

organization to another level, since the QMS is intended to constantly enhance the exercises of organizations (Georgiev and Georgiev, 2015). Execution of the quality administration framework incorporates steps, for example, arrangement of the framework, which requires clear organizing and designation forms usage; affirmation – select the accreditation expert; Maintenance of the framework in working condition (Lukichev and omanovich 2016). The organization's administration choice on usage of QMS ought to be made, in any case, in the wake of thinking about the accompanying issues:

- The reason for the execution of the QMS;
- Deadlines for the introduction of the structure;
- What assets can be distributed to making frameworks and staff preparing;
- Which accreditation framework to pick which association to contract for the affirmation of QMS.

The primary goals of confirmation are: (1) to surpass client desires; (2) to limit the danger of foreswearing of customer items or its arrival; (3) to enhance the intensity of items; (4) to upgrade the distinction of the association; (5) to enhance inner administration (Lukichev and omanovich 2016).

2.3 ISO Certification

ISO 9001 standard places a solid accentuation on distinguishing proof of customer necessities and fuse data from them during the time spent on product design. Taking note of that enhancing the quality of the item is the consequence of better correspondence and customer service, selection of respondents can be viewed as attentive and vouching for the learning of essential rules of ISO 9001 (Zimon 2015). It should be focused on that the execution of the requirements of ISO 9001 decidedly influences reducing the risk of making a thing that does not meet gotten by the association quality necessities. Consistence with the necessities of ISO 9001 reduces the risk of producing a product not in accordance with customer requirements or standards adopted by the organization. Consistence with the necessities of ISO 9001 in the production and monitoring of the production process has a significant impact on increasing the technical quality of the product (Zimon, and Malindžák, 2014). Breaking down the negative side of usage of the prerequisites of ISO 9001, it is noticed that the high expenses of affirmation and support of the framework unquestionably assumes a main part. The cost of actualizing the framework will include: (1) expenses of consultancy counseling, (2) affirmation assessment, (3) accreditation review and (4) the charge for issuing the endorsement (Georgiev and Georgiev, 2015).

3. Methodology

This research uses a mixed approach, which is a combination of both the quantitative and qualitative approach, based on an exploratory sequential design. The research design framework is depicted in Figure 2 below:

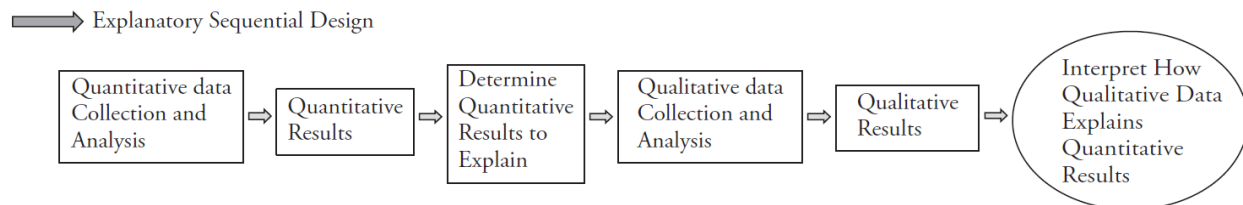


Figure 2. Research Design Followed in This Study (Creswell, 2015)

Following the research design, collection and analysis of quantitative data was performed first, then the results were recorded. The results of the quantitative approach were used as pointers to compile the interview questions. This is followed by the collection and analysis of qualitative data, results of which are used to explain the quantitative findings (Creswell, 2015).

A questionnaire was used to gather sufficient information to determine the possible outcomes. A quantitative statistical and data collection techniques used include a random choice of research members from the investigation populace in an unprejudiced way, the institutionalized survey or mediation they get, and statistical techniques used to dissect and test foreordained theory in regard to the connection between particular factors.

Information gathering strategies incorporated into leading one on one meetings with population sample and conveying poll to the Company X Station together with their Section managers and Heads of Departments. Data was collected by requesting participants to answer a questionnaire. 19 out of a possible 58 refurbishment project employees were selected to complete the questionnaire. They were required to answer the following questions: (1) Do you believe that the introduction of ISO 9001 has led to improved quality of end products at Company X refurbishment project? And (2) Do you believe that the introduction of ISO 9001 has led to a mindset change of employees regarding quality at Company X refurbishment project? The questionnaire forms the basis of a subsequent study discussed in the conclusion and recommendations section of this paper.

4. Results and Discussions

This section presents the data collected using the research tool. The data is presented and discussed with regards to the participants perceptions of ISO 9001 introduction in Company X refurbishment project. The first sub-section presents the results of the survey, while the second sub-section reports on the findings from the interviews.

4.1 Survey Results

As part of the survey, study participants were requested to answer two fundamental questions related to ISO implementation at Company X during the refurbishment project of a power plant.

Question 1 – Do you believe that the introduction of ISO 9001 has led to improved quality of end products at Company X refurbishment project? Figure 3 below depicts the percentage responses of all the respondents with regard to Question 1, and it shows that 68% of the participants believe that the introduction of ISO 9001 in their work place has led to improved quality of the end products, while 32% of the participants do not believe that the introduction of the ISO 9001 standards in their work place will improve quality of the end product.

Question 2 - Do you believe that the introduction of ISO 9001 has led to a mindset change of employees regarding quality at Company X refurbishment project? Figure 4 below shows the percentage responses of all the respondents with regards to Question 2, and it shows that 53% of the participants believe that the introduction of ISO 9001 in their work place has led to a mind shift of employees regarding quality at Company X refurbishment project, while 47% of the participants do not believe a mindset change of employees regarding quality at Company X refurbishment project has taken place.

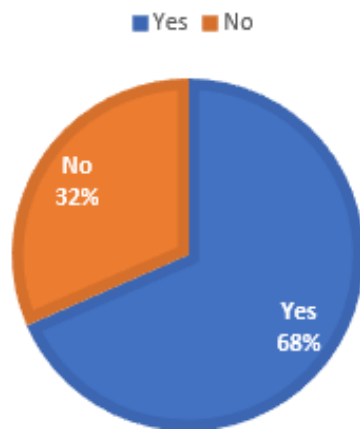


Figure 3. Percentage Responses to Question 1

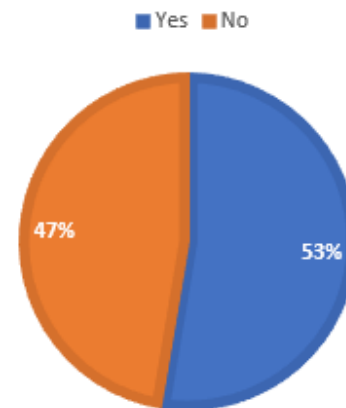


Figure 4. Percentage Responses to Question 2

4.2 Findings from the Interviews

The participants were randomly selected through a cross section of the department's concerned i.e. mechanical, C&I, commissioning, quality and safety, engineering and electrical. In addition, the jobs vary from senior management, managers, technicians and senior technicians, safety and quality officers to make the sample as accurate as possible.

From the interviews conducted it has been found that ISO 9001 has been implemented in Company X for over three years. Based on the results obtained from interviews carried out, majority of the employees working on the refurbishment project at Company X believes that the introduction of ISO 9001 has led to improved quality of end products which confirms the findings of Question 1 from the survey. However, a small group of participants indicated that company still experienced deviations from project's targets. These deviations were mostly due to the fact that some employees were still not familiar with the ISO standard, although it has been implemented for three years.

Findings from the interviews also indicated that the introduction of ISO 9001 did not lead to the expected mindset change of employees regarding quality at Company X refurbishment project. This perception is demonstrated by the very even YES/NO 47%/53% response rate to Question 2 of the survey. The setting at Company X refurbishment project is a microcosm of Eskom as a whole but also can be seen as a SMME or small business in the service industry with (+/- 60 employees). However, there has been concerns that the expected mindset change could not be achieved due to a lack of quality champion to drive the ISO 9001 introduction within Company X.

5. Conclusion, Recommendations and the Way Forward

The results indicate that the employees in Company X believe that the introduction of ISO 9001 will significantly improve performance. However, this introduction should be supported by management commitment as some employees, although not opposed to change, might find it difficult to align themselves with the new standards. Shafiq, et al, (2014) state that the ISO certification position organisations for higher levels of performance. Hence the ISO certification have been endorsed internationally for years (Wu and Jang, 2013).

There are recommended standards to different organisations that can expand the credibility of any organisation and assist in increasing the productivity of the organisation (Shafiq, et al, 2014). Ratnasingam, et al (2013) and Miller, et al, (2017) affirms that ISO certification have a positive influence in the organisational processes and the competency of management. It is recommended that organisations should adopt ISO standards in their daily practices, which will gradually increase the job effectiveness of the employees in the organisation (Basir and Davies, 2016). Additionally, it is recommended that Company X involves an employee whose primary task would be to champion the implementation of the ISO standard.

This study sets the foundation for further research that may consider reviewing the state of affairs of ISO standard implementation in SMMEs to provide a clear view of the extent of ISO 9001 adoption in the industry. Further research may also consider looking into the factors that may prevent or advance the adoption of ISO standards within the power plant refurbishment companies.

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