บทคัดย่อ

การศึกษาผลสัมฤทธิ์ของระบบคุณภาพขององค์กรที่ได้รับการรับรองมาตรฐาน ISO 9000 เขตนิคมอุตสาหกรรมภาคเหนือ จังหวัดลำพูน

2544

1) ISO 9000

2) ISO 9000

3) QMR

17 Internal auditor 170

ISO 9000

(SPSS for Windows)
4.14
(corrective & preventive action)

4.9
(process control)
5, KAIZEN, QCC

ISO 9000                Top down
ABSTRACT

Abstract of thesis submitted to the Graduate School Project of Maejo University in partial fulfillment of the requirements for the degree of Master of Business Administration in Business Administration

THE STUDY ON QUALITY SYSTEM EFFECTIVENESS OF ISO 9000 CERTIFIED COMPANIES IN NORTHERN REGION INDUSTRIAL ESTATE, LUMPHUN PROVINCE

By
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OCTOBER 2001

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The purposes of this research were to study: 1) the strengths and weaknesses after ISO 9000 was established as the quality management system; 2) the severity of consequences arising from implementing the quality system after ISO 9000 Certification in the areas of quality policy, participation, and customer satisfaction; 3) the feasibility of solving problems to enable continuous implementation of ISO 9000.

The data were collected from questionnaires completed by group members of 17 Quality Management Responsibility (QMR) and 170 internal auditors from ISO 9000 certified companies in the northern region industrial estate, Lumphun province, and analyzed with the use of the SPSS/PC. The findings were as follows:

After establishing ISO 9000 as the quality management system, the main strengths in terms of working performance were accommodation to work, clearly understanding job instructions, eliminating unnecessary jobs, higher working skills, on-
time delivery of products for customer needs and taking fast action after finding the problems. The main strengths in the area of quality were higher product quality, faster and easier improvements to product quality, and decreases in customer claims and defective ratio. The main strengths in the area of customer satisfaction were an improvement to the company's image, and increased customer satisfaction with products and services. The surveyed group was not able to give an opinion on the weakness of establishing ISO 9000 as the quality management system. However, they also agreed that changing and improvement have to take more time because of the quality document system which increases work qualities and high cost to maintain the system.

The most severe consequences to quality policy of implementing the ISO 9000 quality management system were the communication problem between local and foreign executive management, the differences between foreign and local management cultures and policies. However, the problem was at a moderate level. The study also revealed that ISO 9000 requirement no.4.14 corrective and preventive action, and no.4.9 - process control were the most severe consequences while implementation. The most severe consequences of the factors of the participation was that the implementation of ISO 9000 quality management systems needed coordination from all departments; the audit timing between auditors and auditees difficult to match. Moreover, operators did not view ISO 9000 as regular work so they do not continuously implement the standards. The most severe consequences of the factors of customer satisfaction were that the staff were not following the quality documents and had some difficulty in coordination during internal audits.

Possible solutions for overcoming the quality management policy problems were training employees to improve their skills, and applying continuous improvement activities such as 5S, KAIZEN, and QCC. Possible solutions for participation problems were frequently meeting for ISO 9000 implementation and problem follow up, motivating the executive management by using a top down system, delegating authorization to QMR, and frequently reviewing the quality document.