listed on the Nairobi Securities Exchange which is the leading securities exchange in East Africa. Secondary data available from the NSE repositories on financial performance was collected from 19 of these organizations. The study covered five sectors namely: Finance; Automobiles; Manufacturing; Energy / petroleum and Commercial services. The survey made use of web content analysis to collect data from these organizations’ websites. Data was collected on net profit, turnover and net assets over a four year period (2010- 2013). Results of the survey reveal that ISO 9001 certification influenced return on net assets of the organizations the reby influencing their performance. For other variables measured (net profit and turnover) there were no significant differences between the ISO 9001 certified organizations and the ones not certified on the same. Also no significant differences were noted across sectors of organizations covered in the survey.

**Study No.4:**

**Entitled “The Impact of the Implementation of the ISO 9000 Quality Management System upon the Perception of the Performance of the Organization's Worker” By Dr. Omer Abdel Aziz El Tigani**

Organizations in the region implement the ISO 9000 Quality Management System and obtain the consequent approvals, rewards and certificates, but unfortunately, without the actual and effective implementation on the ground. The purpose of this research study was to assess the impact of the implementation of the ISO Quality Management System upon the performance of participating workers. Qualitative as well as quantitative research was conducted. Data were collected using a quantitative survey administered to 150 participants from either governmental or private and both sectors in the State of Qatar. Findings include the implementation of the ISO 9000 QMS has no impact on the performance of the participating organizations' workers. This research study also revealed some important points related to the organizations' workers and their performances under the umbrella of the ISO 9000 Quality Management System, which leads the Researcher to raise some questions to the concerned people in the International Organization for Standardization (ISO).

#### **Study No.5:**

**Entitled “Challenges Faced by Manufacturing Companies in Sustaining Conformance to ISO 9001:2008 in Zimbabwe: A Case Study of a Textiles Manufacturing Company” By Goriwondo, William M.; Zimwara, Davison; Mutopa, S.; Nkomo, C.T.; Gutu, F.; Ngwena, P**

Development of the ISO 9001:2008 Quality Management System (QMS) has seen many companies willing to implement it and get certification so as to improve quality delivery. Due to the globalization phenomenon, certification to ISO9001 becomes a

prerequisite. Many manufacturing companies in Zimbabwe have been certified in a quest to improve their quality delivery. The main certification body in Zimbabwe is the Standards Association of Zimbabwe (SAZ). This paper is based on a case study research for KT Textiles and it assesses the challenges that one certified manufacturing company is facing in a bid to sustain conformance to the ISO 9001:2008QMS. Questionnaires and Interviews were the main research instruments used in the study. There was also reference to archival records and minutes of important meetings from the organization. Using stratified random sampling, questionnaires were administered to both managers and employees drawn from different departments. Employees were also interviewed to provide further information to compliment the questionnaire data. The data was analyzed using statistical graphs and charts. This research identified how the organization applies the 8 principles of ISO 9001:2008 QMS. The research findings revealed that the main challenges faced by the firm in maintaining the QMS are lack of top management involvement and support, lack of employee creativity and innovation, lack of focused internal audits, preventive maintenance schedule and data analysis lack priority.

**Study No.6:**

**Entitled “Evaluation of Continuous Improvement Approaches within the Scottish Manufacturing Sector” By Michele Cano, Abdessamad Kob**

In order to improve production efficiencies and maximize profits, organizations in Scotland have been adopting approaches such

as Lean Manufacturing, Six Sigma and ISO9000:2008. Studies have been carried out comparing the benefits of these approaches (Kumar and Antony, 2008; Antony 2011; Bendell, 2006; Naslund, 2008) or reviewing attempts at integrating continuous improvement approaches (Ho, 2010). However, using performance indicators as a measure of the impact of these techniques is not well established. This paper presents preliminary results of research, based on interviews with nine Scottish manufacturing companies, to determine the impact of adopting continuous improvement approaches on key manufacturing and financial indicators.

**Study No.7:**

**Entitled “The effects of quality management practices on customer satisfaction and innovation: a perspective from Jordan”**

**By**

**Abbas Al-Refaie**

This research examines the structural relationships between nine quality management practices and investigates the impact of these practices on customer satisfaction (CS) and innovation for 130 ISO 9001 certified firms in Jordan. The main results include: (1) CS is directly and positively related to customer focus, continuous improvement and human resource (HR) management, while innovation is directly and positively affected by leadership and HR management; (2) leadership has an indirect positive impact on CS, while it positively affects CS; (3) process management (PM) is positively related to supplier management (SM), quality tools and

techniques (QTTs) and HR management, while it has an indirect and positive effect on CS; (4) HR management is positively related to leadership and it has a direct positive impact on CS, innovation, PM and QTTs and (5) finally, SM has a direct positive effect on PM. In conclusion, the awareness of Jordanian firms of these relationships may guide them to improve their internal performance as well as strengthen their external competition.



# **CHAPTER THREE**

## **Materials and Methods**

## **Materials and Methods**

### **3.1 Study methodology:**

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

#### **3.1.1 Information Sources:**

##### **❖ Primary sources:**

Questionnaire as a key tool to search, designed specifically for this purpose.

##### **❖ Secondary sources:**

- Books.
- Researches and academic studies and references.
- Reports and records of the institutions and relevant authorities.
- Specialized studies in the study field.
- Web sites relevant

#### **3.1.2 Study limits:**

- **Time limits:**

August 2015 to May 2016.

- **Place limits:**

National Industries Company –Omdurman- Sudan.

### **3.1.3 Study Terms:**

- **ISO:**

ISO is the International Organization for Standardization.

- **ISO 9001:2008:**

ISO 9001: 2008 is a standard specifies requirements for a quality management system.

- **National Industries Company (NIC):**

- National Industries Company Omdurman- Sudan established in 1971.
- Scope of (NIC): Manufacturing of Tahina, Halva and Toffee and repacking of Sugar, Lentil and juice.

### **3.1.4 Study population:**

The study population consisted of a sample National Industries Company Employees Omdurman– Sudan.

### **3.2 Study sample:**

The study sample consisted of (70) employees from National Industries Company Omdurman– Sudan, were selected as the stratified random method.

### **3.3 Study tool:**

The researcher has developed a study tool to become a tool for data collection in this study, and that a review of previous literature on the

subject of the impacts of implementation ISO 9001:2008 quality management systems on employee's satisfaction. The study tool include on the two main parts are:

**The first:** deals with the general demographic information about the respondent on the questionnaire.

**The second:** was devoted to measure the impacts of implementation ISO 9001:2008 quality management systems on employee's satisfaction has included study tool is sufficient to cover all the paragraphs of the object of study.

### **3.4 Believe study tool:**

The study was presented on number of validations in the field of study, so the measure became in the final form.

### **3.5 Study procedures:**

The study has been conducted:

1. Preparation of the study measurements of the final image.
2. Identify the study sample.
3. Distribute the study tool on the study sample, and retrieval, where distributed (70) questionnaires, have been retrieved (70), which formed the study sample.
4. Enter the data into the computer and processed statistically using the Statistical Package for Social Sciences (SPSS).
5. Extracting, analyzing and discussing the results.

### **3.6 Statistical Processing:**

Data were encoded and processed statistically using the Statistical Package for Social Sciences (SPSS).

Statistically processors used:

1. Frequencies and percentages to determine the characteristics of the study sample in the light of demographic characteristics and all with regard to the study.
2. The arithmetic medium to calculate the average sample responses to each paragraph of the study tool.
3. Percentages.
4. Charts.
5. Alpha equation, to calculate the reliability coefficient.
6. Chi-square test for the significance of differences between the answers.

# **CHAPTER FOUR**

## **Results of Research**

## Results of Research

This study aimed to identify measure the impacts of implementation ISO 9001:2008 quality management systems on employee's satisfaction from the national industries company, also aimed to identify the impact of the study variables (gender, education level, age, job) on the impacts of implementation ISO 9001:2008 quality management systems on employee's satisfaction from the national industries company.

To achieve the objective of the study, questionnaire was prepared and to ensure its sincerity, and the coefficient of stability, and after the data collection process, are encoded and entered a computer and processed statistically using the Statistical Package for Social Sciences (SPSS) Here are the results of the study according to the sequence of questions, and hypotheses:

### 4.1 Results concerning the study questions:

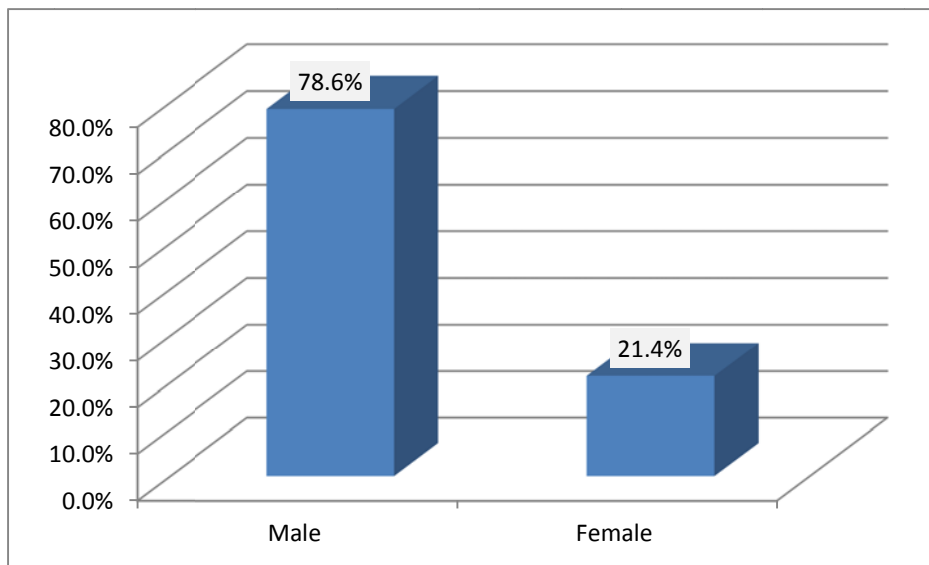
Question text: "Is there any impacts of implementation ISO 9001:2008 quality management systems on employee's satisfaction from the national industries company?"

#### **4.1.1 Descriptive of the Variables Study:**

Table 4.1.1.1: The sample distribution by gender variable.

Gender	Frequency	Percentage
Male	55	78.6%
Female	15	21.4%
Total	70	100%

Figure (4.1.1.1):



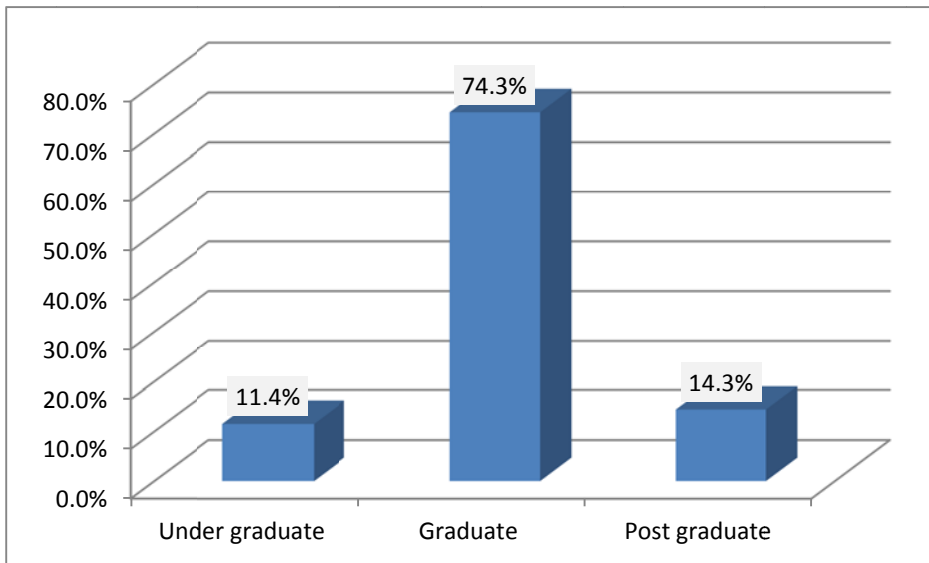
From table (1) and figure (1) we note that most of the individuals study are males by (55) and with (78.6%) while the total number of females (15) by (21.4%).

Table 4.1.1.2 the sample distribution by education level variable

Educational levels	Frequency	Percentage
Under graduate	8	11.4%
Graduate	52	74.3%
Post graduate	10	14.3%
Total	70	100%



Figure (4.1.1.2)

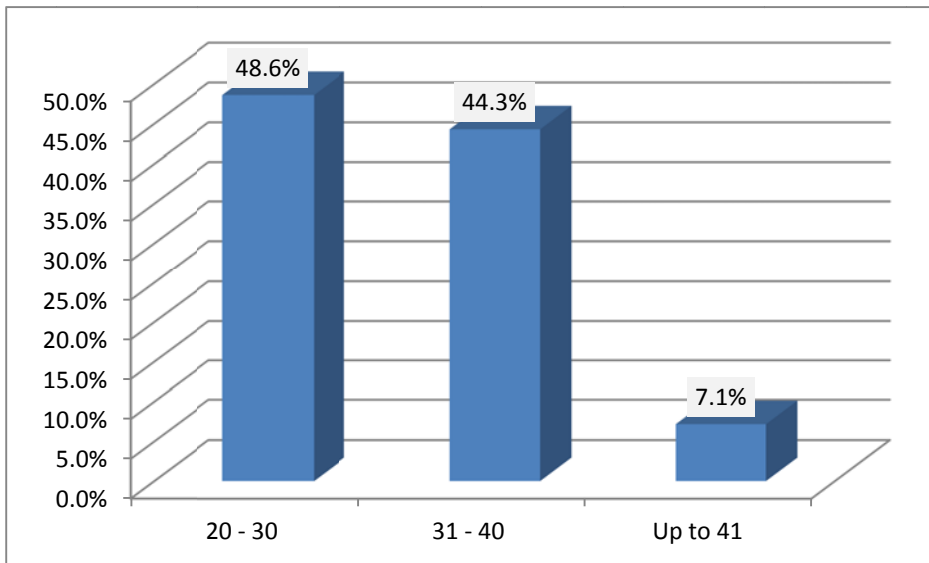


From table (2) and figure (2) we note that the educational level of most individuals study is(graduate) by (52) and with (74.3%), followed by whom educational levels (postgraduate) by (10) with (14.3%) while the total number of whom educational levels (under graduate) is (8) by (11.4%).

Table 4.1.1.3: The sample distribution by age variable

Duration	Frequency	Percentage
20 -30	34	48.6%
31 -40	31	44.3%
Up to 41	5	7.1%
Total	70	100%

Figure (4.1.1.3):

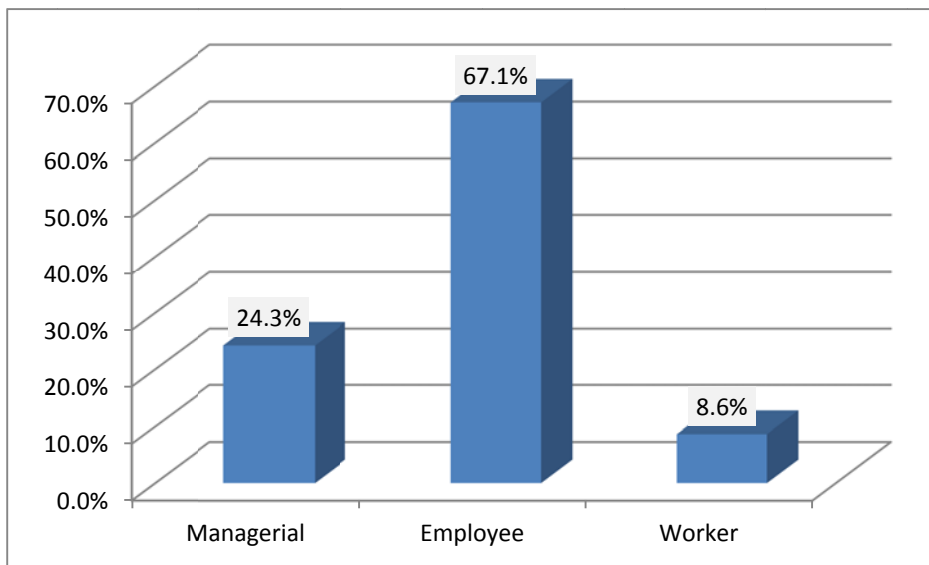


From table (3) and figure (3) we note that the age group of most individuals study are (20-30 years) by (34) and with (48.6%), followed by whomage groupis (31-40 years) by (31) with (44.3%) while the total number of whom age groupis (up to 41 years) is (5) by (7.1%).

Table 4.1.1.4: The sample distribution by job variable

Occupation	Frequency	Percentage
Manager	17	24.3%
Employee	47	67.1%
Worker	6	8.6%
Total	70	100%

Figure (4.1.1.4):



From table (4) and figure (4) we note that the occupation of most individuals study are (employee) by (47) and with (67.1%), followed by whom occupations (managerial) by (17) with (24.3%) while the total number of whom occupation is (worker) is (6) by (8.6%).

#### **4.2 Reliability and Validity:**

Stability means that measure gives the same results if used more than once under similar conditions.

Reliability is defined as the extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials.

Validity is defined as the extent to which the instrument measures what it purports to measure. And calculate in many ways represents the easiest being the square root of the reliability coefficient

$$\text{Validity} = \sqrt{\text{Reliability}}$$

Researcher calculates the reliability coefficient of the scale used in the questionnaire by alpha equation and the results as follows:

Table (4.2.1): Reliability and Validity:

<b>reliability coefficient</b>	<b>Validity coefficient</b>
0.90	0.95

Notes from the results table (4.5) that all reliability and validity coefficients for questionnaire is greater than (50%) and close to the one, this indicates that the questionnaire is characterized by high reliability and validity, and makes statistical analysis acceptable.

### **4.3 Test hypotheses:**

To answer the questions of the study and verification of hypotheses will be calculated Medium for each of the phrases in the questionnaire and which show views of individuals the study, which was given Grade (5) as a weight for each answer "Strongly agree", and grade (4) as a weight for each answer "agree" grade (3) as a weight for each answer "Neutral", grade (2) as a weight for each answer, " Disagree" and grade (1) as a weight for each answer "Strongly Disagree".

To know Trends answer, by calculated Medium. And then it will use the Chi-square test to know the significance of differences in answers.

### 4.3.1 Discussion the first hypothesis

" There is an impact of implementation ISO 9001:2008 among National Industries Company"

Table (4.3.1.1): Frequency distribution of the first hypothesis phrases

Answers

No.	Phrases	Frequency and Percentages				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	One of the objectives of company gets the certificate of ISO.	55 78.6%	13 18.6%	1 1.4%	1 1.4%	0 0.0%
2	Company extends the concept of quality between the levels of management.	40 57.1%	22 31.4%	8 11.4%	0 0.0%	0 0.0%
3	Implementation of TQM is not important and it's just a lot of papers.	2 2.9%	4 5.7%	4 5.7%	30 42.9%	30 42.9%
4	The awareness of company about the ISO gives it more credibility and support the department of quality.	36 51.4%	32 45.7%	2 2.9%	0 0.0%	0 0.0%
5	Get of ISO certificate help in reduce of any conflict inside the company.	19 27.1%	26 37.1%	19 27.1%	3 4.3%	3 4.3%
6	One of the reasons to get the certificate top management believes about it.	34 48.6%	27 38.6%	8 11.4%	1 1.4%	0 0.0%
7	<b>Employees know about the quality , and it's realize to the objective of organization and customer</b>	<b>35 50%</b>	<b>22 31.4%</b>	<b>8 11.4%</b>	<b>5 7.1%</b>	<b>0 0.0%</b>

Table (4.3.1.2):Chi-square test results:

No	Phrases	Chi-square value	P-value	Median	Trend
1	One of the objectives of company get the certificate of ISO.	112.63	0.000	5	Strongly agree
2	Company extends the concept of quality between the levels of management.	22.06	0.000	5	Strongly agree
3	Implementation of TQM is not important and it's just a lot of papers.	61.14	0.000	2	disagree
4	The awareness of company about the ISO gives it more credibility and support the department of quality.	29.60	0.000	5	Strongly agree
5	Get of ISO certificate help in reduce of any conflict inside the company.	31.14	0.000	4	agree
6	One of the reasons to get the certificate top management believes about it.	41.43	0.000	4	agree
7	Employees know about the quality , and it's realize to the objective of organization and customer	32.74	0.000	4	agree
<b>Hypothesis</b>		<b>278.84</b>	<b>0.000</b>	<b>4</b>	<b>Agree</b>

From the table above:

- The value of chi-square for the first phrase is (112.63) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of strongly agree.
- The value of chi-square for the second phrase is (22.06) with (p-value=0.000< 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of strongly agree.
- The value of chi-square for the third phrase is (61.14) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of disagree.

- The value of chi-square for the fourth phrase is (29.60) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of strongly agree.
- The value of chi-square for the fifth phrase is (31.14) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
- The value of chi-square for the sixth phrase is (41.43) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
- The value of chi-square for the seventh phrase is (32.74) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

The value of chi-square for all phrases in the first hypothesis (278.84), with (p-value =0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

We conclude from the above that the first hypothesis "**There is an impact of implementation ISO 9001:2008 among National Industries Company**" has been achieved and in favor of agree.

### 4.3.2 Discussion the second hypothesis

" There is a high level of job satisfaction among the employees in National Industries Company'

Table (4.3.2.1): Frequency distribution of the second hypothesis phrases

Answers:

No.	Phrases	Frequency and percentages%				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
<b>1</b>	I know that my mission lead to realize the objective of organization	44	21	2	2	<b>1</b>
		62.9%	30%	2.9%	2.9%	<b>1.4%</b>
<b>2</b>	Improvement and innovation.	36	19	12	3	<b>0</b>
		51.4%	27.1%	17.1%	4.3%	<b>0.0%</b>
<b>3</b>	The job inappropriate to my qualification.	12	6	18	20	<b>14</b>
		17.1%	8.6%	25.7%	28.6%	<b>20%</b>
<b>4</b>	I evaluate when I work more quality.	17	12	13	14	<b>14</b>
		24.3%	17.1%	18.6%	20%	<b>20%</b>
<b>5</b>	My head respect me.	46	15	6	2	<b>1</b>
		65.7%	21.4%	8.6%	2.9%	<b>1.4%</b>
<b>6</b>	I have more facilitation.	8	19	29	9	<b>5</b>
		11.4%	27.1%	41.4%	12.9%	<b>7.1%</b>
<b>7</b>	All the information about the objective is clear.	18	35	10	4	<b>3</b>
		25.7%	50%	14.3%	5.7%	<b>4.3%</b>
<b>8</b>	I'm satisfied about my job completely.	11	30	23	3	<b>3</b>
		15.7%	42.9%	32.9%	4.3%	<b>4.3%</b>
<b>9</b>	List of work and upgrade match the environment.	8	21	28	5	<b>8</b>
		11.4%	30%	40%	7.1%	<b>11.4%</b>
<b>10</b>	<b>The wages match the job.</b>	<b>0</b>	<b>7</b>	<b>26</b>	<b>20</b>	<b>17</b>
		<b>0.0%</b>	<b>10%</b>	<b>37.1%</b>	<b>28.6%</b>	<b>24.3%</b>



Table (4.3.2.2):Chi-square test results:

No.	Phrases	Chi-square value	P-value	Median	Trend
1	I know that my mission lead to realize the objective of organization	100.43	0.000	5	<b>Strongly agree</b>
2	Improvement and innovation.	33.43	0.000	5	<b>Strongly agree</b>
3	The job inappropriate to my qualification	8.57	0.073	-	-
4	I evaluate when I work more quality.	1.00	0.910	-	-
5	My head respect me.	100.14	0.000	5	<b>Strongly agree</b>
6	I have more facilitation.	28.00	0.000	3	<b>Neutral</b>
7	All the information about the objective is clear.	49.57	0.000	4	<b>agree</b>
8	I'm satisfied about my job completely.	42.00	0.000	4	<b>Agree</b>
9	List of work and upgrade match the environment.	28.43	0.000	3	<b>Neutral</b>
10	The wages match the job.	10.80	0.013	2	<b>Disagree</b>
<b>Hypothesis</b>		<b>108.53</b>	<b>0.000</b>	<b>4</b>	<b>Agree</b>

From the table above:

- The value of chi-square for the first phrase is (100.43) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of strongly agree.
- The value of chi-square for the second phrase is (33.43) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of strongly agree.

- The value of chi-square for the third phrase is (8.57) with (p-value=0.073> 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
  - The value of chi-square for the fourth phrase is (1.00) with (p-value=0.910> 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
  - The value of chi-square for the fifth phrase is (100.14) with (p-value=0.000< 0.05) , this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of strongly agree.
  - The value of chi-square for the sixth phrase is (28.00) with (p-value=0.000< 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of neutral.
  - The value of chi-square for the seventh phrase is (49.57) with (p-value=0.000< 0.05) , this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
  - The value of chi-square for the eighth phrase is (42.00) with (p-value=0.000< 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
  - The value of chi-square for the ninth phrase is (28.43) with (p-value=0.000< 0.05) , this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of neutral.
  - The value of chi-square for the tenth phrase is (10.80) with (p-value=0.013< 0.05) , this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of disagree.
- The value of chi-square for all phrases in the second hypothesis (108.53), with (p-value =0.000 < 0.05), this indicates that there is significant

differences at the level (5%) between answers of study individuals and in favor of agree.

We conclude from the above that the second hypothesis "**There is a high level of job satisfaction among the employees in National Industries Company**" has been achieved and in favor of agree.

#### 4.3.3 Discussion the third hypothesis:

" **There is an impact of implementation ISO 9001:2008 on employee Performance**"

Table (4.3.3.1): Frequency distribution of the third hypothesis phrases

Answers:

No.	Phrases	Frequency and percentages%				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The attainment of certificate lead to improvement.	38 54.3%	20 28.6%	10 14.3%	2 2.9%	0 0.0%
2	Availability of tools communication between the employees facilitate the realize the objective and decision making.	21 30%	28 40%	17 24.3%	3 4.3%	1 1.4%
3	Culture of workers and they are not accepting the change lead to adversely affect of the ISO system.	33 47.1%	20 28.6%	9 12.9%	5 7.1%	3 4.3%
4	Any difficulties comforting the employee contact directly the manager.	27 38.6%	20 28.6%	14 20%	6 8.6%	3 4.3%
5	Employees are selected very carefully to carry out their function and qualify to solve the quality problems.	9 12.9%	25 35.7%	24 34.3%	8 11.4%	4 5.7%
6	Implementation of ISO 9001:2008 is the reason that made me staying in this company.	38 54.3%	16 22.9%	14 20%	1 1.4%	1 1.4%
7	<b>All the employees are considered as an internal and customer who are sharing in strategy and policy of company.</b>	<b>22 31.4%</b>	<b>23 32.9%</b>	<b>14 20%</b>	<b>6 8.6%</b>	<b>5 7.1%</b>

Table (4.3.3.2):Chi-square test results:

No.	Phrases	Chi-square value	P-value	Median	Trend
1	The attainment of certificate lead to improvement.	41.31	0.000	5	<b>Strongly agree</b>
2	Availability of tools communication between the employees facilitate the realize the objective and decision making.	38.86	0.000	4	<b>Agree</b>
3	Culture of workers and they are not accepting the change lead to adversely affect of the ISO system.	44.57	0.000	4	<b>Agree</b>
4	Any difficulties comforting the employee contact directly the manager.	27.86	0.000	4	<b>Agree</b>
5	Employees are selected very carefully to carry out their function and qualify to solve the quality problems.	27.29	0.000	3	<b>Neutral</b>
6	Implementation of ISO 9001:2008 is the reason that made me staying in this company.	65.57	0.000	5	<b>Strongly agree</b>
7	All the employees are considered as an internal and customer who are sharing in strategy and policy of company.	20.71	0.000	4	<b>Agree</b>
<b>Hypothesis</b>		<b>225.33</b>	<b>0.000</b>	<b>4</b>	<b>Agree</b>

From the table above:

- The value of chi-square for the first phrase is (41.31) with (p-value=0.000< 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of strongly agree.
- The value of chi-square for the second phrase is (38.86) with (p-value=0.000< 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
- The value of chi-square for the third phrase is (44.57) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

- The value of chi-square for the fourth phrase is (27.86) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
- The value of chi-square for the fifth phrase is (27.29) with (p-value=0.000 < 0.05) , this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of neutral.
- The value of chi-square for the sixth phrase is (65.57) with (p-value=0.000 < 0.05) , this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of strongly agree.
- The value of chi-square for the seventh phrase is (20.71) with (p-value=0.000 < 0.05) , this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

The value of chi-square for all phrases in the third hypothesis (225.33), with (p-value =0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

We conclude from the above that the third hypothesis "**There is an impact of implementation ISO 9001:2008 on employee Performance**" has been achieved and in favor of agree.

#### **4.3.4 Discussion the fourth hypothesis:**

**" There is relationship between ISO 9001:2008 and employee satisfaction improvement"**

Table (4.3.4.1): Frequency distribution of the fourth hypothesis phrases

No.	Phrases	Frequency and percentages%				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Continuous improvement of the staff performance is helping in achieving the objective.	16 22.9%	20 28.6%	20 28.6%	11 15.7%	3 4.3%
2	Employees help in preparation, development and planning of the company for improvement and quality control.	18 25.7%	26 37.1%	12 17.1%	11 15.7%	3 4.3%
3	Company considers the mistakes as an opportunity to learn.	14 20%	22 31.4%	20 28.6%	8 11.4%	6 8.6%
4	Company asks employees to propose any modification and improvement they consider it appropriate.	24 34.3%	24 34.3%	11 15.7%	7 10%	4 5.7%
5	Company is improving the performance of employees depending on the outcome of assessment.	41 58.6%	19 27.1%	6 8.6%	3 4.3%	1 1.4%

Table (4.3.4.2):Chi-square test results:

No.	Phrases	Chi-square value	P-value	Median	Trend
1	Continuous improvement of the staff performance is helping in achieving the objective.	14.71	0.005	4	Agree
2	Employees help in preparation, development and planning of the company for improvement and quality control.	21.00	0.754	4	Agree
3	Company considers the mistakes as an opportunity to learn.	14.29	0.006	4	Agree
4	Company asks employees to propose any modification and improvement they consider it appropriate.	25.57	0.000	4	Agree
5	Company is improving the performance of employees depending on the outcome of assessment.	79.14	0.00	5	Strongly agree
<b>Hypothesis</b>		<b>103.43</b>	<b>0.000</b>	<b>4</b>	<b>Agree</b>

From the table above:

- The value of chi-square for the first phrase is (14.71) with (p-value=0.005< 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
- The value of chi-square for the second phrase is (21.00) with (p-value=0.000< 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
- The value of chi-square for the third phrase is (14.29) with (p-value=0.006< 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

- The value of chi-square for the fourth phrase is (25.57) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
  - The value of chi-square for the fifth phrase is (79.14) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of strongly agree.
- The value of chi-square for all phrases in the fourth hypothesis (103.43), with (p-value =0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

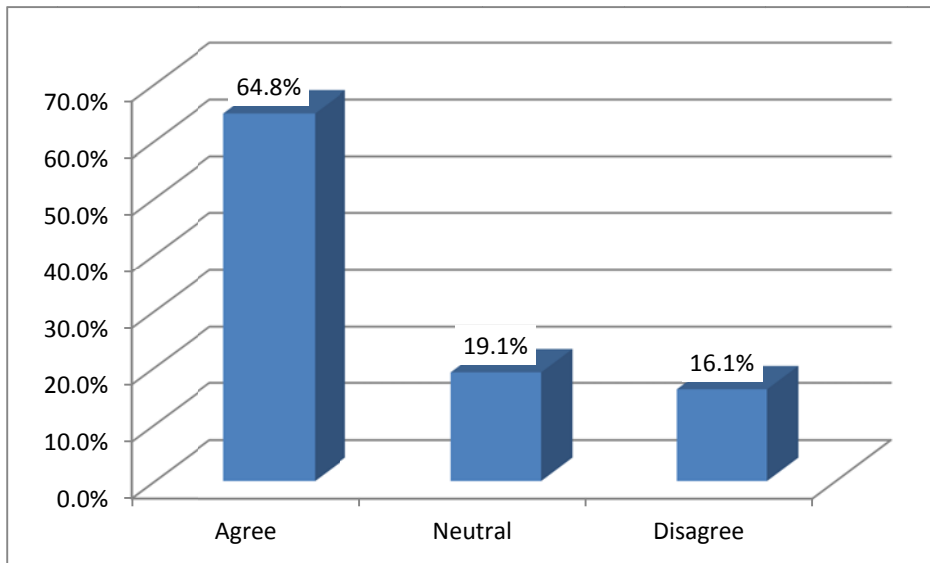
We conclude from the above that the fourth hypothesis "**There is relationship between ISO 9001:2008 and employee satisfaction improvement**" has been achieved and in favor of agree.

Table (4.3.5): The percentage of satisfaction:

Grade	Percentage
Agree	64.8%
Neutral	19.1%
Disagree	16.1%



Figure (4.3.5):



From table (4.3.5) and figure (4.3.5) the percentage of impacts of implementation ISO 9001:2008 quality management systems on employee's satisfaction from the national industries company (64.8% ) , Neutral (19.1%), Disagree (16.1%).

## **CHAPTER FIVE**

### **Discussion, Conclusion and Recommendations**

# CHAPTER FIVE

## Discussion, Conclusion and Recommendations

### 5.1 Discussion:

This chapter includes a presentation and discussion of the most important findings of the study and providing the conclusion and a set of recommendations that came out from the study results. The study was conducted on a sample of National Industries Company (Sudan) employees. The researcher distributed the questionnaires to (70) employees and retrieved (70), which formed the study sample. The data were input into the computer and processed statistically using the Statistical Package for Social Sciences (SPSS). After extracting and analyzing the results have been interpreted as the following:

Observed from the study results, rising the dimension of impact of implementation ISO9001;2008 QMS on employees satisfaction, and this result can be explained by the company commitment to the concept of ISO 9001;2008 that due to employees satisfaction.

Shown through the analysis of the first area of the questionnaire which (there is an impact of implementation ISO9001; 2008 among NIC) the calculate value of chi square is (278.84) There is a positive image for the company because it is one of the objectives of company gets the certificate of ISO and employees know about the quality and it is realize to the objective of organization and customer.

Shown through the analysis of the second area of the questionnaire which (There is a high level of job satisfaction among the employees in NIC) the calculate value of chi square is (105.55) there are positive image of company because the head is evaluated and respect employees and all the information about the objectives is clear.

Shown through the analysis of the third area of the questionnaire which (There is an impact of implementation ISO9001: 2008 on employees performance) the calculate value of chi square is (225.33) there are positive image of company because the alignment of certificate lead to improvement and the communication employees facilitate the realize the objectives and decision making.

Shown through the analysis of the fourth area of the questionnaire which (There is relationship between ISO 9001:2008 and employees satisfaction improvement) the calculate value of chi square is (103.43) there are positive image of company because the continuous improvement of the employees performance is helping in Achieving the objectives.

The Evidenced by the results of the study, of impact of implementation ISO9001: 2008 QMS on employee's satisfaction, (Omdurman/Sudan) got a high degree of satisfaction.

## **5.2 Conclusion:**

From this study we can conclude that:

1. There is an impact of implementation ISO 9001:2008 among National Industries Company.
  2. There is a high level of job satisfaction among the employees in National Industries Company.
  3. There is an impact of implementation ISO 9001:2008 on employee Performance.
  4. There is relationship between ISO 9001:2008 and employee satisfaction improvement.
- ❖ The impacts of implementation ISO 9001:2008 quality management systems on employee's satisfaction from the national industries company about 64.8%.

## **5.3 Recommendations:**

After analyzing the results of the questionnaires distributed to National industries company employees and study carried out the causes of implementing ISO 9001:2008 QMS.

This research recommends that:

1. In the light of this study the researcher recommends to generalize the experience of implementing quality management system Iso 9001:2008 in all the industrial sectors in Sudan as it leads to employees satisfaction which is the intended aim of implementing QMS ISO 9001:2008 which begins with customer requirement and end with customer satisfaction and the need for senior management

commitment to developing business system to keep pace with modern technological developments.

2. Increased attention to workers in terms of defining the powers and responsibilities and listen to their suggestion and views for the development and success of the work in addition to their training and work to increase awareness of the concepts of total quality and how they are applied and adhered to .
3. Pursuit of senior management to respect and appreciate the employee and enter it in the formulation of objectives that enhances the lifting performance of the employees and achieve goals
4. The company focus on the approach to the continues improvement of processes to ensure the quality of your production or service.

#### **4.4 Suggestion:**

Their work suggests conducting more researchers and future studies in this field such as:

1. The impact of training methodology on increase organization performance.
2. The causes of non- implementation QMS ISO 9001:2008.

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## Appendix:

جامعة السودان للعلوم والتكنولوجيا

كلية الدراسات العليا

عمادة التطوير والجودة

ماجستير إدارة الجودة الشاملة والامتياز

استبانة بحث علمي

السادة: الموظفين بشركة الصناعات الوطنية

تحية طيبة وبعد

نضع بين أيديكم استبانته لأغراض البحث العلمي لموضوع " أثر تطبيق نظام إدارة الجودة الشاملة الأيزو 9001:2008 على رضا العاملين بشركة الصناعات الوطنية "، يرجى التفضل والتعاون بالإجابة على جميع العبارات الواردة في الإستبانة ونؤكد بأن المعلومات التي سيتم جمعها من خلال إجاباتكم ستحاط بالسرية التامة وتستخدم لأغراض البحث العلمي لذلك نأمل تعاونكم والإجابة على هذه الأسئلة بموضوعية.

الباحث:

• سارية وداعة الله إسماعيل عثمان

### أولا: المعلومات الشخصية:

- |                      |                                     |                                      |
|----------------------|-------------------------------------|--------------------------------------|
| 1. الجنس:            | <input type="checkbox"/> ذكر        | <input type="checkbox"/> أنثى        |
| 2. المستوى التعليمي: | <input type="checkbox"/> ثانوي فأقل | <input type="checkbox"/> جامعي       |
| 3. العمر:            | <input type="checkbox"/> 20-30      | <input type="checkbox"/> 3-40        |
| 4. الوظيفة:          | <input type="checkbox"/> اداري      | <input type="checkbox"/> موظف        |
|                      |                                     | <input type="checkbox"/> دراسات عليا |
|                      |                                     | <input type="checkbox"/> 41 - فأكثر  |
|                      |                                     | <input type="checkbox"/> عامل        |



م	البيان	وافق بشدة	وافق	الى حد ما	لا اوافق	لا اوافق بشدة
<b>• المواصفة نفسها او الجودة</b>						
1	من أهداف الشركة الحصول على شهادة عالمية لتطبيق الجودة (الأيزو).					
2	تقوم الشركة بنشر مفهوم الجودة (الأيزو) بين مختلف المستويات الإدارية.					
3	تطبيق نظام الجودة الشاملة(الأيزو) غير مهم وعبرة عن كثرة في الاوراق.					
4	وعي الشركة بقيمة نظام الأيزو يعطية مصداقية تكون عوناً لإدارة الجودة .					
5	حصول الشركة على شهادة المطابقة (الأيزو) ساهم في: التقليل من الحوادث والصراعات الداخلية .					
6	إيمان الإدارة العليا من الأسباب التي دفعتها لنيل شهادة الأيزو.					
7	الموظفين على قناعة بأن الجودة من أهم مسؤولياتهم في تحقيق أهداف الشركة.					
<b>• الرضا الوظيفي</b>						
8	أشعر أن مهمتي هي مهمة لتحقيق أهداف الشركة.					
9	يسمح لي عملي بالتحسين والإبتكار .					
10	اشعر ان عملي لايناسب مؤهلاتي العلمية.					
11	يتم تقديري وتقدير زملائي كلما أنجزنا اعمالنا بإتقان.					
12	يعاملني رئيسي بإحترام.					
13	تتيح لي الشركة الكثير من التسهيلات.					
14	المعلومات التي من المدراء والمشرفين حول أهداف عملي واضحة بالنسبة لي.					
15	أرضا عن العمل بشكل عام.					

				لائحة العمل والترقيات تلبى إحتياجات بيئة العمل.	16
				تتناسب الرواتب مع العمل.	17
<b>• أثر تطبيق المواصفة على أداء الموظفين</b>					
				حصول الشركة على شهادة المطابقة (الأيزو) أدى إلى التحسين .	18
				تتوفر وسائل إتصال فعالة بين العاملين وبعضهم للتسهيل في إتخاذ القرارات وتحقيق الأهداف.	19
				ثقافة العاملين وعدم تقبل التغيير يؤثر سلباً على نظام الأيزو.	20
				الشركة تقوم بحث موظفيها للاتصال بالادارة في حال مواجهتهم اي مصاعب .	21
				الموظفون منتقون بعناية فائقة للقيام بوظائفهم ومؤهلين بشكل كبير لحل مشاكل الجودة.	22
				تطبيق الايزو 9001:2008 ادى الى الاعتراز بوجودي في هذه الشركة	23
				يعتبر الموظف عميل داخلي يشارك في وضع السياسات الإستراتيجية للشركة.	24
<b>• التطوير المستمر</b>					
				تقوم الشركة بتحسين اداء الموظفين تبعا لنتيجة التقييم	25
				الشركة تقوم بحث موظفيها لاقتراح اي تعديلات وتحسينات يرونها مناسبة	26
				تنظر الشركة إلى الأخطاء على إنها فرص للتعلم.	27
				يشارك العاملون بالشركة في إعداد وتطوير خطط التحسين وضبط الجودة.	28
				التحسين المستمر لأداء الموظفين يعتبر أمرا سهلا ومعززا لتحقيق الأهداف.	29