

Role of Organizational Leadership on the Implementation of ISO 9001 Standards in Elgeyo Marakwet County, National Government Treasuries

Kharemwa Hellen

Kisii University, Kenya

Abstract: Most companies today recognize daily that good leadership is one of the most significant factors to improved success and progress in the enterprise. Collaborative leadership, open leadership, creative leadership and insightfulness are those with a store of expertise and information acquired from experience that allows them to handle the everyday tasks successfully and efficiently. The specific goal of the study was to assess the role of organizational leadership in the implementation of the ISO 9001 standard. The study followed a survey research design and targeted 158 respondents who were National Treasury employees. 158 participants were sampled using the Census sampling technique due to the small target population. The study utilized questionnaires as a research instrument to collect data. To test for reliability of research instrument the questionnaire went through a pilot test and produced a Cronbach alpha value of 0.942 making the questionnaire reliable for the study. Descriptive statistics employed use of tables, mean, and standard deviation) and inferential statistics (Pearson's correlation analysis and linear regression analysis) were used to interpret the results. The study results concluded that the role of organizational leadership on the implementation of ISO 9001 standards had a positive and significant effect on implementation of ISO 9001 standards. It also concluded that collaborative leadership and leadership actions promote and contributes to effective and transparent implementation of ISO 9001 standards, insightful leaders and visionary leaders formulate and implement effective strategies for ISO 9001 standards implementation in the national treasury. From the study results, it was recommended that the national treasuries should adopt proper leadership strategies such as involvement of the staff and seeking their views on the best direction to offer. The study recommends that the staff should be notified on the requirements and the progress that the treasury has put in place to enhance the quality of their services so as to make them feel part of the implementation.

Key words: Leadership, Organizational leadership, ISO 9001, National Treasuries,

Date of Submission: 18-03-2022

Date of Acceptance: 02-04-2022

I. Introduction

Background

Globally, Organizational leadership is a factor to be carefully considered if any system or process is to be initiated and implemented successfully. Top management engagement is important for the impact of implementing ISO 9001. According to Hesham and Magd (2007) analyzed the crucial conditions in Asian engineering firms impacting the application of ISO 9001 requirements. A template for a concise survey was used in which 1100 industrial Asian firms were targeted but 892 respondents were chosen. The study found reform resistance, management support and quality network impact ISO 9001 implementation effectiveness. Dhamisiri (2010) analyzed factors influencing the success of the introduction of ISO 9001:2000 Standard and its effects on market performance in Sri Lankan companies. The study targeted 750 staff from selected A, B, and C companies. Packwell Lanka Ltd, Econopack Ltd, and Printcare Plc picked 200 workers from among these. Questionnaire has been used as instrument for collecting data. Data was quantitatively evaluated and the bar graphs, pie charts, percentages and frequency tables were provided in detail. The study showed that management engagement, brand identity, customer behaviour, organizational culture and employee satisfaction are the main factors impacting the success of the implementation.

In Bulgaria, Svetaslav and Emil (2015) published a report on motivational analyzes of ISO 9001 qualification factors. The analysis used a hybrid approach to science with processes. 127 businesses comprised the target group. The methodology of census sampling was used to pick 127 respondents in which the interview schedule was used as the key data set. Quantitative modeling was used to interpret data in which pie charts, bar graphs, ratios and frequency tables were provided explaining results. The study showed management engagement, brand identity, consumer behavior, company culture and employee happiness are the motivating factors that influence the adoption of ISO 9001 in Bulgarian firms.

According to Thuo (2013) ISO 9001 has been considered a management standard that can be replicated in many institutions for quality products and services, high efficiency and customer satisfaction. In the National Social Security Fund (NSSF), Omwanda (2018) examined factors driving a successful transition to ISO 9001:2015. The thesis followed a sample style distinctive of it. The target population consisted of 700 NSSF Head Office employees. It selected a sample of 70 respondents. Primary data was gathered and questionnaire was used as the data collection tool. Using quantitative analysis to analyze data in which bar graphs, percentages, pie charts and frequency tables were presented inform the data. ANOVA was used to demonstrate the relation between the variables. The study found out that adequate resources, lack of training among employees, and top management involvement were the factors influencing successful transition to ISO 9001:2015 at National Social Security Fund (NSSF).

Most companies today recognize daily that good leadership is one of the most significant factors to improved success and progress in the enterprise. Collaborative leadership, open leadership, creative leadership and insightfulness are those with a store of expertise and information acquired from experience that allows them to handle the everyday tasks successfully and efficiently. Strong leadership to bring in successful improvements to ISO 9001 requirements is also needed (Kennedy, 2010). Brookfield stresses the value of culture when discussing the topic of organizational reform, and addresses several roadblocks that influence attempts to implement change, including the culture of privacy, culture of individualism, and culture of silence (Brookfield, 2015). The related leadership should tackle and resolve these issues. According to Gruban (2003), the competence is the capacity to handle information and other abilities and capacities.

There is a number of certain established leadership attributes needed for efficient and productive leadership (Bennis, 1987). There are various qualities that are really important to leaders and that are also correlated with the successful transition to organization. Virtanen explores some of the strengths of the members and connects them in her leading capabilities model to effective organizational changes (Virtanen, 2000). In the study she demonstrates the leadership role and his/ her competencies for a successful organizational change. The study further describes these as the most important strengths and expertise that are practical and valuable for operational improvements. According to the numerous writers the leadership skills are closely related to the positive organizational transition, "the leadership skills have a fantastic connection with organizational performance and development" (Gruban, 2003).

From the literature, it is obvious that implementing and organizing organizational leadership contributes to ISO 9001 implementation standards which require well-developed leadership skills. It is also valid as each transition process also involves a degree of resistance, the successful leader is one who can manage the resistance and achieve meaningful improvements. Recognition, negotiation and control of the opposition is always a lengthy and not so simple operation. People oppose change and in particular often reject drastic change, so it is only the leader's capacity to resolve the transition. The crisis needs a good chief, because the doctor tries to address the medical issue (Heifetz 2017).

Kagwiria (2013) analyzed factors impacting the implementation of quality control programs ISO 9001:2008 in selected public sector organizations in Nairobi, Kenya. The thesis took the form of empirical analysis. 150 companies make up the target population. Primary data was used, and questionnaire was the key tool for gathering data. Data for diagrams, bar graphs, pie charts, percentages and frequency tables were given. ANOVA was used to demonstrate the relation between the variables. The study found that sufficient funding, lack of staff preparation and participation of top management were factors influencing the implementation of ISO 9001:2008 quality control systems in public organizations in Kenya.

Statement of the Problem

Globally, public institutions have been under pressure to follow quality control practices, in particular ISO 9001 practices, due to changing global climate, trade liberalization, compulsory fair procurement, cost containment, value for investment and consumer requirements (Muthaura, 2010). However, though ISO 9001 standards are of different forms the firms experience challenges in implementing and adopting them which is very costly. Public organizations end up training employees on ISO 9001 standards to ensure provision of quality services and products to its customers.

Implementing the ISO 9001 requirements is meant to ensure market approval, earning a premium stamp and increased corporate efficiency (ISO Poll, 2008). Public foundations in Kenya are needed to embrace the ISO 9001 standards Lee, To, and Yu (2011 as referred to in Kyalo, 2013) by winning conditions. These notwithstanding, some government departments are as yet falling behind in actualizing the strategy and give no proof of the quick advantages of execution of ISO 9001 strategy as departments with ISO9001 stamp actually report bad quality frameworks, unacceptable items and helpless public service conveyance (Okoth, 2014). The Government of Kenya (GoK) is worried about the accomplishment of these ministries in such manner to improve their public picture (GOK, 2003). Anyway in spite of the race to obtain ISO accreditation, execution in government departments has not improved. As indicated by the Elgeyo Marakwet County annual capacity and

performance report of July, 2017 there was a public clamor over helpless public service conveyance in the region; it suggested administration re-designing and quick outcomes activities as one of the methods for improved outcomes (Matengo, 2017). Random surveys by different research organizations such as NPA Polls Kenya on governor's performance point to the dissatisfaction of Elgeyo marakwet residents regarding their governor's performance.

In Kenya, very few studies have been conducted to relate to ISO 9001 standards implementation: for example (Gichohi, 2010) conducted a study on the factors affecting non-ISO state corporations when adopting ISO 9001 certification of the management system. (Thuo, 2013) conducted a study on the adoption of the ISO 9001 quality management and operational performance standards for service organizations in Kenya and (Okoth, 2014) conducted a study on the effect of ISO certification on the financial performance of public sector institutions. Many of these centered on the impact on operating efficiency of ISO 9001 requirements and stopped demonstrating the determinants of ISO 9001 adoption of the requirements. More precisely, there is scanty information showing the ISO 9001 standards implementation status. It is against this background that the researcher sought to fill the gap by assessing determinants of ISO 9001 standards implementation in Elgeyo Marakwet County National Government Treasuries.

II. Theoretical Review

This study was grounded on the **Contingency Theory**

In 1964 Fred Edward Fiedler proposed contingency theory. The principle is based on the assumption that organizations cannot operate with only one approach, but instead with a variety of management strategies such as horizontal or vertical strategies that help achieve the company's goals and objectives (Obop, 2015). The fundamental nature of the theory is the need to select the best practices which are in line with firm operations in increasing efficiency and effectiveness of the company business. Contingency theory attempts to identify the important variables assumed to influence implementation of ISO 9001 standard and attempts in increasing the quality of the business operation in terms of goods and services offered.

The theory is based on the assumptions that among contingency variables the better implementation of ISO 9001 standard are in line with the firm strategies hence meeting the company goals and enhancing of effectiveness of business operations. This contingency theory on management to conduct a proper decision process in any given situation before recommending a strategy in order to reduce issues which may negatively affect the business operations (Raduan, 2009). Thus, for public sector institutions to effectively implement ISO 9001 standards they should develop policies based on the situation or any opportunities that may arise.

Fiedler's Contingency Principle was important to the study because it would enable the overall quality control of public entities to determine the factors impacting optimal firm production and the application of different approaches such as ISO 9001 to improve the consistency of the products and services offered to its customers and also to maximize the productivity of the company's activities. Such factors include leadership, size and technology at the organization. Such considerations are also the variables where the analysis aims to decide whether they are the determinants of the application of ISO 9001.

Contingency theory, although having benefits also it has limitations where some managers can have different leadership styles while others do not have since they do not do the same business operations. Also the theory does not show the similarity between how the firm is being run and the leadership style of the manager. In addition the theory does not show how to solve the disconnect issue of how the firm is being run and the leadership style of the manager (Nematollahi & Forghani, 2014).

III. Materials and Methods

Study Design: Survey research design.

Study Area: The study was carried out in Elgeyo Marakwet County National Government Treasuries. The sub-counties National Government treasuries under study in Elgeyo Marakwet National Government treasuries include: Keiyo North Treasury, Keiyo South Treasury, Marakwet West Treasury, and Marakwet East Treasury.

Study Population: The study targeted the employees of the sub county national government treasuries including the top level management, middle level management and all other employees.

Table 1: Target Population

Sub-County Treasuries	Top Management	Middle-level Management	Other Employees	Total
Keiyo North Treasury	2	4	40	46
Keiyo South Treasury	2	4	36	42
Marakwet West Treasury	2	4	31	37
Marakwet East Treasury	2	4	27	33
Totals	8	16	134	158

Source (Elgeyo Marakwet County National Government Treasuries, 2019)

Sample Size: 158

Sample Size Calculation: Census Investigation was used. A census gives a genuine proportion of the populace for example no sampling mistake, benchmark information might be acquired for future investigations (Orodho, 2013). Since the population is small (158) census was utilized where the entire population participated in the study (Kothari, 2014). Therefore all the 158 employees of the national government treasuries were included in the study.

Procedure Methodology: The research data was collected using questionnaires. The questionnaires were tested for reliability and a Cronbach alpha of 0.942 was obtained.

Data Analysis and presentation: To promote data processing, the Statistical Package for Social Sciences (SPSS) version 24.0 computer software was used. Using descriptive and inferential statistics, data obtained from the questionnaires was analyzed. In specific, descriptive statistics include frequencies, ratios, means and standard deviations, whereas Pearson's product moment correlation, factor analysis, and hierarchical regression analysis is constituted by inferential statistics. The relationship between sets of manifest and latent variables will be explored by factor analysis in this report. In order to collect information on their underlying latent constructs, also called causes, researchers explored the co-variation between a series of variables observed. The results were presented in the form of tables and represented and analyzed in conjunction with the research objectives. The following multiple regression model was adopted.

IV. Results and Discussions

Descriptive Analysis

This study sought to examine the role of organizational leadership on the implementation of ISO 9001 standards in the national government treasuries. This is presented in Table 2.

Table 2: Descriptive Analysis

Statements	Mean	Std. Deviation
Collaborative leadership promotes the implementation of ISO 9001 standards in the national treasury	4.08	1.06
Leadership actions contributes to effective and transparent implementation of ISO 9001 standards in the national treasury	4.18	.978
Insightful leader formulate the organization's goals and strategies in response to implementation of ISO 9001 standards in the national treasury	4.10	.950
Visionary leaders formulate and implement effective strategies for ISO 9001 standards implementation of in the national treasury	3.74	1.02

Source: Field data, 2019

From the descriptive statistics Table 2, the respondents concurred that the initiative activities adds to compelling and straightforward execution of ISO 9001 principles in the public depository with a mean of 4.08 and a standard deviation of 1.06. Additionally, the respondents were in concurrence with a mean of 4.18 and a standard deviation of .978 that Insightful pioneer figure the association's objectives and techniques in light of execution of ISO 9001 principles in the public depository. Furthermore, the respondents additionally concurred that visionary chiefs detail and actualize viable techniques for ISO 9001 guidelines usage in the public depository; this had a mean of 4.10 and a standard deviation of .950. Finally, the respondents concurred that collective initiative advances the usage of ISO 9001 principles in the public depository, this had a mean of 3.74 and a standard deviation of 1.02. This inferred that the majority of the respondents concurred that hierarchical initiative improve the usage of ISO 9001 guidelines in the public government depositories since their reactions were between mean scores of 3.5 and 2 on the nonstop Likert scale.

These discoveries are in accordance with Mutinda (2012) who uncovered that absence of the board responsibility, lacking assets whether human or monetary , a great deal of administrative work and documentation required, authoritative culture, and representative fulfillment and contribution were the difficulties looked by Kenya Medical Research Institute in executing ISO 9001 accreditation. Thuo (2013) ISO 9001 has been viewed as an administration standard that can be duplicated in numerous organizations for quality items and administrations, high proficiency and consumer loyalty. Dhamisiri (2010) discovered that administration contribution, organization picture, client conduct, association culture, and representative fulfillment are the key variables influencing the usage viability of ISO 9001:2000 norm. Svetaslav and Emil (2015) uncovered administration contribution, organization picture, client conduct, firm culture, and staff fulfillment are the inspirational components that influencing the execution of ISO 9001 in Bulgaria Companies. Omwanda (2018) discovered that sufficient assets, absence of preparing among workers, and top administration

inclusion were the components impacting fruitful change to ISO 9001:2015 at National Social Security Fund (NSSF).

Inferential Analysis

To analyze data inferentially, the researcher employed Pearson correlation analysis and the linear regression analysis methods.

i. Correlation Analysis

The method of correlation was chosen as it is used when both variables are at interval level of measurement and the data is parametric. Thus the correlation findings from the study revealed that Organizational leadership was positively and significantly correlated with the implementation of ISO 9001 standards ($r = 0.820, \pi < 0.01$). This means that Organizational Leadership affects the adoption of ISO 9001 standards. Table 3 shows the effects of the study's Pearson analysis of dependent and independent variables for assessing the variables relationship. From the analysis it should be noted that the result was at 99 percent confidence level (significant at 0.01 level (2-tailed), because a change in unit organizational leadership leads to 82.0 percent change in the implementation of ISO 9001 standards. This concurs to the findings by Hussein (2011) who established that the major challenges facing government parastatals during the ISO 9001 certification process were; not understanding the quality efforts, new and complex processes, procedures, guidelines and corrective actions, resistance to change, problems with auditors and consultants, and unsupportive organizational culture and structure. Additionally, the study established that to deal with such challenges, parastatals need to ensure they buy in top management commitment, staff involvement and training, consistent meetings, continuous follow up audits

Table 3: Correlation Analysis Results

Independent Variable	Dependent Variable(Implementation)
Organizational Leadership	.820**

** . Correlation is significant at the 0.01 level (2-tailed).

ii. Linear Regression Analysis

Table 4: Coefficients for Linear Effects

Variable	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	.235	.147		1.598	.113
Organizational Leadership	.345	.050	.332	6.950	.000

a. Dependent Variable: ISO 9001 standards Implementation

Source: Field data, 2019

The outcomes indicated that authoritative initiative affected the usage of ISO 9001 principles in Elgeyo Marakwet County National Government Treasuries dependent on $\beta_2 = 0.345$ (p -esteem = 0.000 which is not exactly $\alpha = 0.05$) proposing hierarchical administration substantially affected the execution of ISO 9001 norms in Elgeyo Marakwet County. What's more, the invalid theory was dismissed. What's more, the impact of hierarchical authority was expressed by the estimation of t -test = 6.950 which implied that the standard blunder related with the boundary was not exactly the impact of the boundary. Further the discoveries are in concurrence with Mutinda (2012) who uncovered that absence of the executives responsibility, insufficient assets whether human or monetary , a great deal of administrative work and documentation required, hierarchical culture, and representative fulfillment and contribution were the difficulties looked by Kenya Medical Research Institute in actualizing ISO 9001 affirmation. Thuo (2013) ISO 9001 has been viewed as an administration standard that can be reproduced in numerous organizations for quality items and administrations, high productivity and consumer loyalty.

V. Conclusion and Recommendations

The study results concluded that the role of organizational leadership on the implementation of ISO 9001 standards had a positive and significant effect on implementation of ISO 9001 standards. It also concluded that collaborative leadership and leadership actions promote and contributes to effective and transparent implementation of ISO 9001 standards, insightful leader and visionary leaders formulate and implement effective strategies for ISO 9001 standards implementation in the national treasury. This concurs to Okelo (2015) in resource based view theory who stated that for a company to succeed the management and employees need to use the resources effectively and efficiency in order to enhance competitive advantage.

The national treasuries should adopt proper leadership strategies such as involvement of the staff and seeking their views on the best direction to offer. The study recommends that the staff should be put on note on the requirements and the progress that the treasury has put in place to enhance the quality of their services so as to make them feel part of the implementation.

References

- [1]. Bennis, W. (1987). The Four Competencies of Leadership. *School Library Media Quarterly*, 15(4), 196-99.
- [2]. Brookfield, S. D. (2015). *The Skillful Teacher: On Technique, Trust, and Responsiveness in the Classroom*. John Wiley & Sons.
- [3]. Dhamisiri, A. (2010), Factors Affecting the Implementation Effectiveness of ISO 9001(2000) Standard and its Impact on Business Results. *Sri Lankan Journal of Management*, 15(2-4), 1-12.
- [4]. Gichohi, M. K. (2010), Factors affecting non ISO state corporations in adoption of ISO 19.
- [5]. Gruban, B. (2003). *Kompetence: moda, ki traja že štiri desetletja*. Finance, 168/1596, str. 9001 management system certification, Unpublished thesis, University of Nairobi
- [6]. Hussein, M., (2011) challenges facing South Africa government parastatals who intended to be ISO 9001 certified. *DBA Africa Management Review*, 1(1).
- [7]. ISO (2008a), ISO 9001.(2008), Quality Management Systems, Requirements. (4th Edition) and ISO (2008b), The ISO Survey of Certification. (5th Edition). ISO, Switzerland.
- [8]. Kagwiria, C. R. (2013), Factors affecting adoption of ISO 9001: 2008 quality management systems in selected public sector organizations in Nairobi, Unpublished Project, Kenyatta University.
- [9]. Kennedy, J. F. (2010). *The value of industrial visits. Effective Management of Benchmarking Projects*, 96.
- [10]. Kothari, C. R. (2014). *Research Methodology; Methods and techniques* (4th ed.). New Age International Publisher.
- [11]. Kyalo, M.J. (2013), The Effect of ISO 9001:2008 Certification on Process Quality. A case Study of Kenya Power and Lighting Company. (Unpublished project). University of Nairobi, Nairobi,
- [12]. Lee K.C., To, W.M., & Yu, B.T.W (2011), ISO 9001:2000 Implementation in the Public Sector: A survey in Macao SAR, the People's Republic of China. *The TQM Journal*.
- [13]. Matengo, G. (2017), *Elgeyo Marakwet County Annual Capacity and Performance Assessment (ACPA) Report*.
- [14]. Mutinda, B. P. (2012), Challenges faced by organizations seeking ISO 9001 certification: A case of Kenya Medical Research Institute (KEMRI). Unpublished Project, University of Nairobi.
- [15]. Nematollahi, R., Abbas, A., & Forghani, M. A. (2014). The Impacts of Implementing ISO Certification Series on Productivity of Barez Industrial Group. *Social Science and Management*, 1(1), 15-26.
- [16]. Obop, M. O. (2015), Factors influencing adoption of quality management system in Kenyan Roads Authorities. Unpublished Project, University of Nairobi.
- [17]. Okelo, E. A. (2015). Factors influencing quality management standards implementation in insurance firms in Kenya. Unpublished Project, University of Nairobi.
- [18]. Okoth, O. C. (2014). The Effect of ISO Certification on the Financial Performance of Public Sector Institutions, Unpublished thesis university of Nairobi
- [19]. Omwanda, S. M. (2018). Factors Influencing Successful Transition to ISO 9001:2015: A Case Study of National Social Security Fund. Unpublished Project, United States International University-Africa.
- [20]. Orodho, J. (2015). *Elements of Education and Social Research. Research Methods*. (3rd Ed.). Nairobi.
- [21]. Raduan, C. (2009) Management, Strategic Management Theories and the Linkage with Organizational Competitive Advantage from the Resource-Based View. *European Journal of Social Sciences*, 11(3), 402-418.
- [22]. Svetaslav, G., & Emil, G. (2015), Motivational Factors for the Adoption of ISO 9001 Standards in Eastern Europe: The Case of Bulgaria. *Journal of Industrial Engineering and Management* 8(3), 1020-1050.
- [23]. Thuo, C. M. (2013), Adoption of ISO 9001 Quality Management Standard and Operational Performance of Service Organizations in Kenya, Unpublished Thesis, University of Nairobi
- [24]. Virtanen, T. (2000). Changing Competences of Public Managers: Tensions in Commitment. *International Journal of Public Sector Management*.

Kharemwa Hellen. "Role of Organizational Leadership on the Implementation of ISO 9001 Standards in Elgeyo Marakwet County, National Government Treasuries." *IOSR Journal of Business and Management (IOSR-JBM)*, 24(03), 2022, pp. 67-72.