

Model to analyse the impact of management systems implementation in the scope of ISO standards

Author: Mónica Cabecinhas

Supervisors: Paulo Sampaio; Martí Casadesús

Abstract: The literature shows the use of different methodologies to analyse these aspects leads to different and, in some cases, contradictory results concerning the management systems impacts. A model to assess and analyse the impacts of the ISO 9001 and ISO 14001 is presented, focusing on the most widely diffused ISO standards, ISO 9001 and ISO 14001. Based on the literature, we found out that the implementation strategy, culture, leadership and employee engagement could all affect the internalisation level of the ISO standards, and will, in turn, affect the performance results. This relationship is the basis of the model presented.

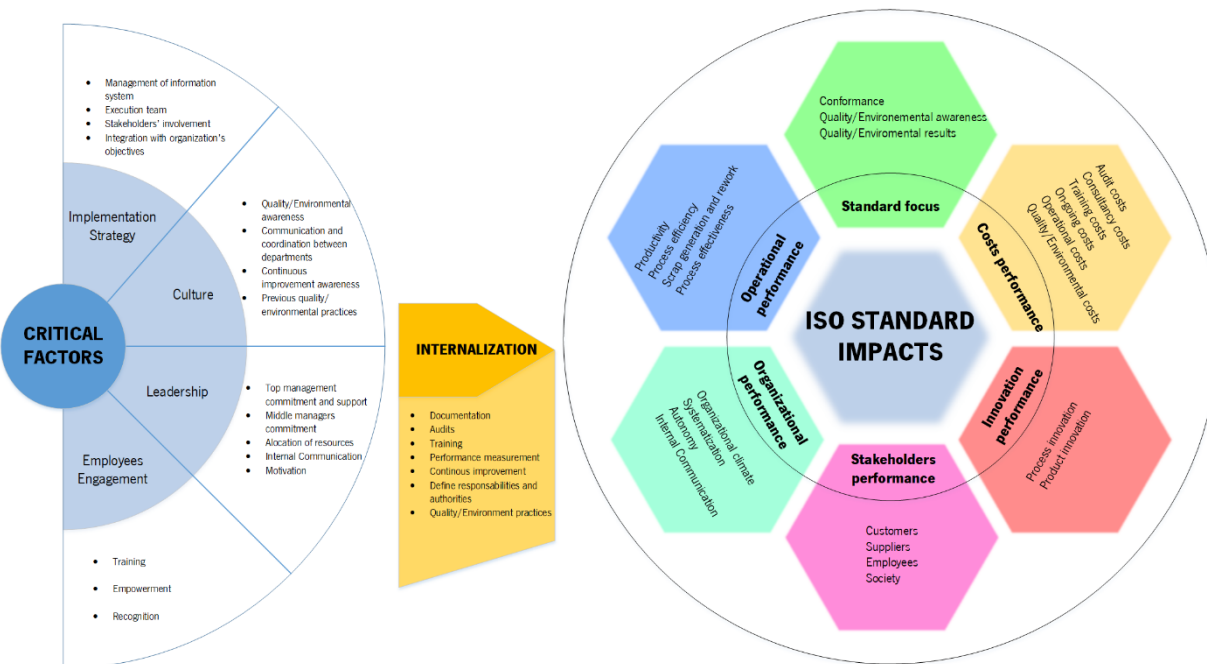


Figure 1 - Relationship between the critical success factors, internalisation level and main impacts of the ISO 9001 and ISO 14001

Literature Review Strategy: The ISI Web of Science and Scopus were the main sources used to identify relevant papers in this study. The literature review was conducted based on combinations of the following keywords: 'critical success factors', 'internalisation' and 'impacts', 'ISO 9001' and 'ISO 14001'.

Model Development: The main reasons referred in the literature that will result in different outcomes due to ISO standard implementation could be grouped into the following critical success factors: leadership, implementation strategy, culture and employee's engagement. The concept of motivation was incorporated as an item within leadership, since they are correlated.

The model created also included the main dimensions of performance which seem to be affected more directly by ISO 9001 and ISO 14001 standards implementation. Although some of the performance dimensions do not have enough information to verify if the possible outcomes of ISO 9001 implementation and ISO 14001 implementation are similar (e. g. operational performance, innovation performance), the presented model would help to answer this gap in the future. Figure 1 presents the model developed.

Conclusions: The majority of the critical success factors identified are common to both ISO standards and these can be grouped in the following factors 'implementation strategy', 'culture', 'leadership' and 'employees' engagement'. The most common dimensions of performance analysed in terms of impacts of the ISO 9001 and ISO 14001, are business performance, operational performance, financial/market performance and quality performance.

Furthermore, it was also observed similarities in terms of impacts generated by both ISO standards, however the literature focusing on ISO 14001 is scarce when compared with the literature focusing on ISO 9001. In future, studies analysing the impacts generated by ISO 9001 and ISO 14001 simultaneously could bring some light on this topic.

Fundings: This work was supported by FCT- Fundação para a Ciência e Tecnologia within the R&D Units Project Scope: UIDB/00319/2020. Mónica Cabecinhas is supported by FCT Doctorate Grant Reference SFRH/BD/131932/2017.