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## The Effectiveness of ISO 9001 Implementation in Food Manufacturing Companies: A Proposed Measurement Instrument

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### Abstract

ISO 9001 is a Quality Management System (QMS) standard that is widely adopted by many manufacturing companies, including food manufacturing companies. However, the effectiveness of ISO 9001 implementation is still questioned. Given this, this paper aims to propose an instrument that can be used to measure the effectiveness of ISO 9001 implementation in food manufacturing companies. The paper is important because there is lack of research on the development of measurement instrument of ISO 9001 implementation effectiveness. Furthermore, this paper is important because the knowledge on measurement instrument of ISO 9001 implementation effectiveness is needed by ISO 9001 certified food manufacturing company managers for measuring and improving their QMS.

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### INTRODUCTION

The important role of quality management system implementation has been recognized by food manufacturing companies [1, 2]. This is due to the high awareness of customers on the importance of food product quality and safety [1]. The food companies that produce safe and good quality product will survive and even win the competition [1].

Food manufacturing companies have been familiar with the various standards relating to quality assurance

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efforts, such as BRC, HACCP, and ISO 9001 [1, 2, 3]. ISO 9001 is an international standard that is widely adopted by food manufacturing companies. According to the survey conducted by ISO, in 2011, there were 28, 434 companies engaged in the field of food, beverage, and tobacco products are ISO 9001 certified [4]

ISO 9001 is an international standard of quality management system [5]. The standard describes the requirements of a quality management system that needs to be implemented consistently so that the companies can produce the products according to customers' requirements, achieve customer satisfaction, and achieve continual improvement on the effectiveness of their quality management system [5, 6, 7]. Furthermore, ISO 9001 requirements represent quality management system best practices [6]. Thus, food manufacturing companies that implement ISO 9001 are expected to obtain significant outcomes [7, 8, 9]. Given this, it is interesting to study ISO 9001 in the context of food manufacturing companies.

In the context of ISO 9001 implementation in food manufacturing industry, the effectiveness of ISO 9001 implementation still becomes a fundamental issue [7, 10]. This is because there is no measurement instrument of ISO 9001 implementation effectiveness in food manufacturing companies that is widely accepted [7, 10]. In fact, researchers who propose the measurement instrument of the effectiveness of ISO 9001 implementation in food manufacturing companies are still very limited [7]. Thus, in order to fill the literature gap, this paper tries to propose an instrument that can be used to measure the effectiveness of ISO 9001 implementation in food manufacturing companies.

This paper is expected to give some contributions. First, this paper is expected to provide the knowledge needed by researchers who intent to examine the impact of ISO 9001 implementation empirically. To date, the researchers used different measures in assessing the impact of the ISO 9001 implementation [11]. The proposed measurement instrument of ISO 9001 implementation effectiveness of this paper is expected to be the first step to equalize the view related appropriate parameters in measuring the impact of ISO 9001 implementation. Furthermore, the similar measures of the impact of ISO 9001 implementation will make the generalization of the results of the research on the impact of ISO 9001 implementation to be better.

Second, this paper provides the knowledge needed by food manufacturing companies' managers for measuring the effectiveness of ISO 9001 implementation. To date, the contribution of ISO 9001 implementation to the companies' success is still not clear [7]. Hence, the managers can evaluate the usefulness of ISO 9001 implementation for their companies by using the proposed measurement instrument of ISO 9001 implementation effectiveness. This will become an input for deciding improvement action plan regarding ISO 9001 implementation.

Third, this paper is also expected to provide knowledge needed by the managers in developing quality objectives. ISO 9001 requires the companies to develop quality objective for monitoring the performance of their quality management system [5]. The proposed measurement instrument of ISO 9001 implementation effectiveness can become the part of the companies' quality objectives that should be achieved and monitored.

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