

**EVALUATING THE EFFECTIVENESS OF ISO 9001:2000 TRAINING
IN CERTIFIED MANUFACTURING COMPANIES IN MALAYSIA**

By

MOFTAH FARAG SALEH

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia in
Partial Fulfilment of the Requirements for the Degree of Master of Science**

DEDICATION

*To my parents who taught me the importance of patience and
perseverance.*

My wife

And family brothers and sisters

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Master of Science

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March 2004

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Faculty: Engineering

With more Malaysian manufacturing companies upgrading from previous standards ISO 9000: 1994 to the ISO 9001: 2000 standards, employee readiness is an important component for successful implementation. The Implementation Team tasked with implementation and maintenance of the standards is trained to facilitate the required transformation.

The purpose of this research is to obtain feedback from Implementation Team Members who are responsible for implementation of ISO 9001:2000 standards in their companies. 87 respondents from 27 Malaysian (small and big) Manufacturing companies which had recently

implemented the ISO 9001:2000 standards in their work agreed to participate in the this study. The aim of the research was to evaluate training programs conducted to support the implementation of the system.

Using Kirkpatrick's Model this study evaluated the training programs and their influence on the success or failure of quality standards implementation. Analysis of the results showed a high incidence of positive feedback for the reaction, knowledge and attitude levels. The evaluation of the Implementation Team members, skill levels for implementation of clause 6.2.2, considered critical to the success of implementation of the system however was less positive and registered only average ratings.

This indicates that training needs for Implementation Team Members need to be given more attention to ensure that they are well prepared to carry out their roles in the implementation process. Additionally, in attempting to investigate the necessity for training on additional skills required to establish and maintain the system the general consensus among them was the requirement for additional training.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

**KEBERKESANAN PIAWAIAN ISO 9001: 2000 TERHADAP SYARIKAT
PENGELUARAN DI MALAYSIA**

Oleh

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Dengan bertambahnya syarikat pengeluaran Malaysia yang dinaiktaraf daripada piawaian sebelumnya kepada piawaian ISO 9001:2000, kesediaan pekerja adalah satu komponen penting untuk kejayaan implementasi piawaian tersebut. Jawatankuasa Implementasi yang ditugaskan untuk mengimplementasi dan menyelenggara piawaian itu diberi latihan untuk memudahkan usaha-usaha transformasi yang diperlukan.

Tujuan kajian ini adalah untuk mendapat maklumbalas daripada ahli-ahli Jawatankuasa Implementasi yang bertanggungjawab untuk mengimplementasi piawaian ISO 9001:2000 di syarikat mereka. Seramai 87 responden daripada 27 syarikat pengeluaran Malaysia, kecil dan besar telah bersetuju untuk menyertai kajian ini. Tujuan kajian ini adalah untuk mengkaji program latihan yang dijalankan bagi membantu sistem ini diimplementasi.

Kajian ini menilai program latihan dan kesannya ke atas kejayaan atau kegagalan kualiti implementasi piawaian. Penilaian dijalankan dengan menggunakan model Kirkpatrick. Analisa hasil kajian menunjukkan dapatan maklumbalas positif yang tinggi pada peringkat reaksi, pengetahuan dan sikap. Penilaian mengenai tahap kemahiran untuk implementasi menurut klausa 6.2.2 yang mana dianggap kritikal kepada kejayaan implementasi sistem terhadap ahli Jawatankuasa Implementasi bagaimanapun adalah kurang positif iaitu pada tahap biasa sahaja. Ini menunjukkan bahawa penekanan yang lebih perlu diberikan kepada latihan untuk memastikan ahli Jawatankuasa Implementasi dapat menjalankan tugas mereka dengan sempurna. Kajian mengenai keperluan untuk latihan tambahan juga menunjukkan bahawa pegawai-pegawai ini memerlukan latihan tambahan.

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Moftah Farag Saleh

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DECLARATION

I hereby declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UPM or any other institutions.

MOFTAH FARAG SALEH

Date: 25th April 2004

TABLE OF CONTENTS

DEDICATION	ii
ABSTRACT	iii
ABSTRAK	v
ACKNOWLEDGEMENTS	vii
APPROVAL	viii
DECLARATION	X
LIST OF TABLES	Xiv
LIST OF FIGURES	Xv

CHAPTER

1	INTRODUCTION	1.1
	1.1 Background of the Study	1.1
	1.2 Statement of the Problem	1.3
	1.3 Specific Objectives	1.6
	1.4 Scope of the Study	1.7
	1.5 Significance of the Study	1.8
2	LITERATURE REVIEW	
	2.1 Introduction	2.11

2.2	Overview of the standards	2.13
2.2.1	Structure of new ISO 9001.2000 standards	2.14
2.2.2	Comparing the 1994 and 2000 standards	2.20
2.2.3	New Vision for Training on ISO 9001:2000	2.22
2.3	Implementation Team Members	2.29
2.3.1	Roles and Tasks	2.32
2.4	Training and ISO Implementation	2.33
2.5	What is Evaluation of Training	2.35
2.6	The Purposes of Evaluation Training	2.37
2.7	Problems in Evaluating Training	2.41
2.8	Models for Evaluating Training	2.42
2.8.1	Kaufman's Five Levels of Evaluation	2.44
2.8.2	The Context, Input, Reaction & Output	2.44
2.8.3	The Context, input, Process & Product Model	2.45
2.8.4	The Input, Process & Output Model	2.45
2.8.5	The Training Validation System TVS-Model	2.46
2.9	The Kirkpatrick Model	2.47
2.9.1	Level one Reaction Evaluation	2.48
2.9.2	Level two Learning Evaluation	2.54
3	METHODOLOGY	
3.1	Introduction	3.57
3.2	Theoretical Framework of the Study	3.58
3.2.1	Reaction Level	3.59
3.2.2	Learning Level	3.64
3.3	Population and Location Study	3.71
3.4	Sample of the study	3.73
3.5	Data Gathering	3.73
3.6	Questionnaire Structure	3.74
3.6.1	Personal characteristics	3.76
3.6.2	Evaluating reaction	3.76
3.6.3	Evaluating learning	3.77
3.6.4	Required skills	3.79
3.7	Reliability test	3.80
3.7.1	Internal consistency analysis	3.80
3.7.2	Validation of the instrument	3.82
3.8	Measurement of the data	3.83
3.8.1	Measurement of the reaction level	3.83
3.8.2	Measurement of the knowledge level	3.84
3.8.3	Measurement of knowledge pertaining to skills of the respondents	3.85
3.8.4	Measurement of attitudinal level	3.85
3.8.5	Measurement of required skills	3.86
3.9	Quantitative data analysis	3.86
4	RESULTS AND DISCUSSION	4.88

4.1	Introduction	4.88
4.2	Personal Characteristics of Respondents	4.89
4.2.1	Age and gender of respondents	4.89
4.2.2	Highest Academic Qualifications	4.91
4.2.3	Job Title	4.93
4.2.4	Length of Service	4.94
4.2.5	Previous working experience	4.96
4.2.6	Size of the companies	4.97
4.2.7	Companies' experience with ISO 9000	4.99
4.3	Factor analysis	4.100
4.4	Reaction level of respondents	4.102
4.5	Learning level of respondents	4.103
4.5.1	Knowledge level of the respondents	4.104
4.5.2	Skills level of the respondents	4.105
4.5.3	Attitudes level of the respondents	4.107
4.6	Required skills for implementation	4.108
4.7	T-test	4.109
4.8	Findings	4.111
4.8.1	Personal characteristics	4.111
4.8.2	Reaction level	4.111
4.8.3	Learning level	4.113
4.9	Required Skills	4.115
4.10	Discussion	4.115
5	Conclusion	
5.1	Conclusion and recommendation	5.118
5.2	Suggestions for further research	5.120
	REFERENCES	122
	APPENDICES	
	A. Letter to the companies registered under MS ISO 9000:2000	127
	B. Correspondence between ISO 9001:2000 and 9001:1994	129
	C. Q M Guidelines for training requirements in ISO 9000:2000	134
	D. Letter of Validation from VMC consultants company	140
	E Results of Factor Analysis	142
	F. Research Questionnaire	161
	BIODATA OF THE AUTHOR	177

LIST OF TABLES

Table		Page
4-1	Distribution of respondents in terms of age and gender.	90
4.2	Distribution of Respondents in terms of Gender and Highest Academic Qualification	92
4.3	Frequency Distribution of Respondents in terms of seniority	93

4.4	Frequency Distribution of Respondents in terms of length of service	95
4.5	Frequency Distribution of Respondents in terms of previous working experience	96
4.6	Frequency Distribution of Respondents in terms of company's size	98
4.7	Frequency distribution – companies experience with ISO 9000	99
4.8	Internal consistency analysis for factors	101
4.9	Respondent's Reaction level towards training programme on ISO 9001:2000	103
4.10	Respondent's knowledge level on ISO 9001:2000 requirements	105
4.11	Respondent's skill level -training requirements according to on ISO 9001:2000	106
4.12	Respondent's level of attitude towards on ISO 9001:2000	108
4.13	Frequency distribution-respondent's answers on the importance of training on additional skills for the implementation of the ISO	109

List of Figures

Figure		Page
2-1	Model of a process- based QMS	19
2-2	Training Process (training Cycle)	27

2-3	Kirkpatrick model for evaluating training programs	50
3-1	Conceptual framework of the study	70
4-1	Gender composition of respondents	90
4-2	Academic Qualifications distribution of respondents	92
4-3	Job title distribution of respondents	95
4-4	Length of service distribution of respondents	96
4-5	Previous working experience distribution of respondents	97
4-6	Company Size	98
4-6	Companies' prior experience with ISO standards	100

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Over the past three decades, great attention has been given to quality management almost worldwide. The concept of total quality management was introduced in some developed countries, such as Japan, United States, and UK. In recent years more attention has been paid to quality management in the manufacturing sector. Further research in the application of quality management in the manufacturing sector is, however, still required, since quality is critical in today's business world due to intensified competition, not only at local level but also on the international arena due to globalization and advancement in transportation and communication technologies. Therefore, organizations have to find an answer to such needs. As a first step towards total quality management, a large number of manufacturing companies in different countries obtained the ISO 9000 standards certificate.

Through vision 2020, the Malaysian government has targeted the achievement of a fully developed Malaysian Nation by the year 2020. In

order to achieve this vision, Malaysia, like many other countries, has adopted the ISO 9000 series as its national standard.

In 1987, the Standards and Industrial Research Institute of Malaysia (SIRIM) launched a scheme for the Certification of Quality Systems to provide certification of Quality Systems in the ISO 9000 series. In Malaysia, the standard is recognized as the MS ISO 9000 standard, which is issued by SIRIM. MS ISO 9000 has gained widespread acceptance among companies in the Malaysian governmental and private sectors.

It is normal practice to revise a standard every few years. The world moves on, and standards have to be updated. Every 5 years, there must be a review of the standard to ensure its currency and maximum usability. In late 2000, a new (MS ISO 9000:2000) standard was introduced to replace the previous standard (MS ISO 9000:1994). The new standard appears to have successfully replaced the 1994 version as the favoured international standard. The main purpose of the year 2000 revision to the ISO 9000 standard was to give users the opportunity to add value to their activities and to improve their performance continually by focusing on the major processes within their organizations.

The International Accreditation forum has allowed a 3 – year transition period through which the 1994 standards will continue to co-exist with ISO 9000:2000. The transition period will be officially over at the end of 2003. This is also the deadline for companies that need to make a transition from the 1994 standard to ISO 9000:2000 (Pheng and Fong, 2002).

Currently in Malaysia, many companies are in the process of transferring from ISO 9000:1994 to ISO9000: 2000. According to the last report published by SIRIM, ‘SIRIM QAS: Directory of Certified Products and Companies’, since the publication of the new ISO 9001:2000 standard, 81 companies had been successfully upgraded or newly certified to this standard. Since then there have been more companies, which have already gained certification to this standard and several others in the process of gaining certification

1.2 Statement of the problem

Companies wishing to be certified under the ISO standards need to first devise a strategy for implementation. Their strategy should encompass both the streamlining of internal processes to ensure compliance with the standards as well as staff understanding, acceptance and adoption of the standards in their daily routines. Since the ISO 9000 quality

management system affects all areas and all personnel in the organization, training programs should be structured for different categories of employees, senior managers, middle-level managers, supervisors and workers. The ISO 9000 implementation plan should make provisions for this training.

Training may include quality concepts, ISO 9000 requirements, lead assessor training, internal auditing, problem solving and decision-making techniques, teamwork and communication skills, (Cheng, 1998)

One of the key activities in implementing the ISO process is selection of the team members, Naroola and Connell (1996), forming an Implementation Team with members including people with overall responsibility and authority is a vital stage for the system to be established and maintained, Kehoe and Rugg (1999). For these Implementation Team members to be efficient in playing their roles within their organizations, they need to be given proper and adequate training by professionals in the field. This will give them a better understanding of the vision and requirements of the new standards and how it would be applicable within their organizations. Only then will they be effective in transferring their knowledge to the other staff members within their organization through internal training exercises.

As discovered by Chew and Chai, (1996), through their survey on problems encountered by Malaysian companies in the implementation of ISO 9000 standards, inadequate training was one of the major problems faced by these companies. Organizations are now beginning to recognize that training is critical in helping close the gap between employees' current competencies and the competencies needed in high- performance organizations.

The true success of the implementation of ISO 9001: 2000 standard depends on the perceptions, attitudes, and expectations of the people who create and use the quality system. Implementation Team Members involvement is required in both the registration process of the standards as well as the subsequent operation of the quality system.

Basically, efficient and effective training programs need systematic planning and instructional design, and a well-monitored implementation process with adequate resource support for achieving the desired program objectives. However, without an appropriate evaluation program, it would be difficult to determine the efficiency and effectiveness of any training and, subsequently rationalize the continual implementation of such a program.

1.3 Specific objectives

Specifically, the study attempts to answer the following objectives.

- 1.** to assess the reaction level of Implementation Team Members towards the MS ISO 9001:2000 Training programs in certified organizations.
- 2.** to assess the knowledge level of Implementation Team Members about ISO 9001:2000 requirements at certified organizations.
- 3.** to assess the knowledge level of the Implementation Team Members regarding the skills for work procedures for training their staff on activities relevant to the ISO 9001:2000 requirements at certified organizations.
- 4.** to assess the attitudinal level of Implementation Team Members towards ISO 9001:2000 at certified organizations.
- 5.** to determine the necessity for training on additional skills required by the Implementation Team Member to carry out their tasks.

all these objectives will be measured for different sized companies and both for companies, which are newly implementing ISO standards as well as those upgrading their standards from the previous levels.

1.4 Scope of the study

The scope of study is limited to respondents from manufacturing organizations implementing the ISO 9001: 2000 new standard. It is limited to how the Implementation Team Members, perceived the ISO 9001: 2000 and the training programme on the ISO 9001: 2000. The examination of their ability to apply the training requirements according to ISO 9001: 2000 new standard in order to train their staff for implementation of the standard itself.

The measurement criteria used in this study is limited to the 'reaction' and 'learning' levels of the respondents, i.e. the first two levels mentioned in Kirkpatrick's model. The other levels are not taken into account (job behavior and results or outcome levels).

The learning level assessment is limited to assessment of enhancement of knowledge, skills and attitude levels of respondents through the training programs, specifically on ISO knowledge, according to MS ISO requirements published by SIRIM, means knowledge about the

requirements of ISO 9001:2000 namely Quality management system, Management responsibility, Resource management, Product realization, and Measurement analysis & Improvement. Skills refer to the knowledge of skills to train staff in achieving successful implementation of ISO 9001: 2000 standards; no actual physical assessment on these abilities is examined.

The study focuses only on manufacturing organizations, which have implemented the ISO9001: 2000 standards.

1.5 Significance of the study

The anticipated findings of this research will lead to an awareness of how Implementation Team Members perceive ISO 9001:2000, the training programme for ISO 9001:2000 and training requirements for implementation of the standard at certificated organizations.

This will indirectly create awareness, at the management level, of familiarization with ISO 9001:2000 training requirements and work procedures required by Implementation Team Members to support successful implementation of the standard within their organization. By showing what a team member's commitment to training means, it provides good understanding on the benefits of such a commitment, and