



ISO 9000: (1987-2016) A trend's Review

Ateeque Anwer^{1*}

Abstract

The primary aims of the research are to liberate emerging aspects and all trends of ISO 9000 literature over 29 years, from 1987 to 2016. The literature on ISO 9000 from 103 refereed journal articles in management disciplines, healthcare, computer science business, information systems etc. were systematically analyzed based on a artifice that consists of four distinct dimensions: publication year and journal, application sector, significant themes, and research type (i.e. manufacturing vs. service). Studies about efforts of ISO 9000. Currently, the standard is in the process of being revised, and these efforts guided by three precepts mostly language should be modified to improve compatibility with ISO 9000. Organizations that have executed ISO 9000 have an distinct favorable position over new to the procedure. The paper furnishes the both academic and specialists with a helpful structure for seeking rigorous ISO 9000 research by clarifying the chronological growth of ISO 9000, challenging themes of ISO 9000 research. Farther determines significant adaptations, cost and registrations manners of industries in ISO 9000.

Keywords: Total Quality Management (TQM), ISO 9000 series, Quality Management (QM), Organizational Conclusiveness (OC) and Organizational Performance (OP)

Paper type- Reviews

1. Introduction

When we are talking about the history of ISO 9000 accumulation necessities, have been figured in March 1987 with the guide of proper Technical Committee (TC176) of the worldwide business venture for Standardization (ISO). They were progressed to encourage overall exchange by methods for fitting top-notch expressions, frameworks and prerequisites. Those measures require accurate confirmation on the operational procedures and administrative activities used to pick up purchaser desires. The ISO 9000 arrangement is a lot of best prerequisites dependent on literature that has gotten popularity fame.

Anchoring ISO 9000 believed does never again by methods for itself ensure that the great of a business endeavor's stock is exceptionally high. The most extreme current adaptation of those prerequisites, ISO 9000: 2000, transformed into posted in December 2000. The new forms have received a procedure rendition approach with client necessities because the inside and benefactor enchant because of the yield. It eagerly mirrors the eight key ideas of all-out charming administration (TQM). (1) Customer focus. (2) Leadership. (3) Involvement of individuals. (4) Process approach. (5) Systems way to deal with the executives. (6) Continuous improvement. (7) Factual way to deal with essential leadership. (8) Mutually valuable provider connections (Karth, 2002).

The fundamental reason for this research survey is in this way to catch the best in a class inside the ISO 9000 rationality just as to record prominent advancement of practices through an orderly writing review. The philosophy incorporates focusing on applicable distributions databases, looking through these utilizing a broad scope of catchphrases and expressions related with ISO 9000 and after that checking on each paper identified. The result of these surveys was the extraction of a lot of crucial finding, accumulated and assembled by themes.

2. Research Programme

2.1. Scope and research questions

This survey of writing, to a vast degree, plans to broaden the work that consolidated ISO 9000 productions from 1987 to 2016. Therefore, the precise writing in this paper considers a defined time allotment from 1987 to 2016. The underlying way to deal with this exploration was to answer the accompanying inquiries:

RQ1. DO ISO 9000 and TQM has any relevance?

RQ2. What are the motives behind the implementation of ISO 9000?

RQ3. What are the Benefits of ISO 9000?

RQ4. Do ISO 9000 have any impacts on performance?

RQ5. What are the factors that lead to decertification?

2.2. Search Strategy

The pursuit methodology was made by first recognizing the relevant information sources and watchwords. The databases included Emerald, Scopus, and Science Direct. The time was picked to incorporate writing distributed from 1987 to 2016. The hunt is set out by selecting a lot of catchphrases and conceivable blends that could be significant to ISO 9000. The idea of ISO 9000 grasps a broad scope of perspectives. Thus an extensive number of pursuit strings were esteemed valuable. These caught every one of the viewpoints that describe ISO 9000, for example, dentition, system, execution, thought processes, advantages and issues. Instances of these incorporate lean, production network the board, process the executives and supportability.

^{1*} Assistant professor commerce Govt associate college of Commerce Narowal. ateeqe.anwer@gmail.com

Table I demonstrates the quantity of things related with a portion of the hunt strings utilized. It proves the distributions identified with the usage of ISO9000, the associated devices and strategies and the structure, which measure, examine, enhance, and control (DMAIC) system.

3. Research Methodology

In this manner, articles, news reports, book surveys, perspectives, gathering papers, aces and doctoral papers, course readings, and unpublished working papers. The study concentrated just on papers with "ISO 9000" as a piece of their titles. The exceptional cases are those articles that are expressly managing "ISO 9000" however, for a few reasons the writers chose to utilize one of ISO 9000 strategies, "Study" in the title.

Considering the idea of the exploration on ISO 9000, it is hard to gather the writing under any specific disciplines. Thus, different online diary databases appeared chose and looked to give a complete list of sources on ISO 9000 writing. The writing commitments were necessary for articles from research databases including Emerald, IEEE-Xplore Science Direct (Elsevier), Interscience, Inderscience, ProQuest Global, ASQ, and Springer. The hunt yielded 103 ISO 9000 articles. Each article was cautiously assessed, and afterwards, the information was sorted out to deliver a classification from a few points of view. Although this examination isn't thorough, it fills in as a far-reaching base for comprehension of ISO 9000 research.

3.1. Classification framework

The classification structure is based on the literature review, the nature of ISO 9000 research. The articles were reviewed, analyzed and classified based on four dimensions as follows:

- (1) Publication year and journal.
- (2) Major theme and subject.
- (3) Research type.
- (4) Application sector: Academics and practitioners.

This structure will procure guidelines for continuing rigorous ISO 9000 research by interpretation the chronological growth of ISO 9000 challenging themes of ISO 9000 research, dominating research types and application areas in ISO 9000.

3.2. ISO & Benefits

According to a survey conducted in Spain, 18 advantages are recognized from literature which is further split into four categories 1- Operational 2- economical 3- Benefits associated with customers 4- Positive aspects connected to workers. There are two main advantages which companies get from ISO are client satisfaction as well as a reduction in non-conformities. Both the survey carried out yield very same sort of outcomes which revealed that companies obtain more benefits from ISO's 1994 version compared to from 2000 and the possible factors for this could be as follows: 1- Smaller number of companies registered to the newer version of the standard 2- They are perplexed concerning the new execution as well as auditing means 3- Slow speed of the gained benefits (companies provide even more important to short term advantages). However, positive gains might show up in long terms. However, most of the advantages gained by the firms are internal 1- Quality improvement 2- Client satisfaction 3- Fewer Complaints 4- Standard Working principles and procedures (Casadesús & Karapetrovic 2005).

There has been a substantial reduction in the assumption of ISO 9000 implementation advantages from 1998 to 2002. ISO 9000 application, as well as maintenance expenses, have significantly decreased in the exact same four-year duration due to the encounter of the individuals entailed in the execution and improvement in sources offered for the establishment of ISO system. Survey outcomes suggest that technology, as well as efficient product development, is essential to supplying feedback to worldwide competitors. (Gotzamani 2005).

Certification to ISO 9000 has a good effect on firm efficiency in every term of export sales. (Psomas & Fotopoulos 2009)&(Masakure et al. 2009)

A research study points out that if the implementation of ISO 9000 is carried out in an appropriate way, it will lead to improved human's wellbeing as well as the enhanced performance of organizational culture, organizational environment and coping approach. ISO 9000 implementation, therefore, leads towards the overall development of the organization (Srivastav 2010, Terziovski & Power 2007).

(Lo & Chang 2007) In this paper did a survey analysis in Taiwan and based on the survey information from certified firms in Taiwan the differences between firms that preserve ISO 9000 certification and firms that do not work in regards to the benefits that firms felt they had obtained from ISO 9000 certification was analyzed. The findings revealed that those licensed firms that maintain ISO 9000 certification obtain more benefits from the standard compared to the firms that do not. The outcomes acquired in the present research do not support the perspective that ISO 9000 accreditation can be anticipated to lead to boosted market share and more competitive edge for the participants over time. This research study also shows that the company' objectives for acquiring ISO 9000 certification has a direct effect on the connection between the acquirement and maintenance of ISO 9000 certification and the acquired benefits.

A research study based on 713 Spanish business organizations was conducted, and this research study suggested that organizations shall not undertake the ISO 9000 certification if they do not have consumers that demand and

force them to do so as the implementation and maintenance costs look higher than the expected benefits. However, few companies from the sample achieved better results after the attainment of ISO 9000 certification the possible reasons for which could be the means of an application or depending on the specific firm situations; the standard can be favourable. It was further suggested that firms should not opt for their suppliers based on their attainment of ISO 9000 certification and considering it as a compulsion as it could possibly create problems for their suppliers that sooner or later will undoubtedly cause increased costs for them. (Martínez-Lorente 2007)

(Zaramdini 2007) In his research work examined the various aspects of the intentions and related benefits of ISO 9001: 2000 certified companies in(UAE) and around 900 accredited UAE companies were analyzed in April 2004 in UAE. The findings suggested that the ISO 9001: 2000 accredited companies have actually embraced the right method when looking for ISO 9000 accreditation since they have concentrated on the possible internal benefits and they preferred internal reasons for certification like process or product improvement rather than considering external factors for adoption. As a result of this approach, certified companies have actually improved their company's overall business performance. The certification to ISO 9001: 2000 has helped the companies in UAE in achieving their top quality targets, so this can justify the high number of accredited firms in the UAE.

3.3. Objectives OF ISO 9000

Since 1987 there has been a great deal of argument on 'Just what is ISO 9000', The writers have actually gone over the basic motive behind the introduction which was to have a system which could be utilized to external quality assurance. It has been seen exactly what is the process involved while registration, during the upkeep of the system.

A design model was prepared whereby certified firms could enhance their performance; for this objective, the author utilized 17 results (from MFM design, Powell 1995, and Grandzol&Gershan 1998). From the answers of the accredited companies on these 17 outcomes, five dimensions of the QMS were identified These Were Business outcomes, employee outcomes, social outcomes, client results and also staff indicators Based on these dimensions' organizations were divided into three different categories. 1-Organizations who are more concerned with employee results and their relevant social concerns. 2- Companies that enhance consumer satisfaction by improving business results. 3- Companies those get more inferior company results due to the quality system (José Tarí & Molina 2002).

There are several reasons highlighted in the literature that why companies adopt ISO 9000.Possible reasons to adopt might be global pressure, companies' requirement to buy products only from certified suppliers, to increase the market share, reduce the cost of (Scrap/ rework) etc. Adopters of ISO 9000 are mostly larger companies who manufacture intermediate goods with lower profits and have a higher advantage as compared to their non-adopter equivalents (Tsekouras et al. 2002)

Statistical analyses were performed on information acquired from an example of 872 licensed Canadian firms. The results show the nature and validity of motivations behind a choice to take on the ISO 9000 criterion play a vital part in the success of the execution procedure as well as the appearance of organizational troubles arising from credentials. Both the ISO 9000 qualification initiatives, as well as TQM methods, boost business competitiveness, which in turn aids to enhance company performance. The implementation of ISO 9000 straight and also favourably affects functional efficiency and also indirectly impacts market performance, in turn, positively affecting business performance. The findings of this research study reveal that there is a consideration as well as a good connection between the supervisor s motives for embracing ISO 9000 qualification and also business performance. ISO 9000 application, as well as maintenance expenses, have substantially lowered in the same four-year duration due to the encounter of the individuals entailed in the implementation and renovation in resources readily available for the establishment of ISO system. 1)Results show that credentials to ISO 9000 have a positive effect on company efficiency in terms of export sales. (Boiral & Roy 2007)

3.4. ISO & Performance

Sr#	Author	Dimension	Effects
1	(Candido et al. 2016)	Financial	No Effect
2	(Chatzoglou et al. 2015)	Financial	Positive
3	Psomas & Kafetzopoulos(2014)	Financial	Positive
4	(Fatima 2014)	Financial	Positive: For large & Medium but not for Small Companies
5	Gómez et al. (2013)	Financial + Operational	Positive
6	(Psomas et al. 2013)	Operational + Financial	Positive with Operational
7	(Mohd Zulkifli Mokhtar 2012)	Financial	Positive
8	(Pantouvakis & Dimas(2010)	Financial	Positive
9	(Masakure et al. 2009)	Operational	Positive, But Motivation does matters
10	(Nair and Prajogo 2009)	Business Performance	Positive
11	(Psomas & Fotopoulos 2009)	Operational + Financial	Positive with Operational
12	(Benner & Veloso 2008)	Financial	No effect on the late adopter

13	(Jang & Lin 2008)	Operational + Market Performance	Positive (Operational) Indirect (Market Share)
14	(Bayati & Taghavi 2007)	Operational	Positive
15	(Lo & Chang 2007)	Operational	Positive
16	(Martínez-Lorente 2007)	Operational + Financial	Negative
18	(Zaramdini 2007)	Operational	Positive
19	Naveh & Marcus (2007)	Financial	Positive
20	(Han et al. 2007)	Business Performance	No effect
21	(Poksinska et al. 2006)	Operational	Negative
22	(Terlaak & King 2006)	Operational	Positive but for Larger Firms
23	(Gotzamani et al. 2006)	Production Process, company result, customer satisfaction, personal motivation, and investment	No effect unless there is motivation
24	(Sharma 2005)	Operational + Financial	Indirect: Operational efficiency leads to positive financial performance
25	(Corbett et al. 2005)	Financial	Positive
26	Naveh & Marcus (2004)	Financial	Positive
27	(Martínez-costa 2004)	Operational + Financial	No effect if TQM is implemented first
28	(Chow-Chua et al. 2003)	Financial	Positive
29	Heras et al. (2002a, b)	Financial	No Effect
30	Nicolau & Sellers (2002)	Market Share	Positive
31	Beirão & Cabral (2002)	Financial	Positive
32	(Wayhan et al. 2002)	Financial	Limited and dissipate over time
33	(Gotzamani & Tsiotras 2002)	Operational	Positive
34	(A.m. Lima M. et al. 2000)	Financial	No Effect
35	(Tord Häversjö 2000)	Financial	Positive
36	(Dick 2000)	Business Performance	Positive
37	Terziovski et al. (1997)	Financial	No effect

Higher quality within an organization has a good association with increased and better business performance, yet firms having ISO 9000 accreditation don't show any positive impact on a company's business performance. One of the research revealed that there is a substantial and positive relationship that exists between the manager 's objectives for adopting ISO 9000 certification as well as business performance. (Terziovski et al. 2003)

Through a testimonial of the common and affiliated literary works, a set of six administration practice constructs (administration policies, strategies and also activities, emphasis on consumers, qualified staff members, dependable vendors, sound communication system as well as stable procedures) were identified. The market response to ISO 9001:2000 credentials is significantly much better than the response to ISO 9000:1994 as requirements restored focus on customer fulfilment as well as links to the concepts of TQM, the.

Second, we explore just how companies' technical coherence moderates the efficiency advantages of ISO 9000 methods. Preliminary tests of an alternative effect of ISO 9000 on functional efficiency do not produce significant outcomes.

The outcome revealed that neither ISO 9000 neither TQM has a substantial straight good connection with company efficiency. A study was carried out to fulfil the gap between management practices relevant to ISO 9000 and performance associations. As per the standard's review and the relevant literature, a collection of 6 management practices and three performance dimensions were determined. These connections were settled into the design and also empirically checked with information from 418 Australian firms, which were ISO 9000 registered. Only two from 12 hypothesized associations were not supported in general; this study defined the function of stakeholders as well as reveals precisely how they connect with the salient facets of the ISO 9000 criterion. (Singh 2008)

A research was carried out to examine the financial value of succeeding generations of the ISO 9000 certification by exploring the returns on equity of 204 organizations accredited in between 1999 to 2002. Moreover, this study also analyzes the economic impacts of ISO 9001:2000 as compared to the 1994 version of the standard that is being replaced. No significant changes in overall stock prices were observed. The market's global response to ISO 9001:2000 accreditation was dramatically much more favorable compared to the reaction to ISO 9000:1994 as the newer version of the standard restored focus on customer satisfaction and also links to the concepts of TQM, market might view ISO 9001:2000 as a feasible order winner instead of just an order qualifier. Moreover, the marketplace had not responded to statements of ISO 9002:1994, perhaps as a result of its minimal scope related either to production activities and installation tasks. (McGuire & Dilts 2008)

(Benner & Veloso 2008) In their paper used longitudinal panel data on ISO 9000 practices for companies in the auto distributor industry to research two new concerns associated with the fostering of process administration practices. It was found that, as the majority of firms within a sector embrace ISO 9000, late adopters no much longer obtain economic advantages from these techniques. Second, it was also discovered just how companies' technical coherence moderates the efficiency benefits of ISO 9000 techniques.

A research was carried out on 198 Greek companies having ISO 9001:2008 certification so as to confirm and examine the performance dimensions mirroring ISO 9001 positive aspects in service companies and determining their associations. According to this study, four sizes related to performance that reflected ISO 9001 certification benefits were extracted and confirmed, which were product or service top quality, market performance, financial performance and operational performance of the firm. So this study claimed that ISO 9001 does have an impact on organizational performance. (Mokhtar & Muda 2012, Psomas et al. 2013).

The benefits and also improvements provided by ISO 9001 certification within services provided by Italian LGOs were assumed and then examined. This research showed that the ISO 9001 implementation in Italian public federal government organizations enhanced the satisfaction of their citizens'. A much less expected outcome is that ISO 9001 in LGOs did not improve performance dimensions such as internal communications as well as teamwork. Another result of this study is that ISO 9001 has actually not enhanced efficiency performances such as reductions in overall costs. (Chiarini 2016)

3.5. Registration of ISO 9000

Enrollment, as rehearsed in the U.S., is the evaluation of an association's quality framework by a quality framework enlistment centre. Affirmation (utilized reciprocally with registration) of the association is achieved when the recorder regards the quality framework satisfactory and in consistency with ISO 9000 framework rules and necessities.

When discussing ISO 9000 enrollment, it is critical to comprehend the importance of first gathering, second gathering, an outsider. First gathering alludes to the provider or merchant organization that looks for consistency with ISO 9000 STANDARDS. Second gathering alludes to the client or the association whose needs should be met by its providers. Outsider alludes to the outside association which conducts quality framework appraisals to guarantee that they agree to the proper models. To choose if an association's quality framework is adequate, a review group from the outsider enroll plays out an on-location review. The goal is to assess the central party office's consistency with ISO 9000 arrangement principles. Note that the quality framework used to deliver the item winds up confirmed, not simply the thing. Additionally, an association ought to understand that the elucidation of what is required to adjust it ISO 9000 Standard fluctuates with each enlists.

On the off chance that the quality framework complies with the enrol's translation of the norms, the association ends up confirmed to the suitable ISO 9000 Standard model. Confirmation to the specific standard relies upon the sort and extent of the association, s business. Outsider registers are approved through a leaser. In the U.S, the recorder accreditation board (RAB) certifies associations as quality framework enlistment centres. The RAB is a free associate of the ASQC. In December 1991, ANSI concurred, with ASQC, TO Subcontract the administrations of the RAB to be in charge of enrollment inside the U.S. The most important choice the provider needs to make in regards to enlistment is to pick a recorder who will best satisfy its association needs.

Although these criteria are critical, some could really compare to other people. Firms ought to know that as of now no broad assertion exists between outsider enlistment centres in the U.S. what's more, their European partners. This is essential if a U.S. organization wishes to work together in the EC. By and by, some U.S. enlistment centres have made concurrences with European partners to perceive each other's' accreditations as legitimate. These assertions are known as Memoranda of Understanding (MOU). This implies providers looking for enrollment can get numerous enlistments dependent on a solitary quality framework appraisal.

3.6. Cost of ISO 9000 Registration

Mostly, the way to accomplishment in getting to be enrolled in the ISO 9000 principles lies in the association's documentation.

As a standard guideline, an office of around 100 individuals wishing to enlist to ISO 9002 could most likely be evaluated by two individuals in two days, contingent upon how perplexing or specialized its items are (Profile of ISO 9000, 1992). The expense of a reviewer, all things considered, is \$1,500 every day in addition to costs. There are additionally planning and pre-review charges that commonly signify a few a great many dollars. These expenses take care of the expenses auditing the quality manual before the visit and of composing letters concerning the customer's remedial activities with respect to resistance after the appointment.

A complete expense of around \$25,000 to \$50,000 for the previously mentioned speculative office isn't an absurd gauge. Once more, this is just the total enlistment cost and does exclude any interior organization expenses, or outer specialists' expenses brought about to convey the organization up to principles. As noted, when affirmed, follow-up reviews are led at regular intervals to one year. The loss of keeping up accreditation falls in the scope of \$2,500 to \$5,000 per enlistment centre visit. Re-confirmation (following three years) expenses cost around 66% of the underlying enlistment).

Numerous organizations utilize outer specialists in getting ready for enlistment. In a study of 300 North American ISO, 9000 counselling associations directed by the National ISO 9000 Support Group, the reasonable expense of an advisor was \$939.50 every day. This expense is higher for experts who have been effective in getting a customer enlisted and bring down for specialists who have not yet observed this achievement.

4. Conclusion

This paper provides a literature evaluation at the ISO 9000 standards and their advantages. On the premise of this analysis, the research paper proposes several thoughts about resemblances and variances, integration, cataloguing of blessings, and the choice impact. Therefore, on this discipline, these standards specific clear benefits on particular topics, along with customers and different stakeholders, personnel, systematization, efficiency, which shows that, in standard phrases, licensed corporations beautify people, operational and stakeholder and basic performance. Only a few certified corporations do better than non-licensed firms concerning economic overall performance. Therefore, even though the standards do engender internal and outside benefits, and therefore lots of them have a fantastic effect upon humans, operational problems and stakeholders, the connection between these requirements and monetary overall performance isn't so vibrant.

References

- A.m. Lima M., M., Resende, M. & Hasenclever, L., 2000. Quality certification and performance of Brazilian firms: an empirical study. *International Journal of Production Economics*, 66(2), pp.143–147.
- Babatunde, Y. & Phen, L.S., 2015. TQM Implementation through ISO 9001: findings from chines construction firms in Nigeria. *Journal of Managerial Psychology*, 27(6), pp.671–682.
- Bayati, A. & Taghavi, A., 2007. The impacts of acquiring ISO 9000 certification on the performance of SMEs in Tehran. *The TQM Magazine*, 19(2), pp.140–149.
- Benner, M.J. & Veloso, F.M., 2008. ISO 9000 practices and financial performance: A technology coherence perspective. *Journal of Operations Management*, 26(5), pp.611–629. Available at: <http://dx.doi.org/10.1016/j.jom.2007.10.005>.
- Boiral, O. & Roy, M.-J., 2007. ISO 9000: integration rationales and organizational impacts. *International Journal of Operations & Production Management*, 27(2), pp.226–247.
- Candido, C.J., Coelho, L.M. & Peixinho, R., 2016. The financial impact of a withdrawn ISO 9001 certificate. *International Journal of Operations & Production ...*, 36(1), pp.23–41.
- Casadesús, M. & Karapetrovic, S., 2005. Has ISO 9000 lost some of its lustre? A longitudinal impact study. *International Journal of Operations & Production Management*, 25(6), pp.580–596.
- Chatzoglou, P., Chatzoudes, D. & Kipraios, N., 2015. The impact of ISO 9000 certification on firms' financial performance. *International Journal of Operations & Production Management*, 35(1), pp.145–174.
- Chiarini, A., 2016. *International Journal of Quality & Reliability Management*. *International Journal of Quality and Reliability Management*, 33(3).
- Chow-Chua, C., Goh, M. & Wan, T.B., 2003. Does ISO 9000 certification improve business performance? *International Journal of Quality & Reliability Management*, 20(8), pp.936–953.
- Curkovic, S. & Pagell, M., 1999. A critical examination of the ability of ISO 9000 certification to lead to a competitive advantage. *Journal of Quality Management*, 4(1), pp.51–67.
- Dick, G.P.M., 2000. ISO 9000 Certification Benefits, Reality or Myth? *The TQM Magazine*, 12(6), pp.365–371. Available at: <http://kar.kent.ac.uk/23474/>.
- Dick, G.P.M., Heras, I. & Casadesus, M., 2008. Shedding Light on the Causation Between ISO 9001 and Improved Business Performance. *International Journal of Operations & Production Management*, 28(7), pp.687–708. Available at: <http://dx.doi.org/10.1108/01443570810881811>.
- Gotzamani, K.D., 2005. The implications of the new ISO 9000:2000 standards for certified organizations: A review of anticipated benefits and implementation pitfalls. *International Journal of Productivity and Performance Management*, 54(8), pp.645–657.
- Gotzamani, K.D., Theodrakiglo, Y.D. & Tsiotras, G.D., 2006. A Longitudinal study of the ISO 9000(1994 series' contribution towards TQM in Greek industry. *The TQM Magazine*, 18(1), pp.44–54.
- Gotzamani, K.D. & Tsiotras, G.D., 2002. The true motives behind ISO 9000 certification: Their effect on the overall certification benefits and long term contribution towards TQM. *International Journal of Quality & Reliability Management*, 19(2), pp.151–169.
- Han, S.B., Chen, S.K. & Ebrahimpour, M., 2007. The Impact of ISO 9000 on TQM and Business Performance. *Journal of Business and Economic Studies*, 13(2).
- Huo, B., Han, Z. & Prajogo, D., 2014. The effect of ISO 9000 implementation on flow management. *International Journal of Production Research*, (May), pp.1–15. Available at: <http://www.tandfonline.com/doi/abs/10.1080/00207543.2014.895063>.
- Jang, W.-Y. & Lin, C.-I., 2008. An integrated framework for ISO 9000 motivation, depth of ISO implementation and firm performance: The case of Taiwan. *Journal of Manufacturing Technology Management*, 19(2), pp.194–216.

- José Tarí, J. & Molina, J.F., 2002. Quality management results in ISO 9000 certified Spanish firms. *The TQM Magazine*, 14(4), pp.232–239. Available at: <http://www.emeraldinsight.com/doi/abs/10.1108/09544780210429843>.
- Lewis, W.G., Pun, K.F. & Lalla, T.R.M., 2006. An empirical investigation of the hard and soft criteria of TQM in ISO 9001 certified small and medium-sized enterprises. *International Journal of Quality & Reliability Management*, 23(8), pp.964–985.
- Lin, C.-I. & Jang, W.-Y., 2008. Successful ISO 9000 implementation in Taiwan: How can we achieve it, and what does it mean? *International Journal of Productivity and Performance Management*, 57(8), pp.600–622.
- Martínez-Costa, M., Martínez-Lorente, A.R. & Choi, T.Y., 2008. Simultaneous consideration of TQM and ISO 9000 on performance and motivation: An empirical study of Spanish companies. *International Journal of Production Economics*, 113(1), pp.23–39.
- Martínez-Lorente, M.M.-C.Á.R., 2007. “A triple analysis of ISO 9000 effects on company performance.” *International Journal of Productivity and Performance Management*, 56(5/6), pp.484–499. Available at: <http://dx.doi.org/10.1108/17410400710757150>.
- Masakure, O., Henson, S. & Cranfield, J., 2009. Standards and export performance in developing countries: Evidence from Pakistan. *The Journal of International Trade & Economic Development*, 18(3), pp.395–419. Available at: <http://dx.doi.org/10.1080/09638190902986538>.
- McGuire, S.J. & Dilts, D.M., 2008. The financial impact of standard stringency: An event study of successive generations of the ISO 9000 standard. *International Journal of Production Economics*, 113(1), pp.3–22.
- Mokhtar, M.Z. & Muda, M.S., 2012. Comparative study on performance measures and attributes between ISO and non-ISO certification companies. *International Journal of Business and Management*, 7(3), pp.185–193. Available at: <http://www.ccsenet.org/journal/index.php/ijbm/article/view/12281>.
- Psomas, E. & Pantouvakis, A., 2015. ISO 9001 overall performance dimensions: an exploratory study. *The TQM Journal*, 27(5), pp.519–531.
- Psomas, E.L. & Fotopoulos, C. V., 2009. A meta-analysis of ISO 9001:2000 research – findings and future research proposals. *International Journal of Quality and Service Sciences*, 1(2), pp.128–144.
- Psomas, E.L., Pantouvakis, A. & Kafetzopoulos, D.P., 2013. The impact of ISO 9001 effectiveness on the performance of service companies. *Managing Service Quality*, 23(2), pp.149–164. Available at: <Go to ISI>://WOS:000316160100004\http://www.emeraldinsight.com/journals.htm?issn=0960-4529&volume=23&issue=2&articleid=17083568&show=pdf.
- Sharma, D.S., 2005. The association between ISO 9000 certification and financial performance. *International Journal of Accounting*, 40(2), pp.151–172.
- Singh, P.J., 2008. An empirical assessment of ISO 9000 related management practices and performance relationships. *International Journal of Production Economics*, 113(1), pp.40–59.
- Srivastav, A.K., 2010. Impact of ISO 9000 implementation on the organisation. *International Journal of Quality & Reliability Management*, 27(4), pp.438–450. Available at: <http://www.emeraldinsight.com/10.1108/02656711011035138>.
- Terlaak, A. & King, A.A., 2006. The effect of certification with the ISO 9000 Quality Management Standard: A signaling approach. *Journal of Economic Behavior and Organization*, 60, pp.579–602.
- Terziovski, M. & Power, D., 2007. Increasing ISO 9000 certification benefits: a continuous improvement approach. *International Journal of Quality & Reliability Management*, 24(2), pp.141–163.
- Tsekouras, K., Dimara, E. & Skuras, D., 2002. Adoption of a quality assurance scheme and its effect on firm performance: A study of Greek firms implementing ISO 9000. *Total Quality Management*, 13(6), pp.827–841.
- Wayhan, V.B., Kirche, E.T. & Khumawala, B.M., 2002. ISO 9000 certification: The financial performance implications. *Total Quality Management*, 13(2), pp.217–231.
- Zaramdini, W., 2007. An empirical study of the motives and benefits of ISO 9000 certification: the UAE experience. *International Journal of Quality & Reliability Management*, 24(5), pp.472–491.
- Joubert, B., ISO 9000: international quality standards. *Prod. Inventory Mgmt J.*, 1998, 39, 60–65.
- Kartha, C.P., ISO 9000:2000 quality management systems standards: TQM focus in the new revision. *J. Amer. Acad. Bus.*, 2002, 12, 1–6.
- Van der Wiele, T., Dale, B. and Williams, R., Business improvement through quality management systems. *Mgmt Dec.*, 2000, 38, 19–23.