



Challenges that Impede Implementation of International Standards Organization (ISO) 9001:2008 in Public Corporations in Kenya

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Abstract

*Service delivery is an important aspect to an organization whose main objective is to work towards achieving its mandate. In the 21st Century, profit-making and non-profit making organizations adopted ISO 9001:2008 standard that specifies daily work procedures and requirements that are used to perform various tasks in order to realize change by improving the quality of service delivery. Studies indicate that quality of service delivery has improved but is still below the recommended standards in certified organizations and institutions that have had repeated audits indicating that they are compliant. The objective of the study was to identify the challenges that impede implementation of International Standards Organization (ISO) 9001:2008 in public corporations in Kenya with a case study of Kenya Pipeline Company in Nakuru. The company operates on a very dynamic environment where daily operations involve storing of fuel which is a major driver of the country's economy. The study adopted the Service Quality Delivery Model as propagated by Parasuraman, Valarie, Zeithaml, and Berry which identifies gaps that cause unsuccessful service delivery. The study targeted 164 employees of KPC and 49 client shippers making a total of 213 respondents. The study utilized a simple random sampling to employees and clients. The target population was stratified according to various departments. A sampling frame was developed to guide the researcher to identify respondents of the study. Purposive sampling was applied to section managers. The study adopted a sampling procedure as proposed by (Krejcie and Morgan, 1970). A sample that corresponded to a population of 213 was 136 who were selected for the study. Sample distribution of employees and clients was done using Neyman's proportional allocation formular calculated as: $nh=(Nh/N)*n$. Questionnaires were analyzed descriptively and interview schedules analyzed thematically. Secondary data was generated by studying the existing records. Majority of the respondents consented that although there was general improvement of operations and service delivery, there were diverse challenges encountered by various stakeholders depending on the categorization of respondents. Respondents were employees, clients (shippers) and management representatives who presented their challenges based on the area of operation.*

Keywords: Quality, Management, Impede, Service Delivery

INTRODUCTION

Since the time ISO 9001:2008 was implemented as a business strategy of formulating standards, many international organizations and institutions adopted it in their systems and experienced implementation challenges. (Al-Najjar & Jawad, 2011) argue that many certified organizations in the Arab countries adopted ISO 9001:2008 but only five Iraqi organizations were certified by the end of 2008 due to barriers and

misconceptions. The barriers included lack of top management commitment, employee resistance to the introduction of International Standards Organization, difficulty of performing internal audits, absence of consulting boards, ISO 9001 requirements viewed as unrealistic, financial resource constrains, lack of human resources, insufficient employee training and knowledge about quality programs. Organizations that had ISO 9001:2008 implementations worldwide had faced challenges depending on the sector of their businesses. According to (Ab Wahid, 2019), there are both internal and external challenges that occur to organizations and institutions. Internal costs include the expense of obtaining accreditations, which are expensive more than what organizations are prepared to admit and these challenges are not easily known unless everyone is involved in setting up the system records and the cost of time being spent.

Most of the stakeholders like employees lack sufficient knowhow and understanding the processes and procedures of carrying out the quality standards, insufficient skills, non-commitment and teamwork by the concerned stakeholders, limited resources and poor or insufficient communication to the general human resource ISO implementation teams. External challenges include hiring of consultants whose consultancy quotations are expensive in nature. Although they are expensive, organizations are forced to take their quotations to help in planning and to provide guidelines of holding meetings during ISO implementation but are left with the hassle of implementing ISO. (Al-Najjar & Jawad, 2011), and (Psomas, Fotopoulos, & Kafetzopoulos, 2010) cite employee resistance as a contributing factor to the difficulties realized. They mention that employee resistance emanate from their fear of lack of information about ISO 9001:2008 requirements and their assumptions that it is difficult to change the mindset regarding quality programmes. They therefore, mention that employee understanding of ISO 9001:2008 and their support are critical to its success. Difficulty of performing internal audits is another barrier (Omar, Ramlan, Rasi, & Ideris, 2016). Scholars have also alluded that both individual challenges and company challenges exist which include culture change of employees where the long serving employees felt that change would influence their role and status as well as threatening their job security thus slowing down ISO implementation process because they took time to adopt into the change, increased work volume due to the documentation process and regular updating of procedures whenever there was change, introduction of new technology where some employees were rendered obsolete, and the need for more training of existing employees. Documenting procedures was noted especially in the initial stages of the implementation and whenever audits were carried out, limited resources to kick start the process made the employees to wait for a long time before carrying out the task. According to (Mwangi, 2011), resource availability, compliance level, customer focus and employee participation were some of the challenges that influenced the implementation of ISO 9001:2008 Quality Management System with employee participation considered a challenge by the highest majority of the respondents.

REVIEW OF RELATED LITERATURE

ISO 9001:2008 and Quality Service Delivery

Quality Management System describes the interaction of all processes in an organization and the main activity involves identification of customer requirements and end with their satisfaction. Specifically, ISO 9001 describes a QMS as the integration of major areas of management responsibility, resource management, product realization and measurement, analysis and improvement (Basir, Davies, & Rudder, 2011). ISO 9001:2008 Quality Standards Manual states that an organization should establish, document, implement, and maintain a QMS and continually improve its

effectiveness in accordance with the requirements of this standard. (Ali, Basir, & Ahmadun, 2016) contends that there are two requirements in the Quality Management System; general requirements and documentation requirements. With regard to general requirements, ISO 9001:2000 contains the concept of Deming's cycle of continuous improvement - Plan, Do, Check, Act (PDCA). Meanwhile, (Ali et al., 2016) states that there are three documentation requirements in the Quality Management System; the quality manual which stipulates procedures of handling, control of documents, and control of records so that they can be retrieved any time when need arises, by any authorized officer without difficulty. Previous studies have shown that there is a link between ISO 9001:2008 and service delivery. Quality development has been thought to involve systems, techniques of performing and people, who are thought to be the most critical aspect to develop. This is because as much as systems are put in place and techniques available, not much can be done without the human resources. This is emphasized by (Salah, Carretero, & Rahim, 2010) who stressed two approaches in ISO 9000; the technical aspect and non-technical (behavioural) approaches.

On the theoretical perspective, the elements of organizational culture that are for the maintenance of ISO are: the implementation process, internal audit, certification audit, surveillance, and ISO 9000 maintenance and management review. For example, ISO 9000 emphasizes process-based management (Jain & Ahuja, 2012), which requires coordination and cooperation between different activities and departments amounting to the requirement of teamwork.

Less research has been performed within certified organizations than in those seeking certification. In support of this, (Ab Wahid & Corner, 2009) informs that there are critical organizational factors of service delivery that curtail the maintenance of ISO in organizations such as teamwork, commitment and recognition of it. When an organization successfully renews its ISO 9001:2008 certification, it does not mean that it is maintained effectively. In this case, ISO 9001:2008 is said to be effectively maintained if an organization improves and enhances quality for the purpose of satisfying its clientele (Tomic & Brkic, 2019).

Top management has a crucial role in ISO 9000 adoption, and so they have to embrace some elements of organizational culture which align with it (Fonseca, 2015). For example, they have to listen to customer needs and requirements. The Management commits itself fully to ensure that the organizational quality policy is well communicated, understood, implemented and maintained. In addition, (Basir et al., 2011) found that training should be given to top management as well as shop floor personnel. Training for shop floor personnel for instance, is essential to add to their skills and knowledge. This is a prerequisite before the management can assign them with tasks, responsibility and accountability.

A service industry like Kenya Pipeline Company Limited puts emphasis on procedures of handling fuel at the entry and exit points to preserve quality of the product. Storage and transportation of the product is also crucial in order for the company to sustain the quality of the product. These emphases are in line with the requirements of ISO 9001:2008 which have already been adopted by the company. The objective of the study therefore, was to establish the challenges encountered during the implementation of ISO 9001:2008 in Kenya Pipeline Company Limited.

METHODOLOGY

The study was a case study that utilized a mixed method approach to generate data. The selection of the tools was guided by the nature of data to be collected, and the objectives of the study. The study utilized a sequential mixed method where quantitative data was initially collected using open-ended questionnaires to seek employees' and customers' views on the challenges encountered in the implementation of ISO 9001:2008 on quality service delivery. The study area was Kenya Pipeline Company Limited in Nakuru Branch. The company was the sole company in Kenya that stored fuel products in the country and it is also government owned. Based on its dynamic nature of operations in that business environment, it prompted the researcher to base her research study in the company whether ISO 9001:2008 was being implemented to the letter and to find out the challenges that impeded its implementation. Simple random sampling was utilized on employee and client respondents. The target population was 213 composed of (164) employees and (49) shipper clients who represented various companies. A sampling frame was developed to guide the researcher to identify respondents of the study. Purposive sampling was applied to section managers and shippers who were administered with an interview schedule. The study adopted a sampling procedure as proposed by (Krejcie and Morgan, 1970). A sample that corresponded to a population of 213 was 136 who were selected for the study.

Table 1: Showing Population of respondents at Kenya Pipeline Limited Company, Nakuru Branch

Section	Strata	Population
Operations	Employees	52
	Management Rep.	2
Administration	Employees	11
	Management Rep.	2
Quality Control	Employees	9
	Management Rep.	2
Electrical Engineering	Employees	8
	Management Rep.	1
Instrumentation & Communication	Employees	6
	Management Rep.	1
Accounts	Employees	8
	Management Rep.	2
Mechanical Engineering	Employees	8
	Management Rep.	4
Civil Engineering	Employees	8
	Management Rep.	2
Safety and Occupational Health	Employees	8
	Management Rep.	2
Stores	Employees	4
	Management Rep.	2
Security	Employees	20
	Management Rep.	2
Sub-Total		164
Clients (Shippers)		49
Total		213

Sample distribution of employees and clients was done using Neyman's proportional allocation formula calculated as: $n_h = (N_h/N) * n$. where n_h is the sample size for

stratum h , N_h is the population size for stratum h , N is total population size, and n is total sample size.

Quantitative data was analyzed descriptively using percentages and frequency tables while qualitative data was analyzed thematically.

Sample distribution of employees and clients using Neyman's proportional allocation formular:

Table 2: Showing Sampling Frame

Section	Strata	Population	Sample Size
Operations	Employees	52	33
	Mngt. Reps	2	1
Administration	Employees	11	7
	Mngt. Reps	2	1
Quality Control	Employees	9	5
	Mngt. Reps	2	1
Electrical Engineering	Employees	8	6
	Mngt. Reps	1	1
Instrumentation & Control	Employees	6	3
	Mngt. Reps	1	1
Accounting	Employees	8	6
	Mngt. Reps	2	1
Mechanical Engineering	Employees	8	5
	Mngt. Reps	4	3
Civil Engineering	Employees	8	5
	Mngt. Reps	2	1
Safety & Occupational Health	Employees	8	6
	Mngt. Reps	2	1
Stores	Employees	4	3
	Mngt. Reps	2	1
Security	Employees	20	13
	Mngt. Reps	2	1
Clients (Shippers)		49	31
Total		213	136

RESULTS AND DISCUSSION

Challenges encountered by Kenya Pipeline Company employees during the implementation of ISO 9001:2008

The aim of this objective was identify the challenges encountered in Kenya Pipeline Company Limited during the implementation of ISO 9001:2008. 98.6% of the respondents agreed that they were aware of work requirement(s) and procedure (s) of ISO 9001:2008 in their various work stations, some respondents indicated challenges that they encountered on individual basis. One respondent mentioned that there was no challenge without a justification. On whether Kenya Pipeline Company offers adequate facilitation to its employees towards attainment of targets set as per ISO 9001:2008 requirements, majority of them consented to the fact that they were adequately facilitated while 12.9% disagreed and justified their dissatisfaction as reported below:

Targets

One of the employee respondents disagreed and responded that:

...Sometimes the management of the company sets targets that are too high to meet whereas the working environment is not conducive. For example, offices are inadequate and transportation of employees to work is very challenging taking note of the location of the station. We experience inadequate transport to the site whenever a problem has been reported because the station lacks adequate operational vehicles. During emergencies, ISO 9001:2008 laid down procedures are not followed to the latter. All the above affect our target setting in one way or another (Respondent 1).

Most respondents agreed that ISO 9001:2008 was a success in Kenya Pipeline Company but it was evident from the few dissatisfied respondents whose responses are stated above, that as much as the company expected employees to meet targets, the management did not facilitate them with every requirement to enable them perform to the tune of ISO 9001:2008 standards.

Lack of tools of trade

One of the respondents had the following to say:

...Sometimes we are faced with a challenge of lack of sufficient tools and materials at the stores when they are needed to facilitate service delivery (Respondent 2).

Lack of sufficient tools and materials affected attainment of targets negatively and it also touched on poor facilitation. From the statement, there was an indication that the company did not meet the ISO 9001:2008 requirements on the standard way of procuring goods and services in the company.

Insufficient fuel loading bays

...Generally, the fuel loading bay/area at the station is too small to accommodate more trucks that queue to be loaded with fuel. For those entering the loading area, the space is very congested and too dusty for the workers who work at the loading bay (Respondent 3).

Insufficient loading bays was another challenge that was very crucial in the performance of the company since it touched on the main role played by the company in providing service. Fuel loading was one of the main operations of the company and lack of space in the loading area directly affected the daily operations because it increased congestion of trucks that queued at the point of entrance of the company and at the exit point.

Lack of sufficient knowledge on ISO 9001:2008 work procedures and requirements

It was noted from some of the respondents that as much as the company had provided sufficient information to its employees concerning ISO 9001:2008 work procedures and requirements, uniformity in terms of disseminating information was not adhered to, as one of the respondents brought forward his dissatisfaction in the statement below that;

...not all employees are disseminated with knowledge on ISO 9001:2008 work requirements. Some operational sections in the station are not adequately sensitized while others are sensitized hence the imbalance of achieving targets due to inadequate knowledge (Respondent 4).

In addition to what had been mentioned above on insufficient dissemination of knowledge and information, a respondent lamented that there was inadequate training to all staff in the company pertaining ISO 9001:2008 procedures. The respondent

expressed a wish that the management could train all employees in the company no matter the department in which every employee was deployed. One of the respondents argued that;

...the proposed staff trainings scheduled for the whole year are not met and if they are partially met, only a few people who work in the "Core" departments are trained". In addition to these, there is a challenge of allocating a trainer to train fellow employees and also lack of training tools to undertake the assignment (Respondent 5).

The dissatisfied employee indicated that as much as training was disseminated to the company employees, not all employees benefitted from it. Either the company did not have a schedule of offering training to employees on the need to adhere to ISO 9001:2008 requirements or it was the individual employee who did not have the positive attitude towards learning ISO requirements in relation to the job.

Insufficient internet connectivity

In the current business environment where systems have been set in place, internet is key in relaying fast and effective information to stakeholders who utilize the network for the purpose providing service. A respondent had this to say concerning internet communication network;

...Sometimes internet communication network is very poor and slow especially during peak hours in that employees who operate the computers get inadequate coverage therefore, slowing the systems which lead to slow delivery of service. In addition, there aren't enough pass works to enable all employees access System Analysis Programme (SAP) and yet it contains all the processes and procedures as stipulated in ISO 9001:2008 (Respondent 6).

According to the respondents, all employees should have been allowed to access System Analysis Programme (SAP) because it was going to be a waste to the company in terms of installation cost if all employees were not able to access the system and benefit from it.

Inter-dependence of operations

In Kenya Pipeline Company, departments operated as a network in all branches in the country. When a department failed to meet its targets, it automatically affected the rest of the departments as one of the respondents argued that:

...In Kenya Pipeline Company, operations are inter-dependent. Therefore, lack of achievement of targets by a section or an individual leads to failure to meet the same targets by other individuals or sections (Respondent 7).

Interruption of scheduled routine maintenance of equipment

...Kenya Pipeline is a very busy organization in terms of operations. Sometimes, scheduled maintenance of equipment is interrupted by tight operational schedules leading to the equipment not released for maintenance/service. This leads to targets not being achieved (Respondent 8).

In relation to the above-mentioned statement, the company management should look for alternative ways of releasing equipment at the time when they are due for maintenance. This would call for allocation of funds to procure more equipment to be alternated with the existing equipment.

Lack of employee morale

A good number of employees complained of being offered low salaries compared to the work they did. They mentioned the lack of favourable working environment as one employee responded that:

...The management of the company fails to honour promises to employees concerning yearly bonuses and fails to increase our basic salary (Respondent 9).

Records Management Procedures

Employees responded that records management procedures is one of the daunting challenges in Kenya Pipeline Company Limited because the procedures were too many to follow especially when an employee is not fully trained in records management. One of the respondents justified their response by saying that:

...Records management procedures introduced by ISO 9001:2008 are too many thus sometimes slowing down actual work processes and instead one shifts his or her focus to carrying out documentation procedures (Respondent 10).

Records management respondents also mentioned the issue of some important ISO 9001:2008 documents being stored in the company headquarters and not readily available in pump stations for reference.

Lack of customer satisfaction feedback analysis by management

As much as customer feedback boxes were strategically placed in the company premises, employee respondents had reservations that customer satisfaction feedback were not analyzed by the management. A respondent commented that:

...It is not possible to rate customer satisfaction unless the company management analyzes client feedback and communicate the same to the employees for improvement of services (Respondent 11).

As much as the company had facilitated implementation ISO 9001:2008 procedures, employees believed that there is still more to be done to streamline the system to make it completely ISO 9001:2008 certified. From the analysis, challenges in Kenya Pipeline depend on the departments in which the employees were stationed and every department had its own challenges towards the attainment of set targets.

Challenges encountered by Shippers (clients) in Kenya Pipeline Company Limited in relation to ISO 9001:2008 implementation and service delivery

Shippers who are first hand clients recorded their challenges in their daily operations with Kenya Pipeline Company Limited although some of them agreed that service delivery had greatly improved. Some respondents did not concur that service delivery had improved and some of the challenges encountered included:

Management's failure to listen to the clients demands

From the response of one of the clients, the management of Kenya Pipeline Company seemed not to be keen in addressing the demands made by some of its clients and yet they were the reason why the company was delivering its mandate of receiving, storing, and transporting among others. One respondent indicated that:

...Kenya Pipeline Company Management fails to listen and to act on customer complaints promptly. For example, we have been requesting that new shippers be allocated office space, but instead, the company allows agents/brokers to occupy the space in the Shippers plaza (Respondent 1).

Delayed repairs on offices and company structures

Shippers explained the challenge of Kenya Pipeline Company's failure to maintain and repair office structures in the shippers/clients plaza that housed their offices. One respondent expressed their utmost dissatisfaction that;

...I can say that the company has let us down and yet we are their most important clients. We lack appropriate office space to operate on, we are faced with inadequate parking space in the parking area, the roads are very poorly maintained/pathetic within the company vicinity, repairs of structures are delayed, like for example, the fence is not up to standard, which sometimes tempt strangers to enter the vicinity including those who look for sponsors (Respondent 2).

Impromptu introduction of ISO Procedures and processes to company employees

The shippers expressed their concern about how Kenya Pipeline Company management introduces/or re-introduces additional ISO 9001:2008 processes and procedures to be adhered to by employees whenever there were changes without giving prior notice to the clients. As one client indicated that:

...we are human beings and to add into that, ISO requires dissemination of information as crucial towards adherence to the quality standards. We need to be disseminated with information early enough to enable us adjust to the new changes instead of being lumped up with new rules that are sudden. (Respondent 3).

Poor communication

A shipper responded that the company management responded very slowly to their daily official needs, which necessitated frequent strikes by shippers who were the main clients of the company. This concurred well with Panasuraman's theory/model which identifies gaps that cause unsuccessful service delivery where it generally informs that customers have a tendency to compare the service they experience with the service they expect. According to Gap 2 of the Service Quality Delivery Model, a gap may develop between an organizations management perception and service quality perception where the management might correctly perceive what the customers want but may not set the performance standard. In the study area, Kenya Pipeline Company management responded to the client needs but did not respond to them at the shortest time possible thus creating a service delivery gap.

Lack of staff/client relationship

Clients mentioned their relationship with the company employees to be very poor and claimed that staff worked without considering client needs and yet they are stakeholders.

Customer Care

Clients claimed that as much as customer care docket in Kenya Pipeline was operational, they were of the opinion that the office was not fully utilized to serve the purpose of its existence. They wished that a part from the office dealing with complaints it could also cultivate good working public relationship with shippers.

Poor Telecommunications network

One respondent expressed the issue of being led down by poor telecommunications network in the Company. He responded that:

...telephone extensions which use intranet are always down due to slow network thus it stops to serve their purpose" (Respondent 4).

Congestion at Shippers Plaza

Shippers mentioned that as much as Kenya Pipeline Company tried to serve them with speed, Kenya Revenue Authority on the other hand did not clear them promptly leading to congestion of lorries that were already loaded with fuel waiting for clearance. This posed a health risk to everyone in the vicinity and could be termed as “a time bomb in the waiting”. In any organization, much as the management is able to control activities taking place in its internal environment, there are external influences that impact on the internal environment and the management does not have control over it. In the Kenya Pipeline Company, Kenya Revenue Authority collects revenue on behalf of the government of Kenya. In this context, Kenya Revenue Authority collected revenue from shippers who were clients of Kenya Pipeline Company. In addition, shippers had issues generally with the depot because customer service desk did not act immediately on complaints. In this case, conveying Shippers orders from accounts office to dispatch office took a long time because of the few human resource personnel who worked at the section.

Loading bays

There was congestion in the loading bays due to the installation of few throughputs whereas fuel demand was very high. As a respondent indicated:

...Our client would have done us a lot of justice if only it increased the number of throughputs. We struggle to meet deadlines when transporting fuel and fuel products because we queue for long hours when loading fuel and then after that we take an additional length of time to clear with Kenya Revenue Authority who are located in the Shippers Plaza within the Kenya Pipeline Company Limited vicinity (Respondent 5).

Non-conductive working environment

Non-conductive environment was a challenge that was mentioned often by client respondents. They responded that KPC premise was very dusty during the dry season and very muddy during the rainy season. This posed a health hazard in terms of air pollution during the dry season and causes very little movement by both the staff and clients during the wet season.

Unfavorable loading hours

Shippers expressed their dissatisfaction concerning the loading hours in the depot because fuel loading was done either too early or too late. According to data analysis however, one of the management respondents mentioned on the efforts made by the company to meet demand and supply:

...In order to manage demand and supply of fuel by clients, an additional pump was installed and operations of loading of fuel begins as early as 4.00 a.m. and end at 8.00 in the night, and at some point of time, both import and export operations run concurrently (Respondent 6).

Responses from both employees and shippers, was an indication that there were challenges that needed to be addressed by Kenya Pipeline Company management. Lack of sufficient throughputs, poor communication network in terms of internet, and a working environment that is not conducive were mentioned by employee respondents and shippers alike.

Challenges encountered by the management during the implementation of ISO 9001:2008

These were challenges that went beyond the management's ability to tackle. Members of the company management highlighted various challenges that were encountered by the company during the implementation of ISO 9001:2008.

Fear of the unknown by employees

Staff in Kenya Pipeline Company Limited feared the unknown circumstances and resultant outcome that were to follow after the implementation of ISO 9001:2008. Some employees thought that it was a way of getting rid of redundant employees especially those who had insufficient knowledge on computers. There were those who found ISO 9001:2008 to be cumbersome and thought that their inability to cope with the procedures would render them redundant. Employees started embracing ISO standards and procedures when they discovered that ISO was meant to improve their service delivery to the client, and that it was not meant to threaten their job security.

Lack of Sufficient Funds

The management of Kenya Pipeline Company was faced with the difficulty of raising sufficient funds to train internal auditors who were to be trainers of the rest of the employees with the aim of bringing all stakeholders on board. Although the company brought in external trainers/auditors who trained the internal trainers/auditors, the training was not intensive and therefore, it was thought to be insufficient. ISO documentation was costly to the company because it involved production of quality manuals and procedure manuals for reference by all operating departments in the company.

ISO Audit

Generally, conforming to ISO 9001:2008 standards in all areas of operation was challenging considering the cost and time taken in various procedures. This included record keeping and retrieving, procedures of handling employee disputes, procedures of staff recruitment and absorption to the system, employee motivation, employee dismissal, and employee compensation. Change Management System was also another challenge and therefore, staff needed proper sensitization and intensive training on issues concerning ISO 9001:2008 requirements before ISO was implemented.

Insufficient ISO Certified Structures

This was still a problem to KPC even after ISO implementation. In the initial stages, the company lacked proper structures to facilitate ISO implementation and thus had to be put in place for conformity purposes but they were still not enough.

Negative Employee Attitudes

Employees could not understand the benefits that would accrue from adopting ISO 9001:2008 and so it was a challenge to change employee attitude towards it.

Employee Incentives

The study findings indicated that during Annual General Meetings (AGM) that were held annually after the implementation of ISO 9001:2008, the Company Management would project increase of the company dividends from the yearly operations but staff on several occasions were not happy with the incentives that were offered by the company because they were not commensurate with the projected increased profits.

CONCLUSION

In conclusion, Company management, employees, and more so the clients who are the most important focus of the company experienced challenges alike. Lack of sufficient structures was evident in both employee and management responses. Employee attitude and morale was also a point that was being experienced by both employees and management respondents. Due to lack of employee morale when offering services to the clients, their attitudes towards company operations affected the implementation of ISO 9001:2008 in the company in one way or another.

The various challenges mentioned to have impeded ISO 9001:2008 implementation in Kenya Pipeline is similar with studies that were carried out by Al-Najjar *et al.* (2011) in Iraq. They mentioned critical barriers that prevent ISO implementation in organizations which include lack of top management commitment, employee resistance, difficulty in performing internal audits, absence of consulting boards, ISO 9001:2008 requirements being unrealistic, lack of financial resources, and insufficient employee training among others. In addition, (Goriwondo *et al.*, 2012) in their case study research on challenges faced by manufacturing companies in sustaining conformance to ISO 9001:2008 in Zimbabwe, found out similar challenges that were experienced in the textile companies which include, lack of top management support and involvement, lack of employee creativity and innovation, lack of focused internal audits, and lack of priority on equipment maintenance schedule and data analysis.

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