

The Examination of the Impact of Implementation Components of ISO 9000 on Manpower Productivity in Gilan Province General Department of Standard

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Abstract

Today, modern methods of management has changed into a necessity for companies and organizations; and quality management also as the most important and comprehensive procedure could help organizations in order to supply products and services with better quality and lower costs by providing appropriate methods and patterns; consequently, the necessary of applying has growth more than before. Since, productivity has close relationship with quality, the audit of quality and productivity is conducted at the same time in the research, accordingly, the impact of implementation components of ISO 9000 on manpower productivity in Gilan Province General Department of Standard that is the objective of this research is examined here, which includes Leadership, Involvement of people, Customer focus, Process approach, System approach to management, Continual improvement, Factual approach to decision making, Mutually beneficial supplier relationships. Statistical population of the study includes all employees of the certain departments in cities of Rasht, Anzali and Astara. Considering the number of participants in the statistical population is around 95 persons, the sample capacity is estimated 76 persons using by Morgan table, which 75 questionnaires were returned. The relationship between variables is measured by using SPSS software and inferential statistical tests that includes Spearman Correlation Coefficients. The research results confirm the impact of the components of staff participation, customer focus, systematic thinking toward management, continuous improvement and relationship with suppliers based on mutual interests toward manpower productivity in Gilan Province General Department of Standard, but they refuted the impact of leadership and guidance and subject-based decision-making on manpower productivity. Based on the regression equation, it was found that the variable of customer focus and the variable of continuous improvement have maximum and minimum impact on manpower productivity respectively.

Key Words: The Management Standards of Quality of ISO 9000, Manpower Productivity, Leadership and Guidance, Staff Participation, Customer Focus, Systematic Thinking Toward Management.

Introduction

Significant progresses have taken place in the production and trade in recent years. The necessity of continued and sustained presence in the global markets, as a fundamental strategy in developing countries needs to consider the following three axes:

- A. The quality of products and services is in a way that customer expects it and it is impossible to reach to sustainable economic growth without it. ISO 9000 series of standards that have been established and prepared by the International Standards Organization are, indeed, appropriate basis for implementing new approaches to management, by creating full coordination between techniques and management concepts of quality control (Heydari, 2010).
- B. The improving productivity provides suitable condition for domestic enterprises to compete with foreign rivals. The necessity and importance of improving productivity in economic and industrial development has been emphasized in all the texts and the findings of management. Despite the conceptual development of productivity improvement, its evaluation measures have not explained at various levels, because productivity itself is closely related to the quality and loss control.
- C. The improving health and safety levels of work and considering and attention to create a healthy environment leads to reducing loss and risk control. The conducted researches in this regard and according to the International Labor Organization state that there is a positive correlation between safety, health and ergonomic factors with productivity and quality. In other words, the attempt to improve productivity and quality leads to failure without considering principles, safety points, psychosocial and ergonomic factors (Hassanzadeh, 2010, p. 25).

Despite the correlation between the above-mentioned axes, their audit and evaluation procedures are different; consequently, even in an organization, it is implemented by separate and independent departments. The using of ISO systems in many countries has had special growth in recent decades. The International Organization for Standardization known as ISO is an international standard-setting body composed of representatives from various national standards organizations.

The importance of these standards is that it is applicable to any extent for any organization, whether manufacturing or servicing, and they can be used by all organizations. These standards that were published in 1987 have the implementation standards of ISO 9000, ISO 9002, ISO 9003, maximum with 20 items (for ISO 9001) - Environmental Management System ISO 14001, Occupational Health and Safety Management System OHSAS 18001, Food Safety Management System HACCP, ISO 22001, Information Security Management System ISO 27001, ISO / IEC 17799, Quality Management System in the automobile industries ISO / TS 16949, Quality Management System based on the specific requirements of Companies of Sapkow Sazehgostar IMS ,Social Responsibility System SA 8000, Satisfaction Measurement Systems / Customer Complaints Management ISO 10002 and etc. that applicant's activities have formed their uses and have complied with the related requirements.

Industrial units including small production units (small businesses) that due to the type of activity were not well monitored even in quality control systems, can take advantage of the standards, reform the process of their activities in compliance with these requirements and use them in order to ensure coordination and full compliance with the requirements of the customer. Human resources are considered as one of the most important resources in any organization and plays a significant role in the success and effectiveness of an organization; and so, for using in a best way for a long term, its needs should to be considered at first, and then the factors that lead to motivation and satisfaction in the manpower need to be known. Naturally, all the skills and abilities of disgruntled employees are unusable (Ebadi, 2007, p. 85).

The new standards that known as "quality management" just not enough to the result of the final product, but rather, it considers a production line from beginning to end. It presents this type of managing, planning, targeting and improving to the organizational sections. Therefore, we examine the impact of these standards on productivity of employees in this study.

Problem Explanation

Today, modern methods of management has changed into a necessity for companies and organizations; and quality management also as the most important and comprehensive procedure could help organizations in order to supply products and services with better quality and lower costs by providing appropriate methods and patterns; consequently, the necessary of applying has growth more than before.

According to the ISO 2000: 9000 the quality management can be expressed as follows: *“A set of coordinated activities to direct and control an organization in order to continually improve the effectiveness and efficiency of its performance.”* Directing and controlling in regard to the quality generally includes establishing the quality policy, quality objectives, quality planning, quality control, quality assurance and quality improvement.

The main objective of establishing the relative quality systems is to ensure customer to receive the demanded product or service on time and with the certain quality, it also causes the continuous improvement of the product or service quality, reducing waste, reducing or eliminating of working again, eliminating the unsafe application of working nonconforming process, specifying of responsibility and authorizations and registering and controlling of the effective factors on the quality in the Institute. As we will state later, this improvement is also effective in improving productivity and enhancing of safety and health, in the other word, there is a correlation between the quality, productivity and safety at the organizational and national level. But the researches show that obtaining certificate of the quality assurance system not always leads to the achievement of the above objectives (Khalili Shourini, 2010, p. 18).

New perspectives of quality management are on the basis of some principles and criteria, which the sets of standards of ISO9000: 2000, have been shaped based on the same principles. The great efforts by the Technical Committee of 176 organizations (ISO / TC176) have been conducted that in the Executive Model of ISO9000: 2000, the requirements have been effectively addressed based on the same principles.

These principles are as follows: Leadership, Involvement of people, Customer focus, Process approach, System approach to management, continual improvement, Factual approach to decision making, mutually beneficial supplier relationships (Gorgi, 2007 , p. 32).

Productivity is a new word that was applied in the productivity of the United States of America after the Second World War and it has various interpretations. Productivity is an essence of organizational, which can guarantee the stability and survival of organizations and can be placed as mechanisms for achieving competitive advantages. One of the factors that leads to the productivity of the workforce in an organization is that staffs should get their salaries and wages, remunerations and benefits in accordance with the performance of their efforts in the certain organization (Arasteh, Sarraf, 2006).

Productivity in the point of view of production line workers means more effort in working that is very close to the concept of efficiency. In plant managers' point of view means to measure the production efficiency, in managers' point of view of enterprises it means more profitability and finally from consumers' perspectives it is equal with quality improvement and reduction of prices. Although improving productivity can result in all of the above, but none of them includes scientific meaning of productivity. Productivity is a comparison between outputs to inputs scientifically. All articles know the productivity as a ratio of outputs to inputs that outputs have been used for its production. The important point is that productivity is not a quantitative simple ratio of output to input. In the other words, measuring of the quantitative ratio regardless of the quality standards is not correct (Barker, 2006, p36). Therefore, productivity will be improve when one of the following conduct:

1. More and better output (quantitatively and qualitatively) be produced with the same resources.
2. More output be produced with the previous quality and fewer resources.
3. The same outputs with better quality from the same inputs.
4. With resources slight increasing, can be produced outputs with much more quantity and quality.

The quantity of output is known with Effectiveness and the quality of output with Efficiency. Therefore, the community of them has been defined as Productivity.

There is close relationship between productivity and quality and it would be better that audit of quality and productivity be conducted simultaneously (Jamali and et al., 2009, p. 105)

The main objective of productivity movement that was began in the United States after World War II and then followed by Europe, it was for raising the standards of living of the people, and therefore, it cannot be expected to significantly improvement in people's living standards without increasing in productivity. Unfortunately, the existing statistics indicates our failure in this regard. For example, statistics show that the average productivity of capital in Iran has steadily dropped since 1966.

If we assume the productivity capital index 100 in 1966 in Iran, the index has dropped in 1967 to 70 and in 2008 to 34, that is, one third of three years ago, while various countries have made significant improvement in this period of time. For example, the index has had growth more than 4 times in America and in other European countries and Japan between 3 to 6 times in the moment (Jalali Naini, 1383: 167) The paying more attention to the importance of such researches that leads to evaluate the quality and productivity simultaneously is essential. The main problem that it is the question of the present study, is that, Does the establishing of Quality Management Systems (ISO9000) is effective on employees of productivity of Gilan Province General Department of Standard?

Research Objectives

The overall aim of this study is the examination of the impact of implementation components of ISO 9000 on manpower productivity in Gilan province general department of standard.

Practical purpose: applying the results of the researches in Gilan province general department of standard.
Special Purposes:

1. The assessment of employees' Leadership impact on manpower productivity in Gilan province general department of standard.
2. The assessment of employees' Involvement impact on manpower productivity in Gilan province general department of standard.
3. The assessment of employees' Customer focus impact on manpower productivity in Gilan province general department of standard.
4. The assessment of employees' Process approach impact on manpower productivity in Gilan province general department of standard.
5. The assessment of employees' System approach to management impact on manpower productivity in Gilan province general department of standard.
6. The assessment of employees' continual improvement impact on manpower productivity in Gilan province general department of standard.
7. The assessment of employees' Mutually beneficial supplier relationships impact on manpower productivity in Gilan province general department of standard.

Research Hypotheses

The conceptual model of the research that hypotheses are based on that is formed as follows:

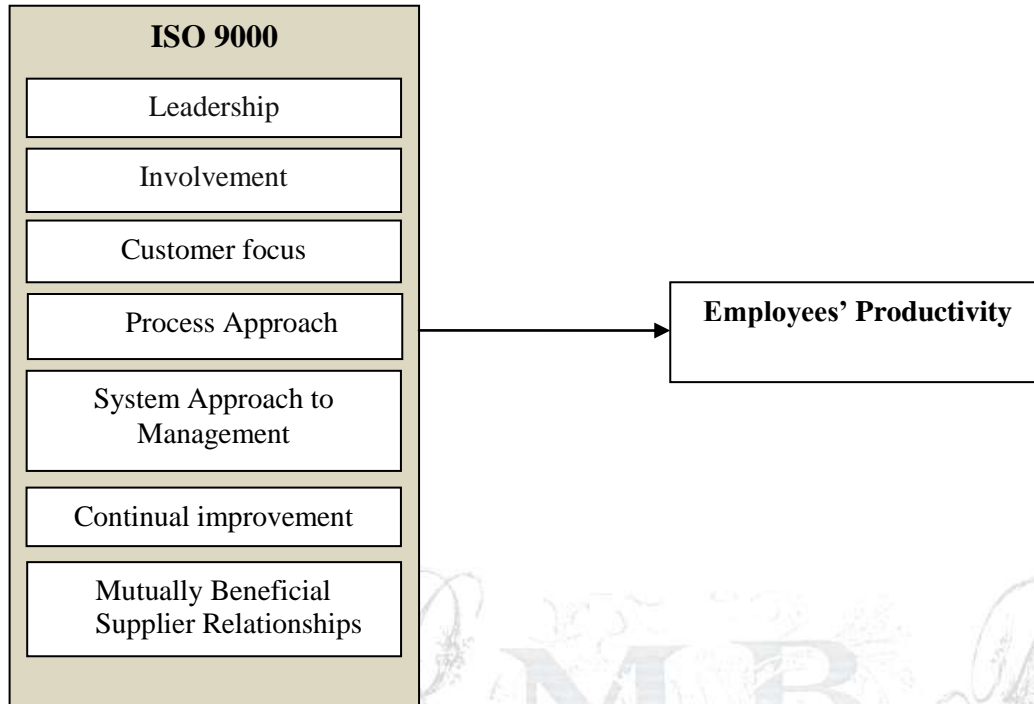


Figure No.1: The conceptual model of research (Source: Research Findings)

The Main Hypothesis

The implementation of the ISO 9000 series of standards on manpower productivity in Gilan province general department of standard.

The Subsidiary Hypotheses

1. Leadership impacts on manpower productivity in Gilan province general department of standard.
2. Involvement impacts on manpower productivity in Gilan province general department of standard.
3. Customer focus impacts on manpower productivity in Gilan province general department of standard.
4. Process approach impacts on manpower productivity in Gilan province general department of standard.
5. System approach to management impacts on manpower productivity in Gilan province general department of standard.
6. Continual improvement impacts on manpower productivity in Gilan province general department of standard.
7. Mutually beneficial supplier relationships impacts on manpower productivity in Gilan province general department of standard.

Conceptual and Operational Definitions

The eight quality management principles are defined in ISO 9000:2005, *Quality management systems – Fundamentals and vocabulary*, and in ISO 9004:2009, *Managing for the sustained success of an organization – A quality management approach*. These principles can be used by senior management as a framework to guide their organizations towards improved performance. It gives an overview of these principles and shows how, collectively, they can form a basis for performance improvement and organizational excellence. There are many different ways of applying these quality management principles. The nature of the organization and the specific challenges it faces will determine how to implement them. Many organizations will find it beneficial to set up quality management systems based on these principles.

- 1. Principle 1 – Leadership:** Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives.

Key Benefits:

- People will understand and be motivated towards the organization's goals and objectives
- Activities are evaluated, aligned and implemented in a unified way
- Miscommunication between levels of an organization will be minimized.

Applying the principle of leadership typically leads to : Considering the needs of all interested parties including customers, owners, employees, suppliers, financiers, local communities and society as a whole • Establishing a clear vision of the organization's future • Setting challenging goals and targets • Creating and sustaining shared values, fairness and ethical role models at all levels of the organization • Establishing trust and eliminating fear • Providing people with the required resources, training and freedom to act with responsibility and accountability • Inspiring, encouraging and recognizing people's contributions.

- 2. Principle 2 – Customer Focus:** Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

Increased revenue and market share obtained through flexible and fast responses to market opportunities

Key Benefits:

- Increased effectiveness in the use of the organization's resources to enhance customer satisfaction
- Improved customer loyalty leading to repeat business.

Applying the principle of customer focus typically leads to: Researching and understanding customer needs and expectations • Ensuring that the objectives of the organization are linked to customer needs and expectations • Communicating customer needs and expectations throughout the organization • Measuring customer satisfaction and acting on the results • Systematically managing customer relationships • Ensuring a balanced approach between satisfying customers and other interested parties (such as owners, employees, suppliers, financiers, local communities and society as a whole).

- 3. Principle 3 – Involvement of People:** People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit.

Key Benefits:

- Motivated, committed and involved people within the organization
- Innovation and creativity in furthering the organization's objectives
- People being accountable for their own performance
- People eager to participate in and contribute to continual improvement.

Applying the principle of involvement of people typically leads to : People understanding the importance of their contribution and role in the organization • People identifying constraints to their performance • People accepting ownership of problems and their responsibility for solving them • People evaluating their performance against their personal goals and objectives • People actively seeking opportunities to enhance their competence, knowledge and experience • People freely sharing knowledge and experience • People openly discussing problems and issues.

- 4. Principle 4 – Process Approach:** A desired result is achieved more efficiently when activities and related resources are managed as a process.

Key Benefits:

- Lower costs and shorter cycle times through effective use of resources
- Improved, consistent and predictable results • Focused and prioritized improvement opportunities.

Applying the principle of process approach typically leads to: • systematically defining the activities necessary to obtain a desired result • Establishing clear responsibility and accountability for managing key activities • Analyzing and measuring of the capability of key activities • Identifying the interfaces of key activities within and between the functions of the organization • Focusing on the factors – such as resources, methods, and materials – that will improve key activities of the organization • Evaluating risks, consequences and impacts of activities on customers, suppliers and other interested parties.

- 5. Principle 5 – System Approach to Management:** Identifying, understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its objectives.

Key Benefits:

- Integration and alignment of the processes that will best achieve the desired results
- Ability to focus effort on the key processes
- Providing confidence to interested parties as to the consistency, effectiveness and efficiency of the organization.

Applying the principle of system approach to management typically leads to: Structuring a system to achieve the organization's objectives in the most effective and efficient way. Understanding the interdependencies between the processes of the system. Structured approaches that harmonize and integrate processes. Providing a better understanding of the roles and responsibilities necessary for achieving common objectives and thereby reducing cross-functional barriers. Understanding organizational capabilities and establishing resource constraints prior to action. Targeting and defining how specific activities within a system should operate. Continually improving the system through measurement and evaluation.

6. **Principle 6 – Continual Improvement:** Continual improvement of the organization’s overall performance should be a permanent objective of the organization.

Key Benefits:

- Performance advantage through improved organizational capabilities
- Alignment of improvement activities at all levels to an organization’s strategic intent
- Flexibility to react quickly to opportunities.

Applying the principle of continual improvement typically leads to : Employing a consistent organization-wide approach to continual improvement of the organization’s performance • Providing people with training in the methods and tools of continual improvement • Making continual improvement of products, processes and systems an objective for every individual in the organization • Establishing goals to guide, and measures to track, continual improvement • Recognizing and acknowledging improvements.

7. **Principle 7 – Factual Approach to Decision Making:** Effective decisions are based on the analysis of data and information.

Key Benefits:

- Informed decisions
- An increased ability to demonstrate the effectiveness of past decisions through reference to factual records
- Increased ability to review, challenge and change opinions and decisions.

Applying the principle of factual approach to decision making typically leads to: • Ensuring that data and information are sufficiently accurate and reliable • Making data accessible to those who need it • Analyzing data and information using valid methods • Making decisions and taking action based on factual analysis, balanced with experience and intuition.

8. **Principle 8 – Mutually Beneficial Supplier Relationships:** An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.

Key benefits:

- Increased ability to create value for both parties
- Flexibility and speed of joint responses to changing market or customer needs and expectations
- Optimization of costs and resources.

Applying the principles of mutually beneficial supplier relationships typically leads to: Establishing relationships that balance short-term gains with long-term considerations • Pooling of expertise and resources with partners • Identifying and selecting key suppliers • Clear and open communication • Sharing information and future plans • Establishing joint development and improvement activities • Inspiring, encouraging and recognizing improvements and achievements by suppliers.

Materials and Methods

This study can be considered as a form of applied research. The study also is a descriptive research because it deals with “what is exist”. The research method has been selected based on field studies of surveyed

branches. The required information is collected through a questionnaire. The questionnaire of the study is ordinary and anonymous that the person who wants to answer can answer all questions can with complete freedom. A questionnaire was designed in order to gather data that includes three-part questionnaire. The first part is question related to the demographic section, the second is the ISO 9000 standard questions and third part of the questions related to the productivity of employees.

Table 1: The Table of variables examining and the related question

Row	The numbers of the questions	Components	The Sources
1	3	Leadership	Moghim and Ramazan 2011
2	3	Involvement of people	
3	3	Customer focus	
4	3	Process approach	
5	3	System approach to management	
6	3	Continual improvement	
8	3	Factual approach to decision making	
9	21	the productivity of the employees	Hersey and Goldsmith 1998

Likert five-point scale was used to answer each of the above questions. This means that five choices from completely agree to completely disagree have been considered for each question. One of the main features of this scale is that it has expanded the scope of respondent selection and provides more options for them (Evin'ham, 2010, 156).

Sampling Method and Determination Sample Volume

The number of participants in the statistical population of the research (which is the volume of population) is 90 persons, and the sample capacity is estimated 75 persons using by Morgan table.

Validity and Reliability of Measurement

The opinions of experts were used to confirm the validity.

Reliability: about the reliability of measurement tools must be said that the purpose of the reliability of a tool is stability in the findings. If we measure the certain feature with the same tools and the same conditions, were not seen dramatic differences in the resulted conclusions. In other words, if we give the measurement tool to the same group of people in a short space of time and the results will close to each other. 30 questionnaires were distributed among the statistical population sample and 30 questionnaire were collected to examine the reliability of the questionnaire. After completing, the completed questionnaires were received and after inserting the data, they were calculated using by SPSS output reliability coefficient (Cronbach's alpha).

Cronbach's alpha formula is as follows:

$$\alpha = \frac{K}{K - 1} \left(1 - \frac{\sum_{i=1}^K \sigma_i^2}{\sigma_{SUM}^2} \right)$$

K: Subsets of the questionnaire' questions

σ_i^2 : Variance of each subset

σ_{SUM}^2 : Variance of total Questions

Less than 0.6 alpha usually has weak reliability, 0.6 to above 0.8 acceptable and higher than 0.8 has high reliability. It is clear that whatever the number gets closer to 1 is better.

Questionnaires in low scale (about twenty-five questionnaires) were distributed in the level of statistical community of research in order to determine the Cronbach's alpha. Then the results were analyzed by using the software spss19. The result is as the following table:

Table 2: Cronbach's alpha variables

Alpha	Variable	
/75	Leadership	Independent Variable
/81	Involvement of people	
/83	Customer focus	
/79	Process approach	
/72	System approach to management	
/86	Continual improvement	
/82	Factual approach to decision making	
/90	Productivity Questionnaire	Dependent Variable

It can be seen that the amount of Cronbach's alpha coefficients for the variables is over 70% that it can be said, it is the appropriate amount that variables have appropriate reliability. Because whatever alpha gets closer to 1 indicates high internal consistency, but Alpha above 0.7 is usually acceptable.

Descriptive Statistics of the Research Variables

Table 3: Explanatory analysis of variables

Productivity	Mutually beneficial supplier relationships	Decision Making	Continual improvement	Process approach	Customer focus	Involvement of people	Leadership	The variables of the research Index
2.30	2.03	2.39	2.24	2.47	2.24	2.29	2.18	Average
2.5	3.5	4	4	4	4	3	3.5	Range
2	2	2.5	2	2.5	2	2.5	2	Mode
0.54	0.55	0.62	0.64	0.57	0.76	0.49	0.73	Variance
0.73	0.74	0.79	0.79	0.76	0.87	0.70		SD
0.02	0.74	1.10	1.09	1.31	0.74	0.24	0.74	Skewness
0.28	0.28	0.28	0.28	1.28	0.28	0.28	0.28	Skewness Standard Errors
-1.03	0.38	2.25	2.56	3.31	0.60	-0.03	0.33	Kurtosis
0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	Kurtosis Standard

As can be seen in the table, however, the average of the research variables is less than average, variable of customer focus and process approach with 2.47 mean has the highest average among the research variables. The lowest standard deviation (SD) value of the variables is related to personnel participation with 0.70 SD and the highest standard deviation is related to the variable of customer focus with 0.87 standard deviation.

Inferential Statistics

The main Hypothesis

The implementation of the ISO 9000 series of standards impacts on manpower productivity in Gilan province general department of standard.

For the reason that the meaningful level scale lower than 0.05, therefore, there is a correlation between these two variables. The correlation coefficient between these two variables is also 0.45. Then, the main hypothesis is confirmed.

The Subsidiary Hypotheses:

1. The First Sub-Hypothesis:

Leadership impacts on manpower productivity in Gilan province general department of standard. For the reason that the meaningful level scale is higher than 0.05, therefore, there is no correlation between these two variables and the hypothesis isn't confirmed.

2. The Second Sub-Hypothesis:

Involvement of people impacts on manpower productivity in Gilan province general department of standard. Then, the second sub-hypothesis is confirmed. For the reason that the meaningful level scale lower than 0.05, therefore, there is a correlation between these two variables. The correlation coefficient between these two variables is also 0.29. The hypothesis is confirmed.

3. The Third Sub-Hypothesis:

Customer focus on people impacts on manpower productivity in Gilan province general department of standard. For the reason that the meaningful level scale lower than 0.05, therefore, there is a correlation between these two variables. The correlation coefficient between these two variables is also 0.23. Then, the hypothesis is confirmed.

4. The Fourth Sub-Hypothesis:

Process approach impacts on manpower productivity in Gilan province general department of standard. For the reason that the meaningful level scale lower than 0.05, therefore, there is a correlation between these two variables. The correlation coefficient between these two variables is also 0.26. Then, the hypothesis is confirmed.

5. The Fifth Sub-Hypothesis:

Continual improvement impacts on manpower productivity in Gilan province general department of standard. For the reason that the meaningful level scale lower than 0.05, therefore, there is a correlation

between these two variables. The correlation coefficient between these two variables is also 0.13. Then, the hypothesis is confirmed.

6. The Sixth Sub-Hypothesis:

Factual approach to decision making impacts on manpower productivity in Gilan province general department of standard. For the reason that the meaningful level scale is higher than 0.05, therefore, there is no correlation between these two variables and the hypothesis isn't confirmed.

7. The Seventh Sub-Hypothesis:

Mutually beneficial supplier relationships impacts on manpower productivity in Gilan province general department of standard. For the reason that the meaningful level scale lower than 0.05, therefore, there is a correlation between these two variables. The correlation coefficient between these two variables is also 0.40. Then, the hypothesis is confirmed.

Table 4: The results of regression coefficients

Model	Standard regression coefficients		Non-Standard regression coefficients	t	Meaningful Level
	B	Standard Error	β		
(Constant)	0.957	0.371		2.578	0.012
Involvement of people	0.331	0.139	0.316	2.387	0.020
Customer focus	0.475	0.089	0.363	0.325	0.000
System approach to management	0.131	0.061	0.141	0.120	0.035
Continual improvement	0.114	0.054	0.152	0.119	0.000
Mutually beneficial supplier relationships	0.339	0.124	0.344	0.727	0.008

It can be deduced from the above table that all variables have a direct and significant impact on the productivity manpower. By using Column B, can estimate the regression equation. The first number (Constant) is the width of origin or constant number of the equation and the rest of the numbers that has been written in front of each of the variables, are the coefficients of the same variables in the equation. The effect of independent variables on the manpower productivity variable can be ranked through the result of standardized regression coefficient column. In a way that higher coefficients in this column represents a greater impact of that variable on the dependent variable. According to the above description, the ranking of the independent variables impact on productivity of manpower will be as follows:

1. Customer focus (0.36)
2. Mutually beneficial supplier relationships (0.34)
3. Involvement of people (0.31)
4. Continual improvement (0.15)
5. System approach to management (0.14)

Recommendations Based on the Research Findings

Since the purpose of the standard series has been creating of international patter for the implementation of management systems and quality assurance, and has been welcomed by many in the world. Quality management systems were defined in order to maintain the level of quality and improve the quality through the reform of processes that are established in organizations. Today, the service units as well as industrial units pay attention to the quality system. In this regard, the 9000 series of standards are guidelines for the proper managerial performance that its implementation will lead to the establishment of a quality management system. Organizations and institutions that are succeeded in obtaining certification standards of 9000 can claim that they have a quality management system that continuously apply and follow up it and respect the issue of the quality with the responsibility of all staffs with the aim of providing product or acceptable services to consumers and business customers. Considering the research findings, two variables, that is, Leadership and Factual approach to decision making that are the factors of ISO 9000 standard do not have any impact on the productivity of employees, since these variables and their effects on the productivity of human resources have been demonstrated in previous studies, therefore, it is suggested that the issue of leadership should be considered more in Gilan province general department of standard and be valued the decision-making process. The impacts of each of the variables of the research in accordance with the regression analysis in order of preference are as follows:

1. Customer focus 2. Mutually beneficial supplier relationships 3. Involvement of people 4. Continual improvement 5. System approach to management, which this indicates the importance of paying attention to customers and relationships with suppliers as the affecting factors on the productivity of employees in Gilan province general department of standard. In this regard, it is suggested that standard directors focus on the other aspects of ISO 9000 such as continuous improvement, employee involvement, process approach and etc. in order to improve the productivity of employees and put training and employee involvement in affairs as a priority and the top of their aims.

Recommendations Based on the Results of the Hypotheses

Few recommendations are provided for hypotheses that have been approved on the basis of the performed statistical tests:

The result of the second hypothesis: employee involvement impacts on productivity of manpower.

In this regard, the following cases are recommended to the managers:

- Identifying talented manpower, creating ethical and commitment space and contributing them in productivity.
- Motivating with reward and punishment factors, establishing good communication
- Directors shall treat their employees in a way that they know themselves like partners in the affairs, and they think to enhance the quality of work in quiet, carefree and creative manner.
- Less interference in the affairs and allowing employees to perform their work with confidence accelerate the achievement of the target.

The result of the third hypothesis: Customer focus impacts on productivity of manpower.

In this regard, the following cases are recommended to the managers in organizations:

- Respect is customers' top priorities. Customer who faces with enthusiastic and respectful manner, respond with enthusiastic and respectful reaction, consequently, it is suggested that a space should be created that the client does not feel alienated.
- Customer measure the neat and clean appearance of the staff and a place where enters at his/her first sight, much more elegant appearance eliminates uncomfortableness within the customer more and cause that they feel themselves in a relaxed place.
- It is recommended that we have YES response for all demands of our customers as so far as possible.
- The quality of service is the most important factor for customer in referring to a service organization. Therefore, it is recommended that successful managers ensure this quality for their customers.
- Customers' accesses to higher levels can be more determined for future references. Therefore, it is recommended that the customer feel confidence and can easily meet the organization's top management if necessary.

In general, creating a spirit of trust and honesty in the workplace is the parameters based on customers focus, consequently, it is recommended that our economic life depends on customer satisfaction and there is no organization without customers.

The result of the fourth hypothesis: System approach to management impacts on productivity of manpower.

In this regard, the following cases are recommended to the managers:

- Identifying, understanding and managing specified systematic target of interrelated processes, planning feedback in order to achieve the certain goals of system to identify and correct any deviations.

The result of the fifth hypothesis: Continual improvement impacts on productivity of manpower.

The following process are recommended for creating continual improvement in organizations:

- Determining the current performance
- Establishing a need for improvement
- Providing commitment and defining of improvement goals
- Organizing specified resources
- Conducting researches and analyses in order to identify the causes of the problems in the current performance
- Defining and testing proposed solutions for achieving the goals of improving
- Codifying improvement plans in order to determine how and by what those changes are applied
- Identifying and subsequently eliminating any resistances in the changes
- Making changes
- Controlling the current situation as a new level of performance and repeating stage one

The result of the seventh hypothesis: Relationships with suppliers impact on productivity of manpower.

In this regard, the following cases are recommended:

- Identifying companies' suppliers for promoting organization's ability and its suppliers to create value.
- Making added value by establishing mutually beneficial supplier relationships.

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