

THE IMPACT OF ISO 9001 QUALITY MANAGEMENT SYSTEM IMPLEMENTATION ON EMPLOYEES: A CASE STUDY OF MINISTRY OF CIVIL SERVICES IN OMAN

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Abstract

The concept of quality management has gained a wide recognition in both private and public organizations. As organizations seek to enhance their image, brands and competitive advantage, quality has been the centre of focus in their efforts. Government organizations mainly adopt quality management systems to enhance the quality of services delivered to customers. Over time, the Omani government has conducted various workshops that aimed at promoting Total Quality Management (TQM) and quality management systems ISO 9001 implementation in government organizations in order to improve their management systems, employee performance and quality of services provided to customers. This study aims to assess the impact of the implemented ISO 9001 Quality Management System (QMS) had on employee performance of Omani civil organizations, using the Ministry of Civil Services as a case study. The Ministry of Civil Services has been recognized as an ISO 9001 QMS certified institution since 2008. This study used a quantitative research method, focusing on questionnaires as a data collection instrument, random sampling methodology applied to select respondents which was a total of two hundred twenty employees and the results were analyzed through tabulation and SPSS. The findings of this research contribute to the body of literature on the impacts of

ISO 9001 QMS implementation in service organizations, as the study results shows significant impact on employee performance, the implemented Quality Management System (QMS) ISO 9001 is strongly recommended to be implemented by all Omani Civil Organisations.

Keywords: Quality Management System ISO 9001, Ministry of Civil Services, Omani Civil Organisations, Employee performance

INTRODUCTION

The public sector and other civil organizations play a very important role in providing basic services to citizens and customers. These services include education, public health services, transport, or security (Ramakrishnan and Bloemraad, 2008). Given the importance of such services in the daily lives of citizens, quality is imperative. As such, most governments across the world are constantly undertaking measures to manage and enhance quality and reassure their citizens that their needs and national concerns are well understood and shall be taken care of effectively. However, the demands of the citizens seem more than the governments can provide, keeping governments in a continuous attempt to improve their performance in different sectors (Common, 2008). Quality management systems and frameworks, such as the ISO 9001 have been and continue to be adopted by different nations across the world in an effort to promote quality in the public sector and civil organizations. These frameworks provide guidelines on how the public sector and civil organizations should organize themselves and effectively manage the available resources and processes to deliver quality and focus on continual improvement where necessary (Dale and Newman, 2010).

ISO 9001 is an internationally recognized quality management tool which offers guidelines for continued improvement on processes (To *et al*, 2012). The tool is focused on meeting the expectations of citizens and customers. It evaluates the effectiveness of a sector's quality management tools and forces the sector to identify and make improvements. Despite the worldwide recognition of the ISO 9001 quality management tool, it has not yet been adopted in all organizations across the world (Leopoulos *et al.*, 2010).

The government of Oman has been at the forefront of initiating quality assurance systems in its public sector to improve the services offered to the citizens and other customers. Overall, there are 63 organizations in the Omani nation, out of which 38 are civil services organizations, which are managed through the council of ministers to promote smooth governance and improve the quality of services provided to the community (Common, 2008). Some of these organizations have made attempts to adopt and to implement quality

management systems and best practices throughout the past decade. Some of the organizations within the country have been ISO 9001 certified, while others still use general management systems. Despite the many efforts of the Omani government to improve the quality of services offered in civil organizations, some of these services are still considered poor (Kumar Sharma et al, 2013). There are a small number of civil organizations that implement a quality management system and the government has not effectively followed up to ensure that all organizations conform to the required quality standards. Since 2008 up until 2015, the Ministry of Civil Services was the only public organization certified under ISO 9001 (Common, 2008). In 2015 the Ministry of Regional Municipalities and Water Resources certified for ISO 9001 as a second organization, and in 2016 the Ministry of Transport and Communications became ISO 9001 certified.

For over a decade, the government of Oman has conducted workshops that focus on the importance of implementing quality management approaches in its civil organizations (Kumar et al, 2013). This is to improve the manner in which services are offered by governmental and non-governmental organizations to the community. However, quality management systems have previously not been adopted effectively by most of the civil organizations in Oman. Additionally, there are few enhancement instruments adopted to address the delay in services and processes in the organizations to meet the expectations and requirements of consumers (Dale and Newman, 2010). This indicates that substandard services are provided to the community. The economic arena has become quite competitive and urgent changes are required in almost all the sectors to propel any country to the desired economic prowess. As competition intensifies, quality has increasingly become a defining factor for nations and regions that are committed to maintaining a lead in the global economy. Being among the emerging economies in the world, it is thereby imperative that the Omani government addresses issues concerning the quality of services offered to its citizens in different sectors urgently.

A number of studies have focused on the benefits of quality management systems to organizations, particularly the private sector organizations (Common, 2008; Goetsch and Davis, 2014; Hoonakker, P., et al. 2010). However, there is a lack of research specifically assessing the factors of the impact of implemented quality management system (ISO 9001) in employee and organizations performance in the Omani civil organisations. This dissertation is thereby important for examining the Impact of ISO 9001 Quality Management System implementation on employees' performance of Omani government civil organizations. As Ministry of Civil Services is ISO 9001 certified organization since 2008 it has been selected as a case for this study.

The general objective of this study is to assess the impact of the implemented ISO 9001 Quality Management System on employee performance of Ministry of Civil Services in Oman. There are specific objectives such as:

- To determine whether management commitment has a positive impact on employee performance.
- To determine if internal communication has a positive impact on employee performance.
- To assess whether working environment has a positive impact on employee performance.
- To assess if capacity enhancement has a positive impact on employee performance.

LITERATURE REVIEW

From the literature review the initial ideas on quality originated from the United States in the 1920s as Taylor attempted to construct the quality of industrial products (Neyestani, 2017). On the other hand it is understood that different groups and individuals understand quality in different ways (Pun and Yiu, 2017), this is rationale for varied definitions of the term by different scholars (Goetsch and Davis, 2014) and (Schaltegger and Wagner, 2017). While some understand quality in terms of the fitness of the end product to serve consumer needs, others consider it in the entirety of processes involved in the production of the service or product. The complexity around the understanding of the concept of quality has a significant influence in establishing quality management systems as it determines the goals of the organizations while adopting the system. Consequently, quality standards and management systems should be set within specific contexts to serve the interests of stakeholders within the context (Almklov and Antonsen, 2010). This paper thereby acknowledges the possible influence of varied conceptions of quality on the responses provided by participants. Secondly, the review indicates that there is lack of consensus on the impact of quality management on the performance of organizations. However, there is a general agreement on the impact of quality on customer satisfaction (Almklov and Antonsen, 2010). Based on this observation, this study shall assess the impact of quality management system ISO 9001 in civil organizations from Ministry of Civil Services staff's point of view. This will offer a broader picture of the impact and benefits of quality management systems and the possible influence of stakeholder attitudes towards adoption and implementation.

Additionally, the public service sector and civil organizations are more service-oriented unlike the private sector which is more product oriented (Zimmer and Priller, 2013). Review of the literature indicates that it is complex to measure the quality of a service. Additionally, many

quality management systems emerge within the private sector. This creates a possibility of challenges when transferring them to the public sector. The sultanate of Oman has made strong attempts to promote quality within various government and non-governmental organizations through promoting quality assurance and quality management systems within the institutions. Yet, there are still concerns over the quality of services provided to the community by some of the civil organizations within the nation. These observations provide a guide in the development of research questions for this study as there is need to determine the impact of the implemented ISO 9001 Quality Management System on employee performance of the Ministry of Civil Services in Oman.

RESEARCH METHODOLOGY

The research framework has been adopted for the literature (Fatma, 2015) and designed by the authors who describe the relationship between the dependent and independent variables. The dependent variable in this study is the employee's performance and the independent variables are the quality management systems four elements as per the research framework in figure 1.

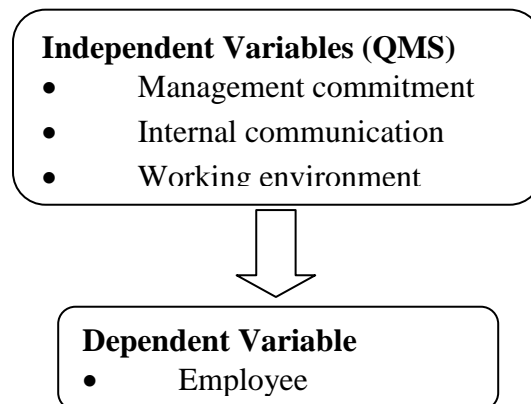


Figure 1. Research Framework

The primary research question that this study seeks to address is; "Does implementation of ISO 9001 Quality Management System has impact on employees' performance of Ministry of Civil Services in Oman?" There are various hypotheses that have been formulated for this study. The data collected and the analysis performed will thus seek to test whether the hypotheses are positive or negative. The hypotheses include the following;

- Hypotheses 1 – Management commitment has a significant positive impact on employee performance.

- Hypotheses 2 – Internal communication has a significant positive impact on employee performance.
- Hypotheses 3 – Working environment has a significant positive impact on employee performance.
- Hypotheses 4 – Capacity enhancement has a significant positive impact on employee performance.

From the literature review, different methods have been used to study the concept of quality management these include qualitative methods, quantitative, correlation and regression analysis and meta-analysis, Denzin and Lincoln (2017) define it as having a multi-method focus, with an interpretive and naturalistic approach to the subject of study and Klenke, (2016) states that qualitative research examines the subject in their natural contexts, aiming to understand or interpret the phenomenon with regard to the meanings attached to them by people. Qualitative research entails describing specific situations in details using research tools such as observations, surveys and interviews Saunders et al, (2011). This method is used to gain an understanding of opinions, reasons and motivations without interfering with the context. Creswell (2013) posits that qualitative research offers insights into the nature of the problem and assists in developing hypotheses and laying a foundation for qualitative research. Additionally, this method is important in uncovering specific trends and delving deeper into the nature of the problem through assessing opinions of respondents. It involves focus groups interviews and observation and the sample size is often small.

Due to the nature of the research question, which aims at determining the impact of the implementation of ISO 9001 Quality Management System (QMS) on employees' performance of the Ministry of Civil Services in Oman from the staffs' point of view, survey research strategy used in this study with quantitative approach to find out specific patterns and formulate facts on the impact of QMS. The questionnaire designed to be user friendly and easy to be filled as it is divided into two sections. Section A covering the demographic questions related to the respondents profile and section B covering the Quality Management System elements and main functions of QMS as showing in Table 1 below. The questionnaire translated into Arabic language for distribution as the ministry of civil services employee and system language is the Arabic.

Table 1: Questionnaire Design

Section A	Section B
Demographic (Respondents Profile)	Quality Management System
<ul style="list-style-type: none"> • Gender (male or female), • Current position (Staff, Section Head, Manager, Deputy Manager, General Manager) • Years of Experience (Less than 1 year, 2 - 5 years, 6 – 9 years, Over 9 years) 	<ul style="list-style-type: none"> • QMS Elements: <ul style="list-style-type: none"> ✓ Management commitment ✓ Internal communication ✓ Working environment ✓ Capacity enhancement • Employee Performance • Main functions of QMS

The study take place in the Ministry of Civil Services in Omani government; which is ISO 9001 certified since 2008. As Ministry of Civil Services is the only civil organizations in Oman achieved ISO 9001 certification for more than nine years since 2008 it has been considered the study population because of its Quality Management System maturity level as it is higher than the organizations certified for ISO 9001 QMS on 2015 and 2016. The total number of staff members in Ministry of Civil Services is 404 employees (Annual statistic report, 2014).

The sample size calculated from the total research population using the Creative Research Systems online calculator. The research sample randomly selected from all levels of employees such as lower levels staff and higher levels staff of ministry of Civil Services in the Sultanate of Oman which is an ISO 9001 Quality Management System certified organization for all activities. The sample size include normal staff, section heads, deputy managers, mangers and general managers which calculated using the Creative Research Systems (<http://www.surveysystem.com/sdesign.htm>) online calculator which using the below formulas:

$$SS = \frac{Z^2 * (p) * (1-p)}{c^2}$$

Where, Z = Z value (e.g. 1.96 for 95% confidence level)

p = percentage picking a choice, expressed as decimal (.5 used for sample size needed)

c = confidence interval, expressed as decimal (e.g., .04 = ±4)

Bryman and Bell (2015) posit that a sampling method should give equal chance to all eligible participants and should be limited only based on the targeted size. All level of staff included in the study sample size randomly selected to ensure that they have the required knowledge to respond to the questions concerning quality management systems requirements

as per ISO 9001. As well as the participants are randomly selected from the organization all levels of staff as they are involved on the day to day activities in the organization and they are implementing and integrating the QMS requirements in order to deliver a quality service to customers. Furthermore, to ensure that the people included truly impacted by the implemented Quality Management System ISO 9001 in the Ministry of Civil Services.

From the use of the above research sampling calculation methods, the sample size for this study out of the populated staff from Ministry of Civil Services (404) is 220 staffs. However, Hertzog (2008) cautions that this is not a simple or straight forward issue to resolve because these types of studies are influenced by many factors. Nevertheless, Isaac and Michael (1995) suggested 10 to 30 participants; Hill (1998) suggested 10 to 30 participants for pilots in survey research; Julious (2005) in the medical field and van Belle (2002) suggest 12 participants; Treece and Treece (1982) recommend 10% of the project sample size. The pilot study sample for this study as calculated from the total sample size of the study population is 20 staffs which is 10% from sample size.

Data are collected through a randomly distribution of questionnaires. Bryman and Bell, (2015) state that the questionnaires should incorporate both open ended and closed ended questionnaires in order to collect both qualitative and quantitative data. Close ended questions shall be included in the questionnaire to activate the concept of quality and ease preliminary analysis (Saunders et al, 2011). The questions allows for calculation of percentage and statistical percentages based on the fact that the answers are known. The author used in this study a questioner that adopted from the literature as per table 2 below. All the questions are closed ended questions in order to collect quantitative data (Bryman and Bell, 2015). The QMS elements questions included in the questionnaire are linked to a five-point Likert-type scale that was anchored from responses such as strongly disagree, disagree, neutral, agree and strongly agree.

Table 2: Adopted Questionnaire

Question Number	Source	Reliability
4 to 8	Fatma, (2015), The Impacts Of ISO 9001 Quality Management System Implementation On Employees' Performance Of Pension Funds In Tanzania: A Case Of National Social Security Fund (NSSF)	0.795
9	Salah (2014), An assessment of quality management system indicators for the ISO 9001: 2008 certified work organisations in Kuwait	0.898

As aforementioned, data collected through survey questionnaires. Firstly, the Arabic version questionnaires communicated to the managing directors of the organizations with a cover letter. The cover letter outlines the objectives of the study and its importance and seeks permission for conducting the survey which was approved and supported by the General Manager of Quality and Development in the Ministry of Civil Services. Secondly the researcher arranges a specific dates to distribute questionnaires for polite study which are randomly distributed to 20 employees from deferent levels of authorities in the ministry. To fill-up the questioner it takes approximately 20 minutes and target date of one week. All the 20 respondents successfully completed the questionnaire 100% for polite study with no comments for improvements. Thirdly, distribution of the main study questionnaires a total of 200 questionnaires as per the projected sample size randomly distributed to all levels of staff in the Ministry of Civil Services with a target date of two weeks for collection from the distribution date. One handed and ninety eight questionnaires received by the author out of the two hundreds distributed questionnaires with very good response rate which is 99%.

Based on the quantitative methods used in the study, data analyzed using a number of tools. Based on the complexity surrounding the issue of quality, the nature of the data collected shall vary from nominal, ordinal and inverted data. Qualitative data shall be analyzed through description of the content and responses provided to interviews and open-ended questions. Quantitative data on the other hand, shall be analyzed through data tabulations, use of graphs and advanced analytical methods such as SPSS. Tabulations will be done through construction of percentage and frequency distributions (Neuman, 2009). This allows a comprehensive picture of the patterns of responses and the nature of the data collected. Scores from tables shall be entered into SPSS software, which will help to generate graphs and pie, charts which shall offer a clear picture for data interpretation.

Therefore this study data analyzed through data tabulations, use of graphs and advanced analytical methods SPSS V22, descriptive statistics (Value of frequency, Mean and Standard deviation) and inferential statistics (correlation analysis and independent t- test and one way ANOVA and Multiple regression analysis).

FINDINGS

Demographic Characteristics of Respondents

Table 3 below shows that, the pilot study response was 100% and the main study response was 99% out of the projected samples which is a total of 220 from the total study population 404 employee of the Ministry of Civil Services in Oman.

Table 3: Response Rate

Total study population	404 employee
Total distributed questionnaires for main study	200 employee
Responses for main study (Sample size 200)	198 employee (99%)
Total distributed questionnaires for pilot study 10% of the sample projected	20 employee
Responses for pilot study (Sample size 20)	20 employee (100%)

The table below shows the respondents' demographic data which is divided into three variables such as gender, position and years of experience in the Ministry of Civil Services in Oman. The result shows that 68% of respondents are male as the number of males employees is higher than females, 84% are from normal staff positions as they are the majority in any organization and 37% are working in the organization for over 9 years before ISO 9001 Quality Management System implemented in the Ministry of Civil Services and 32 % working for 6 to 9 years. This indicate that the highest presenting 69% of the employee participated in this study are involved in the implementation of ISO 9001 QMS in the Ministry since the starting. As well as it is showing good participation from higher level employee such as general managers, managers, deputy managers and section heads.

Table 4: Demographic Data

Variables		Frequency	Percent (%)
Gender	Male	135	68
	Female	63	32
Position	Staff	167	84
	Section Head	16	8
	Manager	10	5
	Deputy Manager	2	1
	General Manager	3	2
Years of Experience in Ministry	Less than 1 year	4	2
	2 - 5 years	57	29
	6 – 9 years	64	32
	Over 9 years	73	37

Reliability and Validity

The reliability test perform using Cronbach's alpha. Since questionnaires was adopted from literature (Fatma, 2015) and (Salah 2014), the reliability data for the measures of the impact of implemented ISO 9001 QMS in employee performance was satisfactory 0.950 (Table 5).

Table 5: Reliability

Scale	Cronbach's Alpha	N of Items
All Items for Pilot study	0.944	22
All Items for N=198	0.950	

All items were validated by statistical expert using a statistical examination of probability by correlation coefficient. The table below shows there is a significant correlation between employee performance and management commitment, internal communication, working environment and capacity enhancement as all scales have statistical significant correlation with P-value less than (0.05).

Table 6: Validation

Person Correlations N=198		management commitment	Internal communication	Working environment	Capacity enhancement
Employee Performance	Pearson Correlation	0.767**	0.744**	0.758**	0.839**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000

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

The Analysis of Questionnaires

Question 4: You are aware of ISO 9001 QMS implemented in the Ministry? This question emphasizes the employee knowledge in regard to the implemented Quality Management System in the Ministry of Civil Service. The finding as showing in figure 2 below shows that, 63% of the responders strongly agree and agree, which indicate that majority are aware of the implemented ISO 9001 QMS in the ministry of civil services. From these findings, it is evident that 42% of the respondents strongly agree that they were aware that the Ministry of Civil Services is implementing ISO 9001 QMS which is the highest presenting; 21% agree that they are aware; none was neutral, implying that they were either aware or not; 5% disagreed that

they were aware of the Ministry's ISO 9001 quality management system, while 32% strongly disagreed that they were aware of the implemented ISO 9001 within the Ministry. However, this suggests that there is lack of effective communication between the respondents and the Ministry as more awareness might require for its ISO 9001 implementation and certification. As well as this it could be one of the factors that have led to poor employee performances in some cases; employees are not aware of the expectations and requirements that they should meet. Being aware of the ISO 9001 certification requirements of the Ministry would have helped them in understanding the duties and responsibilities that they should implement. It would also have enabled the Ministry to be effective in enhancing employee performance through training and career development programs.

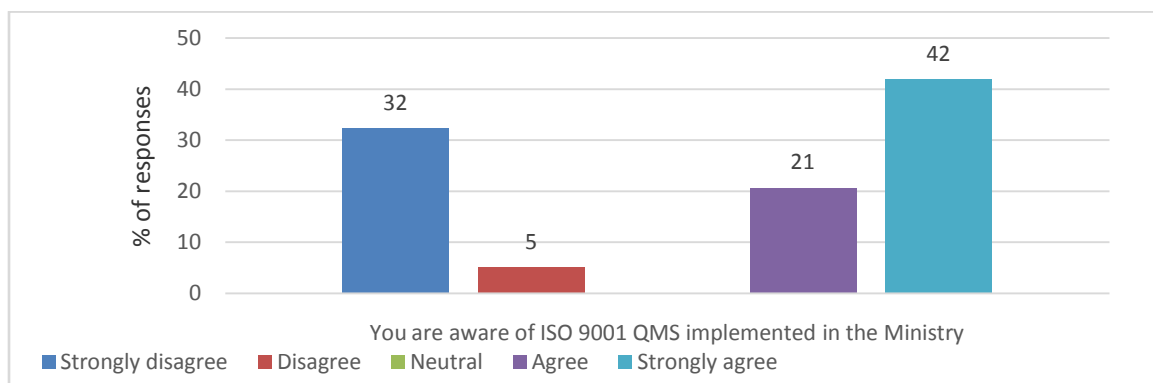


Figure 2: Awareness of ISO 9001 QMS Implementation in the Ministry

Question 5: To what extent do you agree with the following statements regarding effects of ISO 9001 implementation (management commitment) on employee performance? This question indicates the influence of management commitment on employee performance in regard to the implemented Quality Management System in the Ministry of Civil Service. The finding as showing in figure 3 below shows that, 100% of responders strongly agree and agree that management committed to support the quality objectives and policies. However, the management commitment regarding selection, promotion and appointment of staff to position by merit showing 40% are strongly agree and agree, 32% are neutral and only 28% are strongly disagree, this is in the positive direction as the highest presenting are strongly agree 34% with some improvement required related to communication as 32% are neutral. Further, this shows that the Ministry still has room for improvement regarding these functions. The fact that some of the respondents are not convinced of the Ministry's commitment towards the same suggests that its efforts are not efficient, and it should consider improving the same. One of the ways through which this could be done is through enhancing employee performance as well as

implementing ISO 9001 efficiently so as to guide the Ministry in its operations will enhance employee satisfaction and performance improvements.

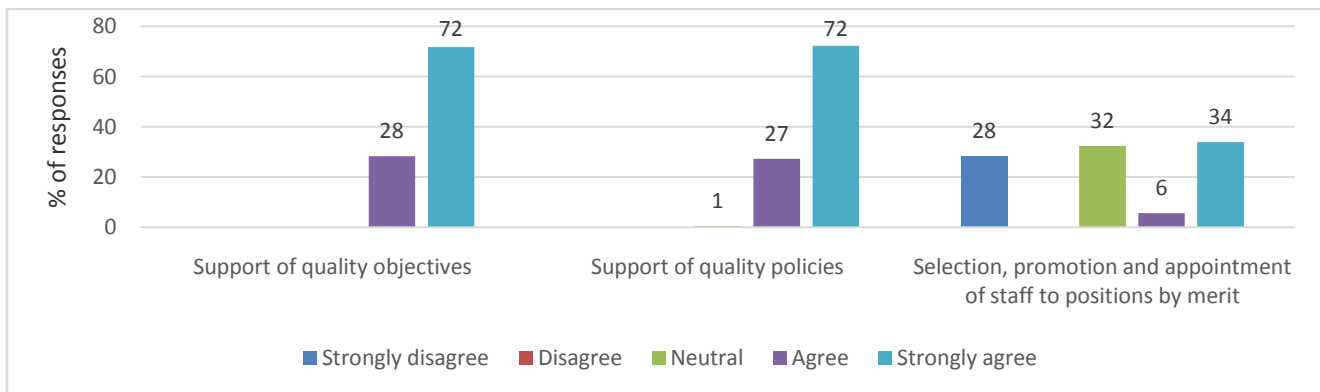


Figure 3: Management Commitment

Question 6: To what extent do you agree with the following statements regarding effects of ISO 9001 implementation (internal communication) on employee performance? This question shows the impact of internal communication on employee performance in regard to the implemented Quality Management System in the Ministry of Civil Service. The finding as showing in figure 4 below shows that, the internal communication process are in place as 95% of responders strongly agree and agree, 99% of responders strongly agree and agree about duties and responsibilities are defined and quality policy communicated. However in regards to employee are encouraged to work in team, 65% of responders strongly agree and agree with some improvement required related to communication as 35% are neutral.

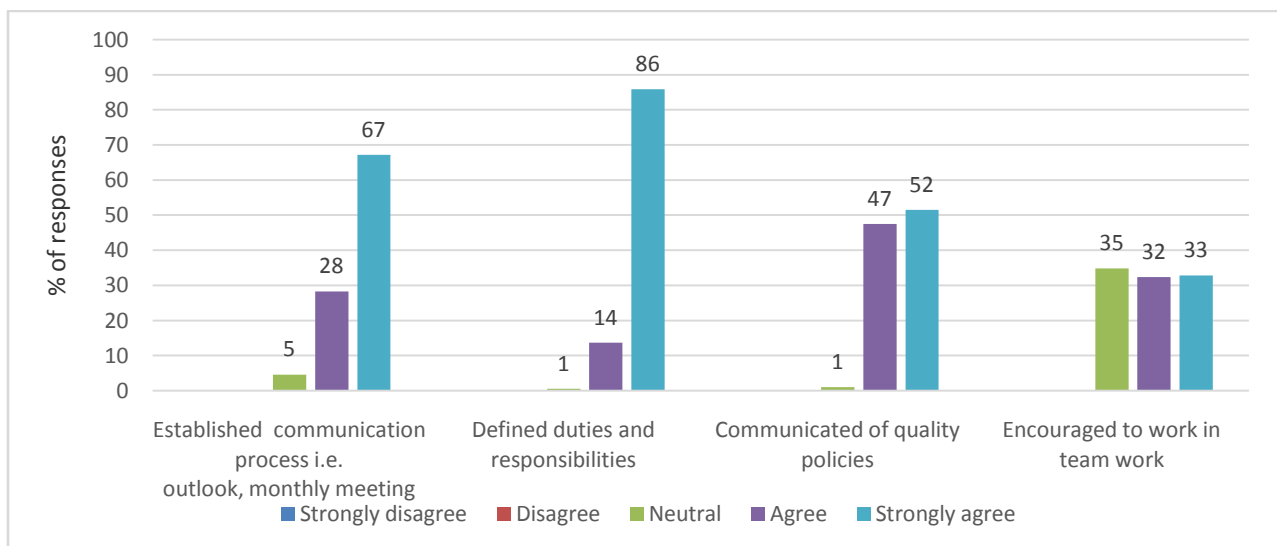


Figure 4: Internal Communication

Question 7: To what extent do you agree with the following statements regarding effects of ISO 9001 implementation (working environment) on employee performance? This question points out the working environment impact on employee performance in regard to the implemented Quality Management System in the Ministry of Civil Service. The finding as showing in figure 5 below shows that, 50% of responders are strongly agree and agree, regarding satisfactory office place and 18% neutral which indicted majority of employee are satisfied about the work environment. 32% of responders disagree and they are not satisfied about the office place. The fact that the lowest percentage of the employees is not satisfied with the working environment could explain to some extent why some of the employee performance within the organization is poor and more investigation required.

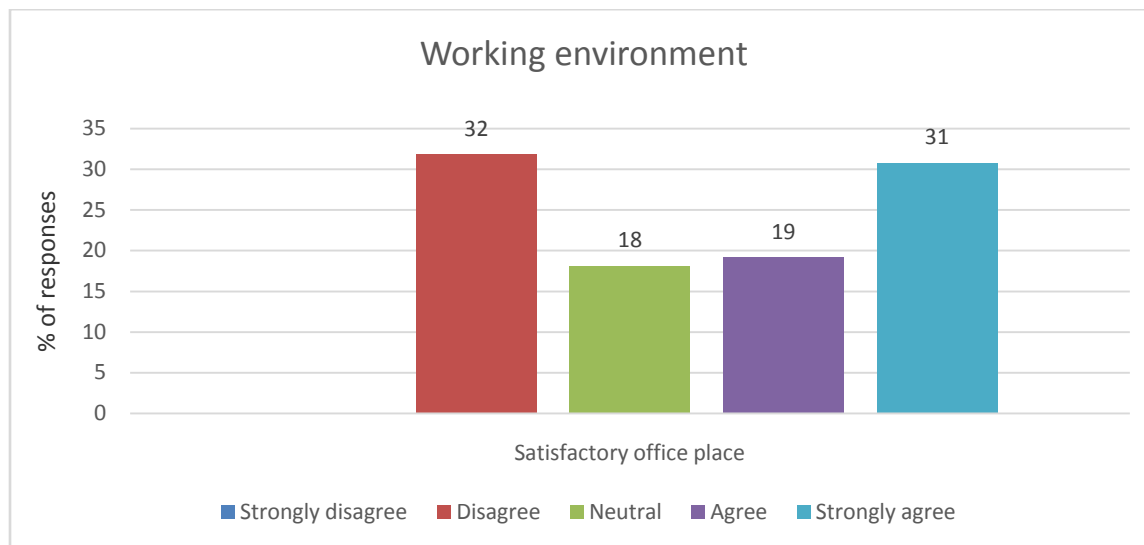


Figure 5: Working Environment

Question 8: To what extent do you agree with the following statements regarding effects of ISO 9001 implementation (capacity enhancement) on employee performance? This question emphasizes the impact of capacity enhancement on employee performance in regard to the implemented Quality Management System in the Ministry of Civil Service. The finding as showing in figure 6 below shows that capacity enhancement done thru training as 95% of responders are strongly agree and agree training are conducted and as a result it impacting the employee performance positively. As well as the capacity enhanced thru provision of other specific staff resources as 62% of responders are strongly agree and agree.

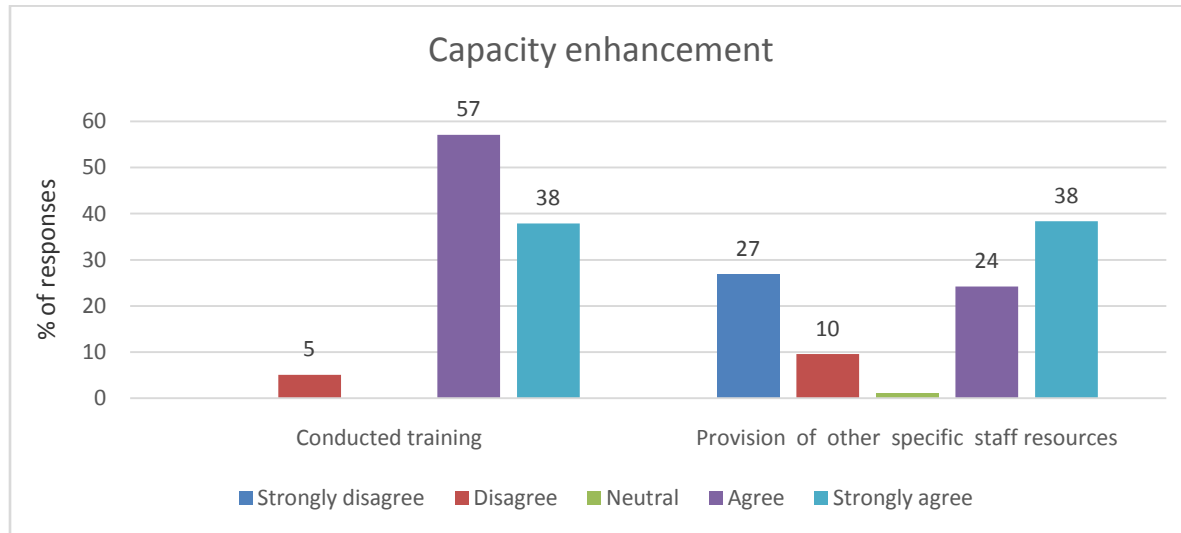


Figure 6: Capacity Enhancement

Question 9: To what extent do you agree that the following statements describe the main functions of the organization's quality management system (QMS)? This question has 11 points describing the main functions of the organization QMS as it is integrated within the daily practiced by employee and its impact on the employee performance in regard to the implemented Quality Management System in the Ministry of Civil Service. The finding as showing in figure 7 below shows that 66% are strongly agree and agree respondents that the implemented QMS helps the organization business workflow, 94% are strongly agree and agree it is a tool for handling documentation, 66% are strongly agree and agree it's a tool for standardizing organizational processes, 67% are strongly agree and agree its measures the level of customers satisfaction, 63% are strongly agree and agree it is considering the internal customers need (Staff), 93% are strongly agree and agree it is has full control and monitoring the suppliers, 45% are strongly agree and agree it's a tool to improve internal efficiency and 48% are neutral, 52% are strongly agree and agree it's a tool for managing business processes effectively and 42% are neutral, 78% are strongly agree and agree it's a tool fulfill the customers need and requirements, 49% are strongly agree and agree it's a tool for managing and improving the quality of service, 25% are neutral 26% are disagree and 94% are strongly agree and agree it's a tool for continual improvement of the organization.

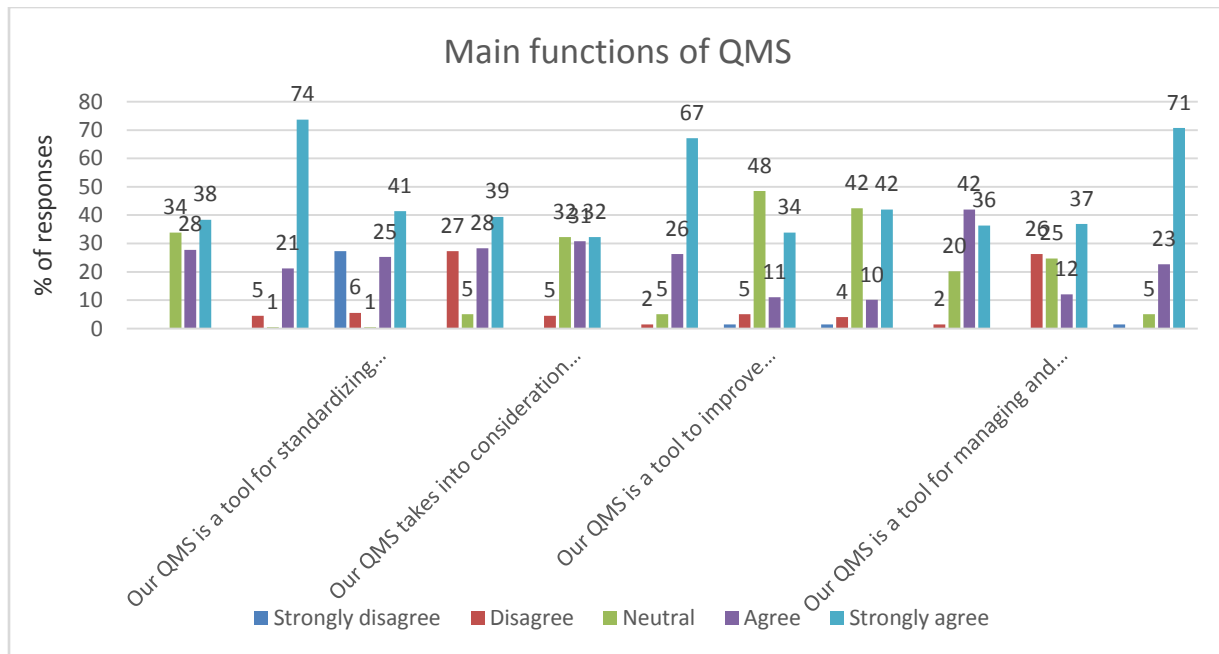


Figure 7: Main Functions of QMS

Inferential Statistics

Pearson Correlation Coefficient: Table 7 below shows:

- There is a statistically significant correlation between employee performance and management commitment with (P-value <0.05).
- There is a statistically significant correlation between employee performance and Internal communication with (P-value <0.05).
- There is a statistically significant correlation between employee performance and Working environment with (P-value <0.05).
- There is a statistically significant correlation between employee performance and Capacity enhancement with (P-value <0.05).

Table 7: Pearson correlation coefficient

Person Correlations N=198		management commitment	Internal communication	Working environment	Capacity enhancement
Employee Performance	Pearson Correlation	0.767**	0.744**	0.758**	0.839**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000

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

t-test between Gender and All Scales: Table 8 below shows that there is a statistically significant difference between males and females with respect to working environment and capacity enhancement as the P-value <0.05 which corresponding to Female according to value of Mean. There is no statistical significant between gender in relation to management commitment, internal communication and employee performance.

Table 8: t-test between Gender and all Scale

Independent Samples Test		t-test for Equality of Means			Differences
		t	df	Sig. (2-tailed)	
Management commitment		1.338		0.183	
Internal communication		-1.604		0.110	
Working environment	Equal variances assumed	-2.276	19	0.024	Female
Capacity enhancement		-2.689		0.008	
Employee Performance		0.299		0.765	

One Way –ANOVA- between all Scale and Position: The result statistical analysis shows that there is a statistically significant relation between all scales, management commitment, internal communication, working environment, capacity enhancement, employee performance and the respondent's position with p-value < 0.05

One Way –ANOVA-LSD (Post hoc): One way Anova-LSD (post hoc) used to know where the statistically differences between position and each scale as per the below:

- In Management commitment and position, there is a differences between staff and manager and between section head and staff with (p-value <0.05).
- In Internal communication and position, there is a differences between staff and manager and between section head and staff with (p-value <0.05).
- In Working environment and position, there is a differences between staff and manager and between section head and staff with (p-value <0.05).
- Capacity enhancement and position, there is a differences between staff and manager and between section head and staff with (p-value <0.05).
- Employee Performance and position, there is a differences between staff and manager with (p-value <0.05).

One Way –ANOVA- between all Scale and Experience: The result statistical analysis shows that there is a statistically significant relation between all scales management commitment, internal communication, working environment, capacity enhancement, employee performance and number of years of experience with (p -value < 0.05).

One Way –ANOVA-LSD (Post hoc): One way Anova-LSD (post hoc) used to know where the statistically differences between years of experience and each scale as per the below:

- In management commitment and number of years of experience, there is a differences between 9-6 years and 2-5 years and between 9-6 years and less than one year and 9-6 years and over 9 years (p -value < 0.05).
- In internal communication and number of years of experience, there is a differences between 9-6 years and 2-5 years and between 9-6 years and less than one year and 9-6 years and over 9 years (p -value < 0.05).
- In working environment and number of years of experience, there is a differences between 9-6 years and less than one year and between 9-6 years and 2-5 years and between 9-6 years and over 9 years (p -value < 0.05).
- In capacity enhancement and number of years of experience, there is a differences between 9-6 years and 2-5 years and between 9-6 years and less than one year and 9-6 years and over 9 years (p -value < 0.05).
- In employee performance and number of years of experience shows a differences between 9-6 years and 2-5 years and between 9-6 years and less than one year and 9-6 years and over 9 years (p -value < 0.05).

Multiple Regression Analysis

A multiple regression was run as per tables 9 and 10 below to predict employee performance impact from the Quality Management System elements, management commitment, internal communication, working environment and capacity enhancement. These variables/elements are statistically significantly predicted employee performance with a ($p < .0005$), and $R^2 = 0.797$. All four variables added statistically significant to the prediction, with ($p < .05$), which indicate that there is positive impact of employee performance and all variables.

Results of Regression Analysis between QMS Practices and Performance: The results from regression analysis between the numerous measures of performance and QMS elements have also been obtained and presented. All engaged regression models are significant as well as the QMS index is significant but both are related positively. In this concern, it is possible to

derive that there exist positive improvement of employee performance of the Ministry of Civil Services in Oman and QMS practices. Dubey et al (2015) in their study stated that the outcomes of regression analysis conducted from TQM practices against management performance in inventory, operations, employees, innovation, social responsibility, market, financial, and customer correspondingly. From the subsequent regression tables 9 and 10 below the author can see that QMS index and these performance measures have positive correlations. The coefficient to multiple determinants can demonstrate the proportional changes in the dependable variables regarded in the independent variables derived for the regression model (Kooij, Jansen, Dijkers, and De Lange, 2010).

Table 9: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.893 ^a	0.797	0.793	0.35523

a. Predictors: (Constant), enchantments, commitment, communication, environment

Table 10: Multiple Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.384	0.470		-2.943	0.004
	Management commitment	0.452	0.062	0.349	7.287	0.000
	Internal communication	0.541	0.118	0.252	4.569	0.000
	Working environment	0.077	0.036	0.121	2.143	0.033
	Capacity enhancement	0.215	0.053	0.299	4.036	0.000

a. Dependent Variable: Employee Performance

DISCUSSION

How do the Implemented ISO 9001 Impact the Employee Performance in the Ministry of Civil Services: As earlier mentioned, the literature review came up with many empirical studies appropriate for use in this research (Bovaird and Löffler, 2009) and (Zimmer and Priller 2013). The studies were conducted between 2002 and 2017. This research was conducted and

focused on empirical studies done after the year 2000, due to fact that upgrading of ISO 9001 occurred in 2000. It was advanced from a tool for quality assurance to techniques of effective quality management, which had a trial structure tested based on the cycle of PDCA that facilitates continuous organizational improvements by using this standard.

Moreover, majority of the studies targeted manufacturing sector in different nations. The literature review submitted that the empirical surveys used varying performance indicators or Key Performance Indicators (KPIs) to ascertain the effects of adopting ISO 9001 on organizational performance. For instance, ISO 9001 impact on customer satisfaction, market share, flexibility, product quality, competitiveness, profitability, time, innovation, employee satisfaction, performance of suppliers, and cost of production was measured. Meanwhile, in some research, only financial measures were used while other researchers used several indicators of operational performance rather than financial related. While a few selected researchers ascertained effectiveness of applied standards of ISO 9001 on conventional performance measures all belonging to the core performance perspectives.

The primary data collected from the Omani Ministry of Civil Service reveals there are different measures of employee performance in the public sector. The results showed a positive correlation between QMS indexes and performance enhancement, and the data suggests that QMS elements such as management commitment, internal communication, working environment and capacity enhancement has positively impacted the employee performance of the Omani Ministry of Civil Service. The research also shows that ISO 9001 impacts on the Omani Ministry of Civil Service on four main dimensions:

- Perspective of internal process and leadership (management commitment): in this dimension, the employee performance positively impacted in relation to services delivery is monitored as part of the QMS. Such activities control the operational cost, quality, time and productivity among others.
- Communication dimensions: this dimension emphasis on organizational internal communication process and tool and if communication strategy adopted, implementation criteria, and execution are adding value to bottom-line employee performance enhancement.
- Working environment dimension: performance measures relate to opinions of employee to deliver a quality services to customer using comfortable and healthy working environment.
- Capacity enhancement and learning and innovation: performance specify employee knowledge and skills that an organization should excel at to accomplish superior processes of internal business, which create shareholders and customer values like

innovation, flexibility systems delivery, employee satisfaction, competitiveness, growth, and other aspects.

How do the Implemented ISO 9001 Impact the Employee Performance vs Age, Positions and Years of experience in the Organization:

ISO 9001 quality management systems continuous improvement tool helps an organization to apply steps of evaluation in the 'Plan-Do-Check-Act' circle postulated by Deming, where the organization evaluates how effective the implemented or/and established QMS so as to address its weaknesses and enhance strengths. Data analysis indicates positive feedbacks where the respondent are strongly agreed and agreed that their organization accrue benefits from the implemented Quality Management Systems ISO 9001. However, the literature shows that there are various organizational benefits accrued from ISO 9001 quality management systems implementation. These are:

- ISO 9001 QMS can increase organizational efficiency because it enables establishment of processes and putting guidelines forth for anyone to follow easily, making it easy to improve transitions, training, and trouble-shooting processes. The same was supported by this study as per question nine results.
- Increased productivity and enhanced financial performance for organizations registered under quality management system of ISO 9001, in comparison with unregistered organizations.
- Registration under Quality Management System (QMS) of ISO 9001 enables organizational definition of responsibilities, duties, authorities, and role of workers. In addition, registered organizations are able to set up systems for training and make sure they positively satisfy and motivate workers.
- International organizational recognition. The ISO global body of standardization can recognize registered organizations.
- Data analysis, information gathering, and apt making of decisions can be achieved easily because of ISO 9001 QMS daily activities documentation on registered organizations.
- There is a mutually constructive relationship of suppliers through ISO certification. The process enables documentation and testing to ensure the production system in an organization receives quality raw materials. In addition, there is a thorough new supplier evaluation on consistency of ordering, before final decisions are arrived on.

- ISO 9001 QMS documentation of entire company processes ensure consistency over processes of production and accountability of all employees. Besides, there is a guarantee of available trail records if need arises.
- There is minimal room for errors through documentation as well as production quality and consistency.
- ISO 9001 ensures customer satisfaction through its QMS benefits of consistency, efficiency, and dedication to delivery of quality.
- There is assurance of continuous improvement through careful planning and fact-based implementation. This is made possible by systematic analysis and documentation that enables organizations achieves best decisions.

The results of various studies do not suggest age, position or years of experience influence the impact ISO 9001 had on employee performance. However, the aforementioned factors determined the awareness of the existence of ISO 9001 standards being applied in the organization. The validity of the data collected from this study was tested using statistical examination of probability by correlation coefficient, which also enabled the researchers to confirm whether or not the dimensions that had been theorized emerged from the trends established. The analysis conducted showed that the factors considered in the study were logical and there was accurate reflection of what the researchers intended to measure. The researchers used the principle of correlation analysis, independent T test, one way Anova and multiple regression analysis, so that enabled the researchers to establish the correlation and relationship of QMS elements with each other as well as with the employee performances of the firm that had been identified.

Overall practices of QMS have the capacity to enhance how a firm performs (Kooij, Jansen, Dijkers, and De Lange, 2010). Additionally, the outcome of the study has realized the way outcome of management commitment influence the employee performance. Barnett and Salomon, (2010) stated that the leadership events rarely related positively to performance measures and the practices with management of process and knowledge express positive correlation to performance management in inventories, innovation, social responsibilities, market, and finance. Farther, the performance management events target process and knowledge administration are seen as the only elements with the ability to influence directly both events in managing performance of inventory and innovation as seen in their positive and direct relations (Kober, Subraamanniam, and Watson, 2012). The insinuation is that the organisations endowed with efficient performance measurement frameworks, it has capabilities in monitoring data based on its quality as well as success of processes where it acquire its existing

performance data as it needs them which ensures it can appropriately administer its inventory (Kober, Subraamanniam, and Watson, 2012).

Upon a firm attaining the efficient knowledge administration as well as transforming this in management activities of processes, it become possible for the firm to also bring in innovative services and products regularly which may mean the firm can improve the profitability and sales it derive (Walker, Damanpour, and Devece, 2010). With doing successful evaluations on quality of data, it becomes possible to eliminate the cause of special variations during the process while making it possible to differentiate the probable cause of variations all from the obvious causes to variations. As result, it becomes increasingly possible to install new services or products or rather the actions of developing process become possible within time frames (Walker, Damanpour, and Devece, 2010).

By designing flexible processes, it becomes possible to enhance the aggregate profitability of the organization (Ahmad, Zakuan, Jusoh, Tasir, and Takala, 2013). The revealed is the positive association between operational performance, customer results, and employee performance. Events of distributing resources of the firm to offer employee some training gives off professional employee some advanced techniques with progressed statistical knowledge, foundational traits within the industry of operations, processes as well as structures with the organization, and the concept of quality (Ahmad, Zakuan, Jusoh, Tasir, and Takala, 2013. What is more, the way of treating employees as some significant resources many improve that loyalty they have with the organization, offer them motivation by making them more identifying with the job they do, enhance their work connected performances, reduce the rates of absenteeism, and minimize the intentions to stop working with the firm (Ahmad, Zakuan, Jusoh, Tasir, and Takala, 2013. As this study showing positive result in regards to employee training in the Ministry of Civil Service in Oman it is in line with the literature study outcomes. Those employees with higher levels of education result in higher quality, reliability, and cause timely delivery to the services/products by the firm. By giving employees training, they become more knowledgeable about the organization structure as well as understand the industry and it is associated in the sector better (Zatzick, Moliterno, and Fang, 2012).

Doing effective employees training on quality has the ability to improve the skills with employees in their course of efficient and effective working. In addition, it causes more loyalty on employees towards the organization from the improved motivation to work and increased work associated performances (Zatzick, Moliterno, and Fang, 2012). Delivering training on employees targeting on giving them skills about giving high levels of quality together with dependable products and services it become possible to minimize their users complaint levels.

The indication by the outcome is that organizations ought to execute the QMS for the reasons of enhancing their performance of operations, increase the levels of portfolios and customer satisfaction while they improve performance in finance and market regions that has formed the reasons for engaging QMS practices (Valmohammadi and Roshanzamir, 2015). The results also insist the reasons supporting the need to engage ISO certification and giving awards from supplier and quality aspect for the organisation as the same as those of getting the QMS practices (Valmohammadi and Roshanzamir, 2015). The engaged ISO certifications for QMS as well as those for reasons of marketing and advertisement organizations can avoid the business from executing the TQM practices in general whose outcome are not significant and sometimes negative impact on organizational performance (Leong, Hew, Lee, and Ooi, 2015). What is more, those organizations with ISO certifications have more recognition as well as improved credibility in markets they engage to those without ISO certification and QMS practices.

It has also been established that the Omani Ministry of Civil Services experiences effective QMS practice since the achievement of ISO 9001 QMS certification on 2008 with improving the ways they engage employees as the respondents to this study shows (99 percent), experience inadequate structures of the organization as well as organizational resources as five different levels of employees participated (Staff, Section Heads, Deputy Managers, Managers and General Managers), employees are aware about the Quality Management System implemented in the organization (63 percent). As well as, (66 percent) are strongly agree and agree respondents that the implemented QMS helps the organization business workflow, (94 percent) are strongly agree and agree it is a tool for handling documentation, (66 percent) are strongly agree and agree it's a tool for standardizing organizational processes, (67 percent) are strongly agree and agree its measures the level of customers satisfaction, (63 percent) are strongly agree and agree it I is considering the internal customers need, (93 percent) are strongly agree and agree it is has full control and monitoring the suppliers, (45 percent) are strongly agree and agree it's a tool to improve internal efficiency and (48 percent) are neutral, (52 percent) are strongly agree and agree it's a tool for managing business processes effectively and (42 percent) are neutral, (78 percent) are strongly agree and agree it's a tool fulfill the customers need and requirements, (4percent) are strongly agree and agree it's a tool for managing and improving the quality of service, (25 percent) are neutral (26 percent) are disagree and (94 percent) are strongly agree and agree it's a tool for continual improvement of the organization. Thus, the part of challenges with performance improvement in the ministry of Civil Service are associated with working environment as (32 percent) if the respondents are not satisfied and (18 percent) are neutral, in internal communication in spite of that (99 percent) of respondents are satisfied about the internal communication process and

tools but some employee (37 percent) are not aware about the implemented QMS in the ministry mostly the new employees.

As a result, organizations may need increased focus on working environment changes, increasing awareness and involvement of employee in the continual improvement of services and management systematic development, which shall impact directly to the performance of the employees. Employee engagement according to Leong, Hew, Lee, and Ooi (2015) is crucial for the implementation of ISO 9001 in the organization. The shown positive correlation between measures of performance and TQM may lay emphasis on the significance of engaging events in each practice to enhanced sustainability (Leong, Hew, Lee, and Ooi, 2015). The purposes of TQM implantations as well as ISO certifications serves as the guide to the managers on methods they may use that may increase employee motivation during these events applications as well as results in improve organizational performance (Leong, Hew, Lee, and Ooi, 2015). Events leading to discovering of those events preventing TQM may get use to those organizations engaging in events of planning or in their early levels of TQM practices in the course of enhancing understanding and awareness of principles (Leong, Hew, Lee, and Ooi, 2015). The practices are also possible to use for those organizations that have already engaged TQM practices for some moments now in their evaluation of the progress and ensure improvement of their organizations.

Hence, engaging QMS practices may increase the performances measured for the organizations. It is important to guarantee those QMS practices in their all aspects are administered effectively in context of the firm since each element of QMS practices may bring enhancements to the varying aspects associated with performance of firm. Those synergies linked to the various QMS elements may cause special and significant improvements on the performance of organization. The organization has the role of enhancing the skills and involvement with employees; this may affect firm structures, and prod on sufficient allocation of resources leading to the efficient and successful execution of ISO 9002 Quality Management System.

Hypotheses vs Findings

The findings were used to test the hypotheses that had been formulated for the study. The hypotheses were the following:

- Hypotheses 1 – Management commitment has a significant positive impact on employee performance.
- Hypotheses 2 – Internal communication has a significant positive impact on employee performance.

- Hypotheses 3 – Working environment has a significant positive impact on employee performance.
- Hypotheses 4 – Capacity enhancement has a significant positive impact on employee performance.

The manner in which the study responded to each hypothesis is analyzed in line with Figure 8 below.

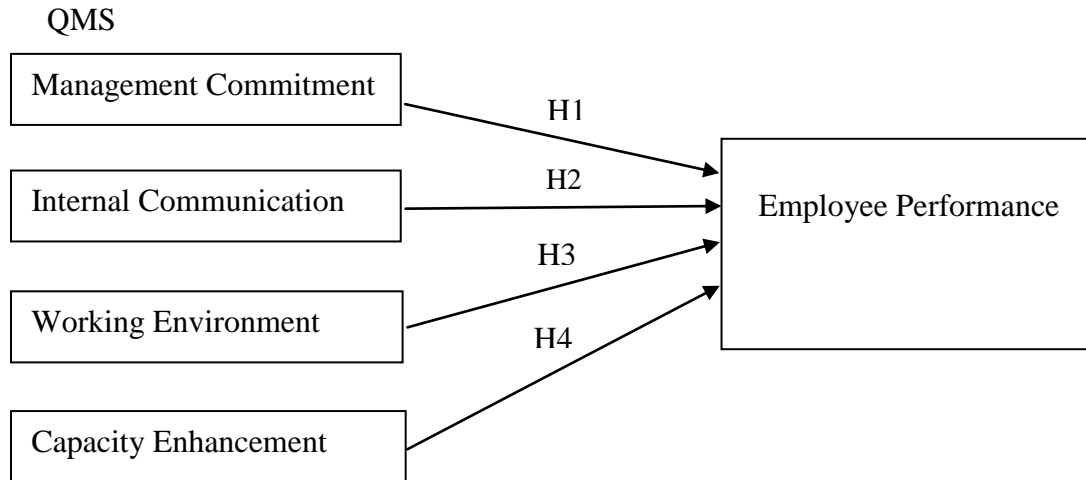


Figure 8: QMS Elements and Hypotheses Link (Author)

Hypotheses 1 – Management commitment has a significant positive impact on employee performance. The study result fully supporting this hypothesis as per the result of regressions analysis tables 13 and 14 which is showing that, there is a statistical significant correlation between management commencement and employee performance. As well as the outcomes of question five which is related to management commitment shows that (100 percent) of respondents strongly agree and agree Ministry of Civil Services in Oman management committed supporting the quality objectives and policies of the organization and the outcomes of questions eight and nine.

Leaders in an organization that has already implemented ISO 9001 QMS view the organization as a firm. As such, they ensure commitment and create multipoint communication among the employees and customers to support employee growth and development, and then use the available information effectively to enhance the performance and productivity of the employees (Barata and da Cunha, 2014). Additionally, managers and leaders encourage inclusion of employees in the decision-making process in the firm, thus empowering the employees. It is also notable that the success of QMS practices significantly depends on the commitment and participation of the top management in ensuring that the implementation of the

practices (Bernardo et al., 2017). This implies that managers are required to demonstrate more effective leadership than traditional managerial behaviors and practices so as to increase the awareness of the employees on quality activities in QMS practices and adoption.

Researches have also established that effective leadership helps in improving operational performance, customer satisfaction, innovation, social responsibility, financial performance, inventory management performance, as well as the overall performance of the organization (Simões et al., 2016). The existing literature reviewed in this study was used to draw the conclusion that there is a positive relationship between performance and effective leadership, and that management commitment has a positive significant impact on employee performance.

Hypotheses 2 – Internal communication has a significant positive impact on employee performance. The study result supporting this hypothesis as per the result of regressions analysis tables 13 and 14 there are a statistical significant correlation between internal communication and employee performance. As well as the outcomes of questions four, five, nine and question six which is directly related to internal communication shows that (95 percent) of respondents strongly agree and agree that Ministry of Civil Services in Oman has internal communication process and tools in place as well as (99 percent) of respondents are strongly agree and agree duties and responsibilities are defined and the quality policy communicated to them. Furthermore, (65 percent) of respondents strongly agree and agree they are encouraged to work as a team in spite of (32 percent) of respondents are neutral and as per question four which shows (37 percent) of respondents are not aware about the implemented ISO 9001 QMS in the ministry some communication enhancement required.

Chheepa and Manglani, (2017) show that efficient knowledge management contributes to employees obtaining consistent, timely, accurate, reliable, and necessary information and data that they need to ensure effective performance of their duties within the firm. This is the only way that an organization can realize the benefits of implementing QMS practices in its operations. Process management focuses on achieving efficiency in activities and operations in an organization so as to realize effective results. It achieves this by formulating an effective set of behavioral and methodological activities (Bakotić and Rogošić, 2017). It includes proactive and preventive approaches that are implemented in quality management system so that they can help in reducing variations in the process as well as improving the quality of the services delivered by the employees (Becker et al., 2017). Knowledge and successful process management practices help in monitoring data on quality to ensure effective management of the

processes. This helps in improving the turnover rate and it also enables the management and implementation team to figure out and correct any errors and mistakes on time (Kumar, 2017).

The efficiency of the processes is improved through controlling the processes frequently as well as monitoring data and information on the quality of the performance. Efficient process and knowledge management help in minimizing the negative impacts that the processes and production and delivery of services have on the environment (Kumar, 2017). Additionally, when the processes are made more prevention oriented, operation and maintenance costs are reduced and thus the profitability of the organization increased. Previous studies conducted on the same have shown that process management, knowledge, and statistical feedback and control leads to improved social responsibility, operational performance, innovation performance, inventory management performance, financial performance, competitive advantage, customer satisfaction and results, as well as the overall performance of the firm (Tricker, 2016). This shows why organizations should implement the QMS practices as a way of improving leadership in the organizations. These findings could also be used to draw the conclusion that knowledge and process management contribute to improved organizational performance.

Hypotheses 3 – Working environment has a significant positive impact on employee performance. The study result supporting this hypothesis as per the result of regressions analysis tables 13 and 14 there are a statistical significant correlation between working environment and employee performance. As well as the outcomes of questions eight, nine and question seven which is directly related to working environment in the ministry of Civil Service in Oman shows that (50 percent) of respondents strongly agree that the working environment such as offices are satisfactory and (18 percent) of respondents are neutral. However (32 percent) of respondents are strongly disagree regarding the offices working environment in the ministry mainly females employees as shows by the T-test between genders and all scales table 10, which indicate that there is a statistically significant difference between males and females with respect to working environment as the P-value <0.05 which corresponding to Female according to value of Mean, this may impact their performance negatively and more investigation required to measure the reasons behind this result.

Hypotheses 4 – Capacity enhancement has a significant positive impact on employee performance. The study result supporting this hypothesis as per the result of regressions analysis tables 13 and 14 there are a statistical significant correlation between capacity enhancement and employee performance. As well as the outcomes of questions four, five, six,

nine and question eight which is directly related to the capacity enhancement focusing at employee training and sourcing process which shows that (95 percent) of respondents strongly agree and agree that Ministry of Civil Services in Oman conducting training for the employee and (63 percent) of respondents are strongly agree and agree that the capacity enhanced thru provision of other specific staff resources. On the other hand there is a statistically significant difference between males and females with respect to capacity enhancement (staff sourcing) as the P-value <0.05 which corresponding to Female according to value of Mean as per table 10 T-test between genders and all scales.

However, training has a positive impact on the performance of an organization. Organizations that have implemented QMS practices in the operations should ensure that they give the necessary training to their employees so as that they can improve their efficiency and performance in delivering their duties (Albliwi et al., 2017). Efficient training leads to improvement in management and quality delivery of services. Equipping employees with effective leaning capacity and knowledge helps in promoting sustainability of quality management within the organization (Lemes et al., 2017). Additionally, learning and training help organizations to adapt rapidly to changes in operations and hence develop a unique organizational culture and behavior which enables the firm to be unique from its competitors and hence enabling it to enhance the quality of its products and services (Dentch, 2016). It is also notable that quality in performance is not tasked with only one function or department. This implies that training should be conducted among all employees based on the services they provide. This enables them to provide effective services and improved performance.

CONCLUSION

The findings show that there is a statistically significant correlation and impact of the implemented ISO 9001 QMS on the employee performance of the Ministry of Civil Services in Oman. Implementation of QMS elements influences effectively in any organization bringing positive change to productivity and performance as well as in the public service sectors. While the Ministry of Civil Services in Oman has done considerable efforts to implement ISO 9001 QMS framework, there are some significant gap to be improve which are related to internal communication and working environment of as it has direct relation to the employee performance improvement and the quality of services provided to customers. The way to derive success in public services organizations is by use of certain tools and creation of deliberate measures link to QMS framework. There are significant steps that need to be taken in order to diminish the gap in delivering a poor quality of service by the Omani civil organizations. Several

management tools can be used by government ministries and departments in order to increase employee performance under ISO 9001 quality management system standards.

Acknowledging the importance of the implementation of ISO 9001 QMS framework management tools in performance management has become important, the relevance of these tools to the immediate concern and attainment of the set objectives come with continuously monitoring of the framework managing performance within the public segment with the purpose of developing and acquiring organization performance culture within the complete public service sectors. In retaining the universal set best practices, as provisioned by ISO 9001, the Ministry of Civil Services has adopted the best practice performance management frameworks. The results can be said is that the implementation of QMS in the civil organizations processes leading to performance management as well as improving the quality of public service, which obviously is going to bring bigger levels of accountability with more commitment towards results witness. Organizations that have adopted and implemented QMS in their operations and practices focus on ensuring efficiency in their service of their external and internal customers (Del Prete, Giovannetti, and Marvasi, 2017).

When the firm meets the expectations of the customers, customer's satisfaction rate and the organization performance's rate increase. Previous studies conducted on the same show that customer focus leads to improved social responsibility, operational performance, innovation performance, inventory management performance, financial performance, competitive advantage, customer satisfaction and results, as well as the overall performance of the firm (Del Prete, Giovannetti, and Marvasi, 2017). This shows why organizations should implement the QMS such as ISO 9001. As such, the findings could be used to draw the conclusion that there is a positive relationship between the implementation of ISO 9001 QMS and employee performance and overall performance of an organization.

Rebelo, Santos, and Silva (2014) indicate that strategic quality planning involves formulating effective values, mission, and vision statements of the organizations. They are achieved when an organization ensures that the concept of quality is considered in its operations. When the efforts aimed at effecting strategic quality planning are effective, employees are considered a major component of the team tasked with developing and implementing the company's objectives, strategies, mission, and vision statements. This is essential to an organization since it facilitates support and acceptance of the strategic quality plans that are to be implemented, by the employees. As such, they contribute towards their realization and this means that their performance is effective and aligned to the QMS practices (Sambou et al., 2017).

In summary the research result shows, there is a statistical significant correlation between employee performance and management commitment with (P-value <0.05), there is also a statistical significant correlation between employee performance and internal communication with (P-value <0.05), there is a statistical significant correlation between employee performance and working environment with (P-value <0.05) also exists and there is a statistical significant correlation between employee performance and capacity enhancement with (P-value <0.05). Secondly, there is a statistical significant difference between males and females with respect to working environment and capacity enhancement as the P. value less than 0.05, which corresponding to Female according to value of Mean. There is no statistical significant between gender in relation to management commitment, internal communication and employee performance. There is a statistical significant between all scales (Management commitment, Internal communication, Working environment, Capacity enhancement and Employee Performance) and position with p-value < 0.05. Finally, there is positive impact of employee performance and all variables.

After going through the Ministry of Civil Services' quality management system and from the above respondent's outcomes the author could conclude that implementation of ISO 9001 Quality Management System has significant impact on the employee performance of Oman Ministry of Civil Services which some recommendation for improvements. More so, the outcomes with the use of performance management frameworks has reported mixed resulted even with those nations regard developed from their stable, legitimate, and mature governments. The public sector organizations in the Civil Services in Oman need to operate just like the Ministry of Civil Services by implanting ISO 9001 QMS effectively in order to control customer complaints by performance improvement.

Importantly, the organizations operating within the Omani Government need to support a change and emphasis its orientation towards management of performance which may form the most efficient tool for management with potential to cause improvements in performance of public institutions. Those occupying government offices need to look and visualize the best mechanisms they can incorporate to measure performance still bring improvements of productivity of organizations. This change will imminently be achieved once all the organizations adopt and implement ISO 9001 QMS framework so as to improve their employee performance. Sustainability of service quality in the public sector in Oman is easy to gain by making deliberate events at solving those issues that challenge workforce to meet desired performance quality. As such, the results obtained could be improved by encouraging organizations to take Ministry of Civil Services ISO 9001 QMS as example for efficiently enhance employee performance and hence the overall productivity and efficiency of the Ministries.

LIMITATIONS AND FURTHER RESEARCH

Only one Omani Civil Organization included in the study may consider as limitation for this study outcome and that is because the only certified organization for more than 9 years in Omani Government Civil Organizations. Moreover, the study collected information about performance in relation to ISO 9001 4 elements from employee point of view and no customers included because of the author time and financial capabilities, which brings an issue of accuracy considering those responding may have supplied the data desired in that time of collection and might have made the businesses to have some positive outlooks. Therefore further research recommended in this topic which shall include both staff and customer's point of view from more than one organization in Omani Civil Services those are ISO 9001 Quality Management System certified. As well as other study to evaluate the factors hindering some of the Omani Civil Services Organizations from effective adoption of ISO 9001 Quality Management System.

RECOMMENDATIONS

Based on the empirical finding, it can be recommended that:

- All Omani Government Civil Organizations shall implement ISO 9001 QMS as this study result shows statistically significant coloration between the Ministry of Civil Services employee performance and all variables of Quality Management System.
- Ministry of Civil Services shall improve the internal communication as all communication tools are in place but as per the result of Q4 37% of the responders are strongly disagree and disagree that they are aware of the implemented ISO 9001 QMS in the ministry of civil services, as well as Q6 shows 35% are neutral in regards to employee are encouraged to work in team which may related to communication as majority 65% of responders are strongly agree and agree team work are encouraged.
- Ministry of Civil Services shall study why Females employees are not fully satisfied about the working environment such as offices.
- The Government of Oman shall establish a Quality Award Scheme in order to inspire all Civil Organizations to implement QMS to improve employee performance and the quality of services provided to community.

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