AN ANALYSIS OF THE IMPACT OF INTEGRATION OF ISO 9000 ON ORGANISATIONAL CHANGE CLIMATE: A CASE OF BIDCO OIL REFINERIES LTD.

Submitted by:-

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MB. E/007/09

This dissertation is submitted in partial fulfillment of the requirements for the award of a Master of Business Administration (MBA) from St. Paul's University

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DECLARATION

This Dissertation is a product of my own work and is not the result of anything done in collaboration. It has not been previously presented to any other institution. I agree that this dissertation may be available for reference and photocopying, at the discretion of the University.

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ABSTRACT

This study brings in a new perspective where attainment of the ISO 9000 certification is analyzed to find out if it has an impact on the change climate of an organization. This study contributes to the already existing knowledge and brings a new perspective of other means to improve the organizational change climate that organizations can adopt.

The main objectives of this study were to establish whether there exists significant relationship between integration of ISO 9000 into Human Resource Training and Development on organization climate; to determine the extent to which integration of ISO 9000 into internal communications impacts on to organization change climate; to establish whether integration of ISO 9000 into performance appraisal and organization change climate had a significant relationship; and to collect and analyze quantitative data to establish the strength and the type of the relationship between the integration of ISO 9000 in Organizational Leadership and organization change climate.

To realize this objective, main research questions focused on whether there is a relationship between integration of ISO 9000 into Human Resource Training, Internal Communications, Performance Appraisal, Organizational Leadership and its effect on the Organization climate. A case study was carried out in Bidco Oil Refineries Limited which is an ISO 9000 certified company with 40 respondents targeted.

From the research, the study analyzed both the qualitative and quantitative data collected and the findings reveal that there is a strong relation in integrating ISO 9000 certification in organizations and recommends that organizations should thus seek to be ISO 9000 certified as a means to improve the organization change climate.

The study targeted population of 360 employees at Bidco Oil Refineries, Thika. Stratified random sampling was used in the study to select a sample population of 40 employees. The stratified random sampling method was the most preferred in this research because the population is heterogeneous. Data was collected using questionnaire method. The research questions were set about what the study wanted to establish from the target population that is the effect on integration ISO 9000 and its effect on organizational climate. The editing, coding and tabulation was then carried out and SPPS software was used to analyze the data.

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Acknowledgement

This study analyzes the impact of integrating ISO 9000 certification on the organizational change by adopting international standards in human resource training and development, internal communications, performance appraisals and organizational leadership and the impact it has on the organizational change.

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Lastly, I want to thank respondents at Bidco oil refineries who were willing to give their time to answer the questionnaires that gave me essential input for this study.

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LIST OF ACRONYMS

OCC:	Organizational Change Climate
IS'PA:	Integration of ISO 9000 into performance appraisal
IS'OL:	Integration of ISO 9000 into Organizational Leadership
IS'I COM:	Integration of ISO 9000 into Internal Communications
IS'T & D:	Integration of ISO 9000 into Training and Development
ISO 9000:	Quality Management Systems of Organizations
ISO:	International Organization for Standardization

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APPENDIX I: QUESTIONNAIRE

ANALYSIS OF IMPACT OF INTERGATION OF ISO 9000 ON ORGANIZATIONAL CLIMATE-A CASE OF BIDCO OIL REFINERIES

The researcher is carrying out this research to analyze the impact of integration of ISO 9000 on organizational climate. The questions require to be answered by indicating whether you are in total agreement or totally disagree on the scale of five provided.

1=totally agree 2=agree 3= not sure 4=disagree 5= totally Disagree

PART ONE

PERSONAL INFORMATION

Gender ☐ M F ☐

How long have worked for this organization?

1) Less than 2 years ☐

2) 3-5 years ☐

3) 6-8 years ☐

4) 9 years and over ☐

PART TWO

INTERGARTION OF ISO 9000

The organization has integrated ISO 9000 into internal business processes. Please mark in the box your best option.

1= (strongly agree 5 strongly disagree

Strongly Agree	1	2	3	4	5
Agree					
Not sure					

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Disagree					
Strongly Disagree					

Do the following underlying factors affect integration of ISO 9000: in internal communication, training and development, organizational leadership and performance appraisal influence organizational change climate?

Yes ☐
No ☐

Indicate your agreement to the extent to which the above mentioned factors have contributed to creation of organizational change climate 1**= (strongly agree 5= strongly disagree)**

	1	2	3	4	5
Integration of ISO900 into internal communications					
Integration of ISO900 into training and development					
Integration of ISO900 into organizational leadership					
Integration of ISO900 into performance appraisal					

ORGANIZATION CHANGE CLIMATE

On a scale of 1 to 5 (1= (strongly agree 5= strongly disagree) how would you agree to the following statement: **my organization focuses and emphasizes on**

	1	2	3	4	5
Innovation					
Flexibility					
Appreciation and recognition					
Concern for employee well-being					
Learning and development					
Quality performance					
Involvement and empowerment					

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INTEGRATION OF ISO 9000 INTO INTERNAL COMMUNICATIONS

How would you agree to the role played by the above factor toward creation organizational change climate? **1= (strongly agree 5= strongly disagree)**

	1	2	3	4	5
Availability of focused and specific communication					
Good written communication					
Comprehendible communication					
Timely delivery					
Specific outcome					
Measurable outcome and medium					

INTEGRATION OF ISO 9000 INTO TRAINING AND DEVELOPMENT

Indicate the level of agreement with the following statements.
1= strongly agree 5= strongly disagree

	1	2	3	4	5
Has improved methods, materials and timelines					
Has improved need analysis					
Has improved delivery and models					
Increased resource allocation					
Has improved on time allocation					
facilitation					

INTEGRATION OF ISO 9000 INTO PERFORMANCE APPRAISAL

To what extent do you agree with the following statement on above factor in relation to organizational; climate? Mark in the box the best that reflects your response.

1= (totally agree) to 5 (totally disagree)

	1	2	3	4	5
Improves data collection					
Improves appraisal methods					
Improves in giving right feedback					
Enhances rewards mechanisms					
Improves target and goal setting					

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INTEGRATION OF ISO 9000 INTO ORGANIZATIONAL LEADERSHIP

To what extent do you agree with the following statement toward the above factor and its influence on organizational change climate? Mark in the box the best that reflects your response.

1= (totally agree) to 5= (totally disagree)

	1	2	3	4	5
Makes leader to be sensitive to employee needs					
Improves leader's response to emotional needs					
Creates positive climate between workers					
Encourage team work					
Encourages giving of positive feedback, rewards and advancement					

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