

ISO, As an Agent of Change for Manufacturing Sector: A Case Study from Pakistani Perspective

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Abstract

Purpose - The purpose and aim of this study is to investigate how and why any organization needs to become registered with ISO. The case is written especially for the students of business management to enhance their capabilities that help them when they go in practical life.

Methodology and Approach - This study contains qualitative approach. Data required to write this paper was collected from direct meetings and by conducting interviews from relevant persons.

Findings - This whole study concluded that if any organization wants to make their products up to mark and never having to say sorry to customer than they must follow the quality standards of ISO and needs to become register with it.

Paper Limitation - This case study is self-reported. Name of organization and names of persons are supposed and these are not basis on truth. It does not consist actual events occurred in the organization. And this study is also limited by the fact that findings relate to only one country.

Originality/value - This case study elaborates the complete understanding of how any organization can get ISO quality standards certification.

Keywords - Bureau verities quality information, International organizations of standards, Quality, Quality manual

Paper Type - Case study

1. Introduction

This case study describes the whole journey of Goraya Textile Industry Pakistan to get ISO certification. We are going to discuss how top management commitment is required to get ISO certification. Organizations must appoint best persons as quality personnel. Top authorities in organizations oversee experience of quality personnel at the time of appointment. Further more it is responsibility of organization to sent the quality personnel for getting training that how quality standards are to be adopted. Every component of the organization must be well aware about the change through quality implementation. Every organization must create the proper documentation for quality procedures known as quality manual. They need to develop and manage the implementation team to implement the procedures that are written in quality manual. And organizations write the quality manual from their perception from quality understanding. Before applying for registration organizations must hire consultancy firm for implementation and audit and forecast its expenses for registration. For the better implementation of quality procedures the internal communication of the organization is being well established. Goraya Textile industry adopt all above required ways to be best textile product manufacturer. To adopt the above all procedures any organization face many difficulties but the cost of these difficulties is not higher than the cost of dissatisfied customers of organization.

2. Company Background

Goraya Textile established in late 50s. Initially the printing was carried out mostly by Orthodox method but soon after its balancing modernization and expansion it has been registered in Security and Exchange Commission of Pakistan. At present it posses most modern processing machinery from Switzerland, Germany and England.

3. Company Products

Goraya Textile Industry is producing and export huge products in Pakistan and abroad through maintaining its quality and continuously improvement in its products. Its products are in the form of,

- 100 % cotton products
- Polyester products
- Bed sheets
- Fabrics

4. Discussion about how Quality is Implemented in Goraya Textile

In early November 1999, Husnain Iqbal and Javed Iqbal (Owners of “Goraya Textile Industry Pvt. Ltd.”) were both sitting in their office and were conducting meeting with their managers. Managers said, “This is an era of quality management and make the products up to mark”. They told that their customer demands the standardized products and this can only be achieved through ISO 9000 Certification. Therefore, at that time both the brothers Husnain Iqbal and Javed Iqbal decided to ensure customer satisfaction through ISO Certification [1].

In 1999, Goraya Textile Industry Pvt. Ltd decided to implement ISO 9001 standards for improvement of quality. The primary objective was to assure the customer satisfaction and business activities according to International standards. After decision made, the owners and directors of Goraya Textile gave the whole responsibility for quality assurance to HR Manager Ch. Umair Javed. He had HR specialization in his master degree. Goraya Textile sent Ch. Umair Javed to ISO Geneva Switzerland for one year to get training. Very soon management realized that he also had two years experience as Deputy Finance Manager in Goraya Textile and six month’s internship in Karachi Oil Refinery.

ISO Certification requires an awareness program. This change is going to affect every member of organization as well as upper management. So it stands to reason that every one must understand the purpose of quality system. So, management assured that members ready to accept the change and that can achieved through conducting awareness programs. Therefore, they conducted the training programmers in their seminar hall that lead to show the benefits of the change that are helpful for both organization and employees.

Having the job and internship experience and training at ISO, Ch. Umair Javed started writing the necessary documents for ISO 9001 standards. The documentation for ISO 9001 standards was divided into three major levels. The **top level** document was the quality manual that contained broad outlines of what was perception of the company towards quality and its management system. This document was written in consultation with top management. The **second level** document, the quality procedures contained detailed procedures that were to be followed to ensure that quality policies were met. The **third level** document, the working instructions, and product realization, contained detailed instructions on has specific jobs were to be performed [2].

Ch. Umair Javed completed a major part of the quality manual and procedures. However he soon realized that implementing quality standards would be quite impossible unless these standards were developed in consultation with workers who actually performed the job. Thus he decided to rewrite the quality procedures and the working instructions in consultation with the workers. With the starting dates of 2000 Ch. Umair Javed had documented a majority of the processes in the factory manufacturing area.

The ISO Certification is not only the process writing but as well as it is also the implementation of those procedures. Goraya Textile created an implementation team that consist Ch. Umair Javed it self with manufacturing and sales manager. The main head office of Goraya Textile contains a big seminar hall. These three managers gave the instructions to respective manufacturing supervisors in order to standardize the process. This whole achieved through following two ways,

- (i) Instructions to Supervisors
- (ii) Supervisor’s instructions to workers

In Goraya Textile we can define the quality management as the phenomenon to get the 100% customer satisfaction. According as the Goraya Textile exports to other countries in very huge volume. So, their first preference is to achieve customer satisfaction through,

- (i) On time delivery of products
- (ii) Customer feed back
- (iii) Training and Motivation of Employees

After the implementation of procedures of Quality Management System, Goraya Textile went for the internal audit and management review to assure its efforts for certification. Before the applying for registration Goraya

Textile conducted the internal audit of implementation of procedures and took the management action for correction. This process assures the whole procedures implemented. Every organization has to contact some independent consultant body for requirements of ISO standards. Goraya Textile hired the BUREAU VERITAS QUALITY INFORMATION (BVQI) of Lahore. This provides the facility of registration with ISO as well as consultancy for documentation and implementation.

LAHORE BUREAU VERITAS, Consumer Products Services (Pakistan) Pvt. Ltd.

191-S, Quaid-i-Azam Industrial Area, Kot Lakpath, LAHORE, PAKISTAN.

Finally, when all the quality standards were adopted the management of Goraya Textile applied for registration from ISO. It hired BVQI of Lahore who conducted the audit. Goraya Textile consumed two years (2000-2002) in documentation, implementation and registration. Total expenses beared by Goraya Textile to get ISO-9001 certification as PKR: 400000/-. Finally they received the Certification of ISO-9001 in December 2002. Once an organization adopted the standards it must need to adopt the further changes according to ISO. In first time Goraya Textile certified with ISO-9001 in 2002. But after that some changes occurred in standard in 2008 than Goraya Textile adopted those changes in 2008 reprocessing by Mr. Khalid Mahmood (second HR manager). Than the company again applied for registration from BVQI. The final registration of Goraya Textile with ISO-9001-2008 was in 4th to 6th November, 2008.

A quality system task force consisting of a representative from each department and the quality system manager as the project leader was formed to plan, prepare implementation and review a quality system. The internal communication in Goraya Textile continues through direct suggestions from the employees. The environment of Goraya Textile is very friendly.

Mr. Umair Javed was the first quality system manager at Goraya Textile. The whole credit of quality certification from ISO goes to him. After that in 2004 when Mr. Umair Javed leaved the organization the new quality system manager came Mr. Khalid Mahmood, who leaved this organization in early 2012. Than Mr. Hanif took the charge. Every quality system manager hired by the Goraya Textile got the training from ISO Geneva Switzerland on the behalf of company.

ISO 9001 Certification has brought the internal and external benefits to the company. In Goraya Textile it increase customer satisfaction, better products, better efficiency of operations, high productivity and profit, high moral for work force, low wastage cost, low inspection cost, better processes, high market share than competitors and happiness and prosperity.

Goraya Textile faced the problem of low educated workers. As they can't understand the instructions in English. The management gave them instructions in Urdu. The big difficulty Goraya Textile faced in ISO certification was the low learning of employees. Goraya Textile has the employees who do not want to get advance learning. They are the traditional aspect people. But until advance learning is not well known in any organization it can not strive. Secondly, when the registrar's audit conducted than there was not fully implemented procedures due to less learning ability of employees. The main reason behind the less learning is high turnover in Goraya Textile. The managers get experience from here and leave the company. But the real way is after getting experience they stand in the company to teach the subordinates. Major difficulties are as follows,

- Less literate work force
- Low learning of employees
- High turnover
- Due to high turnover no guidelines for subordinates

As we already discussed that every organization that wants to get registered with ISO must have proper documentation of procedures that it adopted for the operations. Book that contains the written procedures is known as "Quality Manual". Goraya Textile's Quality Manual contains the following set of documents and procedures for operations,

• Quality Policy

"Provide customer satisfaction"

Through:

1. On the time delivery of products & services
2. Customer satisfaction through feedback
3. HR development by training & motivation

• Raw Material Purchase & Process

- Quality Plan Design & Development
 - Sales Contract Review
 - Document & Record Control
 - Internal Audit
 - Training, Awareness & competence
 - Non-conformance & CA/PA
 - Management Review
 - Production Planning
 - Operating Procedure for Bleaching
 - Operating Procedure for Dying
 - Operating Procedure for Finishing
 - Operating Procedure for Grey Receiving
 - Maintenance Procedure
 - Purchasing
 - Material Safety Data Sheet
- Health & Safety Instructions in Dyes & Chemicals
- External Original Documents
 - Legal Requirements
 - List of Lab Chemicals
 - List of Equipments
 - List of potential Hazards (division of physical area)
 - Documents Issue Summary Form
 - Master List of Records
 - Commercial Purchasing
 - Fire Fighting Equipments

5. Conclusions

It is concluded that any organization can only get 100 % quality in its products through the properly managed human and other resources. These resources include from raw material to final product, upper management, managers, supervisors, internal employees, lower level workers and specially stakeholders. And these all resources can only be managed by the commitment of organization's higher authorities. Quality means not only just paper writing but also include implementation of these procedures and finally get customers satisfaction. Organizations can only be survived if their motive does "never have to say sorry to customer". Those organizations survive that are continuously going from learning stage. The actual meaning of organization is "never your product return back to you, always return your customer to you". Therefore, we can say that only ISO registration and its standards are enough to achieve above tasks.

Goraya Textile produces huge volume of exports. ISO standards support the development, trade of products and services which meets customer expectations. In future it is necessary for Goraya Textile to enhance its standardized products especially through enhancement in their production capacity and quality. For this purpose they would need to adopt if any further changes in quality standards.

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Research Papers:

[2] Tetra Pack case study by Lahore University of Management Sciences (LUMS).

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