

The Impact of Implementing Quality Management System (ISO 9001: 2008) on the Job Performance of Employees at Najran University

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Abstract

This research aimed to assess the impact of implementation of ISO 9001: 2008 on the job performance of employees in the Vice Presidency for Development & Quality – Najran University (VPDQ-NU). Researchers used a Quasi-experimental and descriptive method. For the Quasi-experimental method, the total sample size was (15 employee) who Stayed in the job for two consecutive years (2012/2013, 2013/2014) and received their evaluation of job performance from VPDQ-NU. For the descriptive method, researchers used the results of Internal Audit action records and designed a questionnaire to achieve research objectives. Twenty-two employees in VPDQ-NU responded to the questionnaire. The result of this research from three sources (Quasi-experimental - Internal Audit action records - Designed questionnaire) shows that there is positive effectiveness of ISO 9001:2008 to improve job performance of employees in VPDQ-NU. Based on this research, a key recommendation is the mainstream implementation of quality management system (ISO 9001: 2008) at all administrations and departments in the Najran University to ensure continuous improvement of the job performance of employees.

Keywords: ISO 9001: 2008, Job performance, Quality management system

1. Introduction

Higher education institutions (HEIs) are extremely important for any society. It has a positive impact in the Development of various aspects all over the world. The establishment of human resources processes in HEIs requires administrative development units to enhance HEIs' outputs. Employees in the Saudi Arabia universities are essential element needed to achieve HEIs mission.

Therefore, the Educational Administrative Development has become the basis of all civilized and education evaluation. In addition, it affected by the continuous development in the branches of the administration in other fields, by using the theories, methods and concepts modern in different educational institutions. The Educational Administrative Development demonstrated in attempts to reconsider the administrative structures, educational legislation, and methods of selection and qualification of the leaders of the Employees in the educational departments. (UNESCO 2000)

In February 1947 the new organization, ISO (International Organization for Standardization), officially began operations. ISO is an independent, non-governmental international organization with a membership of 162 national standards bodies. The Central Secretariat in Geneva, Switzerland, that coordinates the system. (ISO 2015).

The ISO 9000 standards originally used for companies in the manufacturing industry, in particular, subcontractors to large industrial concerns. Since the early 90s in particular, application of the norms has quickly spread to other sectors of the economy. Indeed, notwithstanding terminology and interpretation problems. In this context, the ISO 9000 quality standards also grew in the education and training world. The first education and training institutions in Europe have obtained an ISO 9000 certificate, some of them even for only part of their activities. The numbers are increasing, slowly but steadily, about a hundred of these certified by the end of 1996, mainly from the UK, Germany, the Netherlands and France. (Van den Berghe 1997)

Since 1987, ISO published the ISO 9001, ISO 9002, and ISO 9003 standards of quality management system. These standards developed subsequently in 1994, 2000, and 2008, to create a new revision of ISO 9001 applicable to any type of organization. (West et al. 2012).

HEIs throughout the world are concerned about ensuring the quality of their services and satisfying their customer's requirements. These concerns have led HEIs to implement a quality management/assurance system with compliance to the ISO 9001 standard. This standard is the popular choice for educational organizations.

The quality management system ISO 9001 is the popular choice for educational organizations throughout HEIs in the world. For insuring and improving the quality of their services and satisfying their customer's

requirements. (Thonhauser & Passmore 2006)

In 2003, ISO published the first Handbook for implementing ISO 9001:2000 in educational institutions, including HEIs through an International Workshop Agreement (IWA 2) and ISO revised it in 2007. (El Abbadi et al. 2014). In 2008, ISO created a new version of ISO 9001 to clarify the requirements of ISO 9001:2000. One year later, the IWA 2 developed ISO 9001:2008 Handbook for Educational Organizations (What to Do: Advice from IWA 2 Working Group). This handbook provides guidance to educational organizations for implementing a QMS in compliance to ISO 9001:2008. In March 2012, ISO agreed to revise ISO 9001:2008. (West et al. 2012).

1.2 State of the problem

Vice Presidency for Development & Quality – Najran University (VPDQ-NU) realized the importance of ISO 9001: 2008 implementation, for improving the outputs of VPDQ-NU to the privileged level; reduce waste in their potential resources, employee time, and acquisition of the ability to face problems through corrective and preventive actions. In addition, to enable employees of VPDQ-NU ability to participate actively in management to achieve improvement and development organization and resulting positive influence on their performance and psyche.

Najran University has achieved a remarkable development when VPDQ-NU has obtained Certification (ISO 9001: 2008) on 02/20/2014m from American Systems Registrar (ASR). Since that time, VPDQ-NU has pledged to work on the development of all units and implementing continuous improvement of quality management system processes by seeking hard to provide services and achieve aspirations and expectations of their customers. In addition, to ensure outstanding performance for practices of quality and quantity of services for University matched with the requirements of ISO standard 9001: 2008.

The importance of this research is to identify the effectiveness of implementing quality management system ISO 9001: 2008 on the job performance of employees in VPDQ-NU.

1.3 Research Objective

Assess the impact of implementing quality management system ISO 9001: 2008 upon the job performance of employees in VPDQ-NU.

1.4 Research hypotheses

- There are significant differences between the pre-test and Post-test on the job performance of employees in VPDQ-NU in favor of Post-test.
- There is a positive relationship between the implementation of ISO 9001: 2008 and the level of the job performance of employees in VPDQ-NU.

1.5 Research terminology

1.5.1 Performance

Performance in ISO 9001: 2008 meaning the ability to achieve something - The achievement itself. (ISO 2008)

1.5.2 Job performance:

For the purposes of this research, defines as the Job related activities expected of an employee in VPDQ-NU and how well those activities were executed. (Operational definition)

1.6 Review of Related Literature

Many researchers have tried to find the impact of ISO 9001 certification on all types of firms and companies around the world, where certification of ISO 9000 have been increased around the world year by year, for example:

(Thilakarathne & Chithrangani 2014) showed that the results of an investigation carried out to identify managerial attitudes towards ISO 9001: 2008 quality management systems. To realize this goal, a sample consisting of 73 managers, representing both top and middle managers was selected from organizations functioning in Sri Lanka, covering all sectors including manufacturing, services, construction and others. Data were gathered using self-administered questionnaire, through an email survey. Results indicated that there is an impact towards ISO 9001: 2008 quality management systems by both certified organizations and organizations those commenced the quality system implementation in Sri Lanka. In addition to that, study reveals that the majority of organizations is seeking certifications irrespective of their sector and type of the organizations. Therefore, this research is vital for making policy decisions of organizations those who anticipate to implement quality management systems for their operations in the future.

(Hamza & Alenazi 2013) Quality Auditing is a systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled. The purpose of this paper is to find out the impact of ISO 9001 certification audit of oil and gas companies' performance in Qatar. More than 100 oil and gas companies have been certified ISO 9001. Therefore, it is necessary to study and analyze the impact of that certification on their performance. Survey study has been done by distributing a questionnaire by e-mail or by handing it personally to most of the certified oil and gas companies in Qatar. The response rate was 33.6% of surveyed companies. The statistical operations with the results of analytical study have been done to achieve the goal and objectives of the research. Finally, ISO 9001 certification audit is found to have a positive effect on oil and gas companies' performance in Qatar.

(Psomas et al. 2012) The purpose of this paper is to define and subjectively measure ISO 9001 effectiveness as the achievement of the standard's objectives and determine its impact on the performance dimensions of service companies related to product/service quality, operational and financial performance. An empirical study was carried out using a sample of 100 ISO 9001:2008 certified service companies. Data were obtained from the quality managers of the companies through a structured questionnaire. Exploratory factor analyses are applied to extract the latent factors of the indicators of ISO 9001 objectives and performance dimensions. Multiple linear regression analyses are also applied in order to determine the impact of ISO 9001 effectiveness on the performance dimensions of service companies. The findings of the study confirm the dimensionality of the ISO 9001 effectiveness (evaluated by the degree of achievement of the standard's objectives, namely prevention of nonconformities, continuous improvement and customer satisfaction focus) and reveal its significant contribution to the performance of the service companies. The product/service quality and operational performance of the service companies are directly and significantly influenced by ISO 9001 effectiveness. However, the financial performance is directly influenced only by operational performance, while the impact of ISO 9001 effectiveness is indirect through its significant correlation with operational performance.

(Valmohammadi & Khodapanahi 2011) This paper seeks to examine employees' perceptions of ISO 9001 practices and its impact on job satisfaction within a food company located in north of Iran. Despite extensive research on ISO 9001 practices, none examines this scope of investigative study. Therefore, the proposed model was developed with the intention of examining this relationship. The paper proposes a main hypothesis and 4 sub-hypotheses and tests of the relationship between ISO9001:2000 practices and job satisfaction. This research used self-completed questionnaires, distributed within this organization. The results revealed that customer focus, training and education, empowerment and teamwork and continuous improvement and problem prevention are all positively associated with employees' job satisfaction. It is also found that "empowerment and teamwork" and "continuous improvement and problem prevention" explains 68 percent of job satisfaction variance which is significant. Further, the result of multiple regression analysis supports the proposed model based on the empirically validated soft ISO9001:2000 instruments, which is reliable and valid. The paper focuses on ISO9001:2000 in practice, rather than ISO9001:2000 in theory. The findings could be useful as an example of a methodology that might be used to track the extent of ISO9001:2000 effects on job satisfaction. A firm could use this instrument to do a pre-test baseline measurement, and then periodically re-administer it to identify changes associated with ISO 9001 efforts.

2. Materials and Methods

2.1 Research Methodology

This research used two methods:

- The quasi-experimental method by using pretest posttest design (Cresswell 2009).
- Descriptive method. This design used to obtain information concerning the status of the phenomena to describe, "What exists" with respect to variables or conditions in a situation (Cooper and Schindler 2008).

2.2 Research population

The Research population Consists of all employees in VPDQ-NU. Which divided according to the organizational structure and job description cards in ISO 9001: 2008 system.

Table 1. Description of the Research population, according to the number of jobs in the organizational structure and job description cards in VPDQ-NU. (VPDQ-NU 2014).

No	Job Level	Number of jobs
1	Senior management jobs	8
2	Studies and Planning jobs	6
3	Deanship of Development & Quality jobs	9
4	Vice Deanship for Development jobs	7
5	Vice Deanship for Quality jobs	9
Total number of jobs		39

2.3 Sample Design

2.3.1 Quasi-experimental method:

The total sample size (15 employees) stayed in the job for two consecutive years (2012/2013, 2013/2014) and received their evaluation of job performance from VPDQ-NU.

2.3.2 Descriptive survey:

The sample included the whole employees in VPDQ-NU except the members of the ISO Committee totally (6 employees) to ensure objectivity in the study. Thus, the total sample size was (22 employee).

2.4 Data Collection tools

2.4.1 Job performance evaluation form (Najran University 2015):

Ministry of Civil Service, Saudi Arabia, issued many of job performance evaluating forms for various career levels of institutions and organizations. Najran University has committed to using it in assessing the job performance of its employees on an annual basis.

Job performance evaluating forms for employee includes three basic areas, namely:

- Job performance: includes (17) items (72) degrees.
- Personal qualities include (5) items of (19) degrees.
- Relations with others: includes (3) items (9) degrees.

2.4.2 Internal Audit action records (VPDQ-NU 2014):

VPDQ.NU conducted an internal audit in (23 December 2014) at planned intervals to determine whether the quality management system Conforms to the planned arrangements, to the requirements of this International Standard and to quality management system established by the organization. Moreover, ensure that system effectively implemented and maintained. The researchers used these records as a data collection tool.

2.4.3 Questionnaire to assess the impact of implementing quality management system ISO 9001: 2008 upon the job performance of employees in VPDQ-NU (Designed by researchers)

Through previous studies and scientific research references associated with the standard specification for (ISO 9001: 2008). Researchers designed a questionnaire to assess the impact of implementing quality management system ISO 9001: 2008 upon the job performance of employees in VPDQ-NU. Researchers keen to design a questionnaire compatible with the characteristics of the research population, as well as taking into account the accuracy and clarity of the clauses of the questionnaire and their suitability for the research axes. The questionnaire in the initial image divided into two main parts:

Part I: The effectiveness of quality management system (ISO 9001: 2008)

This Part included (37) items distributed on (5) domains, namely "quality management system, management responsibility, resource management, product realization, measurement, analysis and improvement" have been selected from the standard specification of quality management system requirements (ISO 9001: 2008) which are among the basic cornerstones of quality management.

Part II: Job performance

This Part included (25) items distributed on (5) domains, namely "The knowledge of the job requirements, Quantity of work performed, Perseverance & Reliability, Personality traits, Relationships with others", aimed for self-assessment job performance. It identified through access to previous studies and scientific references related.

2.4.3.1 Questionnaire Validity

Researchers used the content Validity by distributing the questionnaire to (8) experts in public administration and educational administration in Saudi universities, who reviewed the questionnaire to give their comments and opinions about the clauses of questionnaire through the following points:

- Degree appropriate clause of the domain, which followed.
- The degree of accuracy and integrity of the language of each clause.
- Release their point of view in general on the appropriate degree of questionnaire to assess the impact of implementing quality management system ISO 9001: 2008 upon the job performance of employees in VPDQ-NU

In the light of the experts' observations and suggestions, researchers modified the language of some clauses and rearrange. They have not made any modifications in the number of domains and clauses based on their views, to become the final image of the questionnaire include (10 domains) by (62 clauses) to assess the impact of implementing quality management system ISO 9001: 2008 upon the job performance of employees in VPDQ-NU.

2.4.3.2 Questionnaire Reliability

Researchers used Cronbach's alpha coefficient to verify the Questionnaire Reliability. The Reliability coefficient of the whole domains has reached (0.89). This value is high stability and sufficient for the objectives of this research and scientific research purposes.

2.5 Research Framework

2.5.1 Quasi-experimental method Framework

Researchers used a Quasi-experimental method (pretest posttest design). (Cresswell 2009). They used the annual Job performance evaluation form (Najran University 2015).

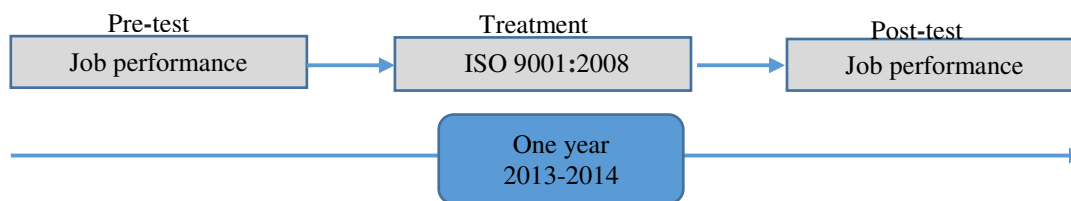


Figure 1. Quasi-experimental method Framework.

2.5.2 Descriptive survey Framework

The conceptual schema of this research focuses on the relationship between ISO9000:2008 and job performance. This Examining should contribute to our knowledge of the complexity of the relationship that exist between them.

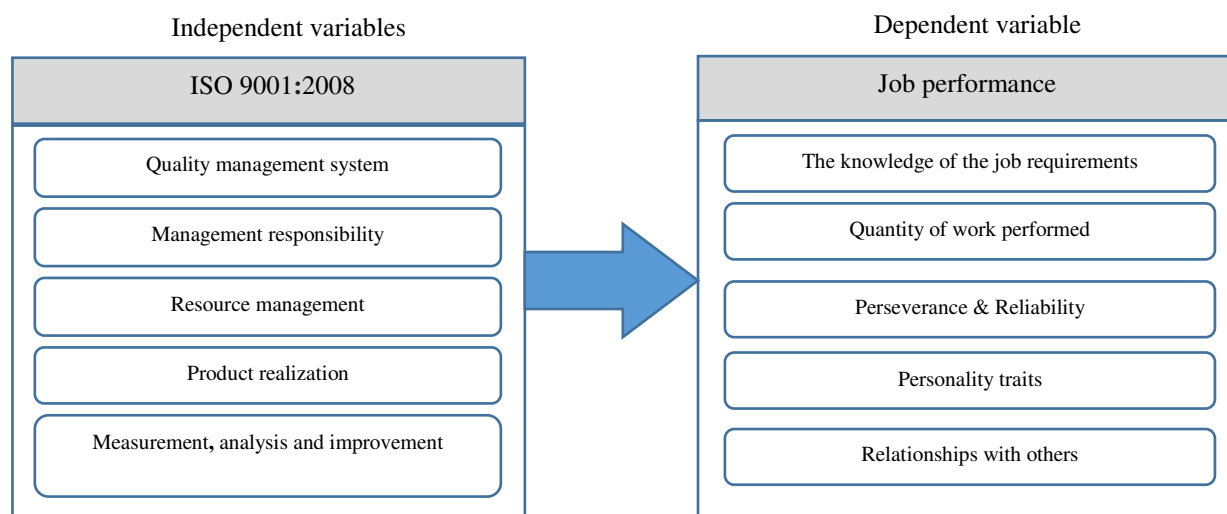


Figure 2. Descriptive survey Framework

In this theoretical framework, ISO9000:2008 practices, which based on the focus of the standard, are independent variables and job performance requirements are dependent variables.

3. Results

3.1 Present results of first Research hypothesis "There are significant differences between pre-test and Post-test on the job performance of employees in VPDQ-NU in favor of Post-test."

Table 2. Descriptive statistics of the Job performance evaluation card results (N=15)

Test	Mean	Std. Deviation
Pre-test	85.00	2.17
Post-test	88.20	2.18

Notes. The job performance mean of the pre-test for employees in VPDQ-NU is (85) (SD=2. 17) and post-test is (88.20) (SD=2. 18).

Table 3. The Wilcoxon Signed-Ranks Test for significant differences between the pre-test and Post-test on the Job performance of employees in VPDQ-NU (N=15)

Variables	Rank			Mean Rank	Sum of Ranks	Z	P value
	Negative	Positive	Ties				
Job performance	0a	11b	4c	6.00	66.00	-2.97	0.003

a. Post-test < Pre-test b. Post-test > Pre-test c. Post-test = Pre-test

Notes. The Wilcoxon Signed-Ranks Test (Z) value of variance significance between pre- and post- test is (-2.97) and p < 0.01. This means that there are really differences between pre- and post- test in favor of the post -test. This refers to the positive effectiveness of ISO to improve the job performance of employees in VPDQ-NU.

3.2 Internal Audit action records (VPDQ-NU 2014):

Through researchers briefed on the internal audit record, the researchers found no case of non-conformity, there are three improving notes, and this confirms the effectiveness of implementing the ISO system, and all the standard operating procedures going according to the system.

3.3 Present results of Second Research hypothesis "There is a positive relationship between implementing ISO 9001: 2008 and job performance level of employees in VPDQ-NU".

Table 4. Descriptive Statistics on the results of the Questionnaire (N=22)

No	Items	Mean	Std. Deviation
First	ISO 9001: 2008	4.18	.31
1	Quality management system	4.33	.39
2	Management responsibility	4.27	.42
3	Resource management	3.93	.35
4	Product realization	4.08	.35
5	Measurement, analysis, and improvement	4.22	.41
Second	The job performance	4.16	.28
1	The knowledge of the job requirements	4.40	.46
2	Quantity of work performed	4.17	.27
3	Perseverance & Reliability	4.15	.26
4	Personality traits	4.15	.24
5	Relationships with others	4.17	.28

Notes. The range of responses was between 1 (Extremely Low Level) to 5 (Extremely High Level). Appears from the table (4) that the mean response of ISO9001:2008 practices was 4.18 (SD=0.31) and the mean response of the job performance was 4.16 (SD=0.28). This is an indication that the sampled employees with a high level perceived that implementing ISO 9001:2008 had a positive effect on their job performance.

3.3.1 Correlation analysis: the relationship between the variables

Table 5. Kolmogorov-Smirnov Test (N=22)

Variables	Kolmogorov-Smirnova		
	Statistic	df	Sig.
ISO 9001: 2008	.185	10	.200*
The job performance	.211	10	.200*

Notes. One-sample Kolmogorov-Smirnov test in table 5 corroborates that the mentioned distribution is normal. For employees responses in ISO 9001: 2008 domain (Kolmogorov Smirnov Z (0.185) > asymp.sig. (2-tailed)(0.200)). For employees responses in The job performance domain (Kolmogorov Smirnov Z (0.211) > asymp.sig. (2-tailed) (0.200)).

Table 6. The correlation of implementing ISO 9001: 2008 and the job performance level of employees in VPDQ-NU

Variables		The knowledge of the job requirements	Quantity of work performed	Perseverance & Reliability	Personality traits	Relationships with others	The job performance
Quality management system	Pearson Correlation	.846**	.903**	.896**	.862**	.927**	.829**
	Sig. (2-tailed)	.002	.000	.000	.001	.000	.003
Management responsibility	Pearson Correlation	.853**	.837**	.851**	.842**	.815**	.867**
	Sig. (2-tailed)	.002	.003	.002	.002	.004	.001
Resource management	Pearson Correlation	.857**	.870**	.832**	.844**	.845**	.800**
	Sig. (2-tailed)	.002	.001	.003	.002	.002	.005
Product realization	Pearson Correlation	.873**	.866**	.803**	.811**	.841**	.837**
	Sig. (2-tailed)	.001	.001	.005	.004	.002	.003
Measurement, analysis and improvement	Pearson Correlation	.813**	.898**	.911**	.905**	.902**	.882**
	Sig. (2-tailed)	.004	.000	.000	.000	.000	.001
ISO 9001: 2008	Pearson Correlation	.929**	.950**	.931**	.959**	.928**	.963**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000

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

Notes. The Pearson's correlation coefficient in table 6 indicates that ISO9001:2008 practices were positively

correlated with employees' job performance.). This correlation is significant at (0.01 level).

3.3.2 Multiple regression analysis

Research hypothesis was tested using a multiple regression analysis. It is a useful technique that can be used to analyze the relationship between a single dependent (criterion) variable and several independent variables (predictor or explanatory) at one time. This analysis was undertaken to better understand the relationship between ISO9000:2008 practices and job performance of employees in VPDQ-NU. The summary of the result analysis is depicted in table (7).

Table 7. Regression analysis of the implementation of ISO 9001: 2008 and the level of job performance of employees in VPDQ-NU

Variables	B	Std. Error	Df	T	Sig.	R	R2	Proportion of shared variance
Constant	.591	.356		1.659	.136			
ISO 9001: 2008	.853	.085	1	10.048	.000	.963a	.927	92.74%

a. Predictors: (Constant), ISO 9001: 2008

Dependent Variable: The Job performance

The results of the multiple regression analysis, as shown in Table 7, R determines the correlation between impact of ISO 9001: 2008 and the Job performance of employees in VPDQ-NU. The correlation between the two variables is 0.963 which explains a strong positive significant relationship. The Coefficient of determination, R², predicts the relationship between the independent variables and dependent is .927. This means that 92.74 percent of the total variance in the dependent variable (The Job performance) accounted for by the independent variables (Quality management system, Management responsibility, Resource management, Product realization and Measurement, analysis, and improvement). This result affirms that all the five constructs of ISO 9001: 2008 is significant in the Job performance of employees in VPDQ-NU.

ISO 9001: 2008 practices have a beta value of .853. This means that ISO 9001: 2008 practices explains 85.3% of employees' job performance, at a p-value of 0.000. This explains a significant positive association of ISO 9001: 2008 practices with employees' job performance

This shows a significant relationship between ISO9001:2008 practices and employees' job performance.

The above data shows that all the above hypothesized relationships between impacts of ISO9001:2008 practices and employees' job performance are accepted.

4. Discussion

The result of this research from three sources (Quasi-experimental - Internal Audit action records - designed questionnaire) refers to the positive effectiveness of ISO to improve job performance of employees in VPDQ-NU. In addition, shows that ISO9001:2008 practices correlated with Job performance of employees in VPDQ-NU. This correlation is significant at (0.01 level), reached (0.963). These results are attributable to ISO9001:2008 implementing. Because ISO 9001:2008 implementation is not only a certification gaining process, but also really a continuous improvement process. (Abuhav 2014) The "Plan-Do-Check-Act" (PDCA) management cycle of ISO 9000 is a dynamic cycle that could be implemented in each process throughout the organization

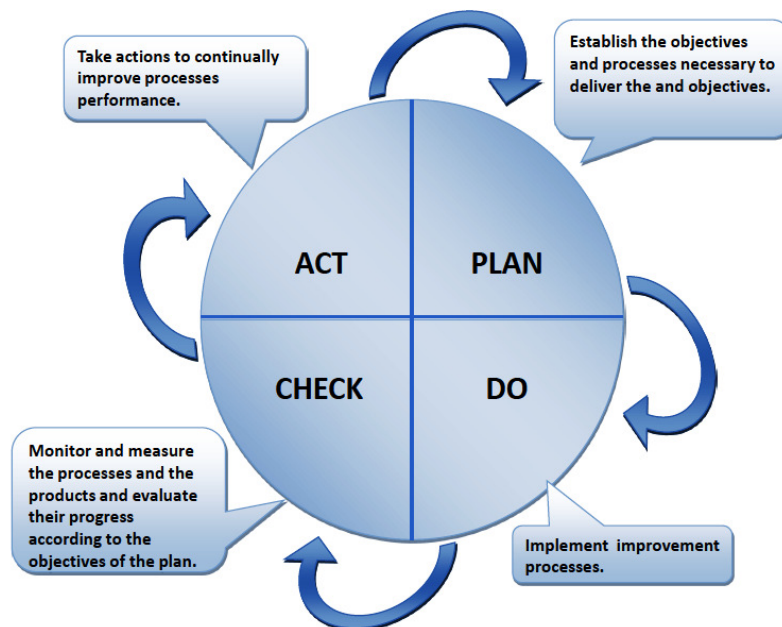


Figure 3. The “Plan-Do-Check-Act” (PDCA) management cycle of ISO 9000. (Abuhav 2014)

It combines planning, implementing, controlling and continual improvement. Once implementing the PDCA cycle, the institute will achieve continually. This applies all kinds of processes: management’s review, product realization, resource management Measurement, analysis, and improvement.

Therefore, ISO 9001:2008 implementing helped VPDQ-NU to improve management system. One of the influences of ISO 9000 is change performance measurement process. With implementing ISO 9001:2008 requirements, the utilization of performance measurement is becoming more supporting management system. Because of ISO 9001:2008 structure consists of requirements concerning with quality planning, setting up the measurable objectives in all levels of the organization, concerning with measuring, auditing, analyzing the performance also with correction and prevention, then the use of performance measurement is becoming changed to support operational activities, strategy deployment, benchmarking, human resource management activities. Because of ISO 9001:2008 implementation requires the institute to establish the documented system, including operational procedure and data recording, also the institute follows the PDCA philosophy in management activities, then, performance measurement is carried out more formal, meaning that, it is more standardized, periodically carried out, frequently updated and feedback to the employee performance.

This finding is also supported by the research of (Valmohammadi & Khodapanahi 2011), (Psomas et al. 2012), (Hamza & Alenazi 2013) and (Thilakarathne & Chithrangani 2014).

5. Conclusion

The result of this research shows that there is the positive effectiveness of ISO 9001:2008 to improve the job performance of employees in VPDQ-NU. ISO 9001:2008 implementation provides significant improvements in quality management practices in VPDQ-NU, especially in documentation control, Management responsibility, Measurement, analysis, improvement, Product realization and Resource management. Job performance after implementing ISO 9001:2008 also gains positive changes in term of the knowledge of the job requirements, Quantity of work performed, Relationships with others, Personality traits Perseverance and Reliability.

Based on this research, following are some of the key recommendations:

- Mainstream quality management system (ISO 9001: 2008) implementing at all administrations and departments in Najran University to ensure continuous improvement of the job performance of employees.
- To improve the job performance of employees, Higher education institutions should continuously pay attention to all quality management practices in order to improve all quality dimensions.

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