

MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH

NATIONAL HIGHER SCHOOL OF MANAGEMENT (ENSM)

KOLEA University Center



Final Thesis in The view of obtaining an academic master in « Quality
management »

Barriers To Implementing Quality Management System
ISO9001:2015

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Academic Year: 2021/2022

Summary

Numerous contributions by several researchers to the extension of knowledge on the different aspects of Quality Management Systems QMS ISO 9001:2015 compliant with the international standard ISO 9001 adopted by various organizations. Accordingly, the author of this paper sought to contribute to implementing a QMS according to the requirements of ISO 9001: 2015 within the host organization, by incorporating the basic concepts of the latter. and by identifying the barriers that may impede the effective implementation of QMS ISO 9001:2015, for that cause a qualitative study was conducted to identify the reasons behind the ineffective application of Quality management system ISO 9001:2015, semi-structured interviews were held to get a deeper understanding of these barriers, the findings of this study revealed that lack of employee empowerment and lack of top management commitment were weighty barriers, additionally, the study concluded that lack people involvement, lack of leadership and lack of establishing QMS documentation were the main results

Keywords: quality management, QMS ISO 9001;2015, barriers

Résumé

Nombreuses contributions de plusieurs chercheurs à l'extension des connaissances sur les différents aspects des Systèmes de Management de la Qualité QMS ISO 9001:2015 conformes à la norme internationale ISO 9001 adoptée par divers organismes. Dans cette optique, l'auteur de cet article a cherché à contribuer à la mise en place d'un SMQ selon les exigences de la norme ISO 9001 : 2015 au sein de l'organisme d'accueil, en intégrant les concepts de base de ce dernier. et en identifiant les obstacles qui peuvent entraver la mise en œuvre efficace du système de gestion de la qualité ISO 9001: 2015, pour cette raison, une étude qualitative a été menée pour identifier les raisons de l'application inefficace du système de gestion de la qualité ISO 9001: 2015, des entretiens semi-structurés ont été organisés pour mieux comprendre ces obstacles, les résultats de cette étude ont révélé que le manque d'autonomisation des employés et le manque d'engagement de la haute direction étaient des obstacles de poids. De plus, l'étude a conclu que le manque d'implication des personnes, le manque de leadership et le manque d'établissement de la documentation du système de gestion de la qualité étaient les principaux résultats

Mots clés : management de la qualité, SMQ ISO 9001:2015, barrières

ملخص

مساهمات عديدة من قبل العديد من الباحثين لتوسيع المعرفة حول الجوانب المختلفة لأنظمة إدارة الجودة: QMS ISO9001 2015 المتوافقة مع المعيار الدولي ISO 9001 المعتمد من قبل المنظمات المختلفة. وبناءً على ذلك، سعى مؤلف هذه الورقة إلى المساهمة في تنفيذ نظام إدارة الجودة وفقاً لمتطلبات ISO 9001: 2015 داخل المنظمة المضيفة، من خلال دمج المفاهيم الأساسية لهذا الأخير. ومن خلال تحديد العوائق التي قد تعيق التنفيذ الفعال لنظام إدارة الجودة ISO 9001: 2015 ، لذلك تم إجراء دراسة نوعية لتحديد الأسباب الكامنة وراء التطبيق غير الفعال لنظام إدارة الجودة ISO 9001: 2015 ، تم إجراء مقابلات شبه منظمة من أجل للحصول على فهم أعمق لهذه العوائق ، كشفت نتائج هذه الدراسة أن الافتقار إلى تمكين الموظفين وعدم التزام الإدارة العليا كانا عوائق ثقيلة ، بالإضافة إلى ذلك ، خلصت الدراسة إلى أن الافتقار إلى مشاركة الأشخاص ، ونقص القيادة ، وعدم إنشاء توثيق نظام إدارة الجودة كان من العوامل الرئيسية نتائج رئيسية

الكلمات المفتاحية: إدارة الجودة – ن.إ.ج ISO 9001:2015 – العوائق.

ACKNOWLEDGMENTS

I am eternally grateful to Allah for granting me the health and courage to achieve my goals and allowing me to stay focused and determined until the end.

Immeasurable appreciation and deepest gratitude for the help and support are extended to

The following persons who in one way or another have contributed in making this study possible.

My deepest thanks to **Mrs. Leila Mohamed Elhadj** for believing in me and encouraging me, approachable and benevolent supervisor. I cannot thank her enough for the flexibility, support and guidance she provided me throughout this thesis.

Mr. Abderraouf Ourzeddine for the chance he gave me by joining his Departement . He was a professional, a teacher and an exemplary person through his leadership attitude expressed towards his collaborators, his students and his trainees. I thank him deeply for his indulgence and for being involved in offering me a complete experience within the BLA

All the staff of BLA for their welcoming, collaborating, and the rich experience that I had in the organization.

I would like to thank **Mrs. Djamila Guitane** and **Mr. Yacine Zidane** for their support and collaboration.

I thank my dear mother and my dear father, for having worked hard all their life to provide me with the right environment and conditions for my development, for having instilled in me such good values, for giving me the support, the necessary love and advice without which I would never have arrived where I am today.

I would like to thank my friends Birouk Djamal Eddine and Benmaiza Sid Ahmed for their massive for fulfilling my experience and all the support and love they showed to me.

Last but not least, I would like to thank all my friends and classmates for making the experience even more perfect than I had wished.

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List of abbreviations:

QM: Quality Management

QMS: Quality Management System

ASQ: the American Society of Quality

SRM: supplier Relationship Management

CI: Continual Improvement

ISO : International Organization of Standardisation

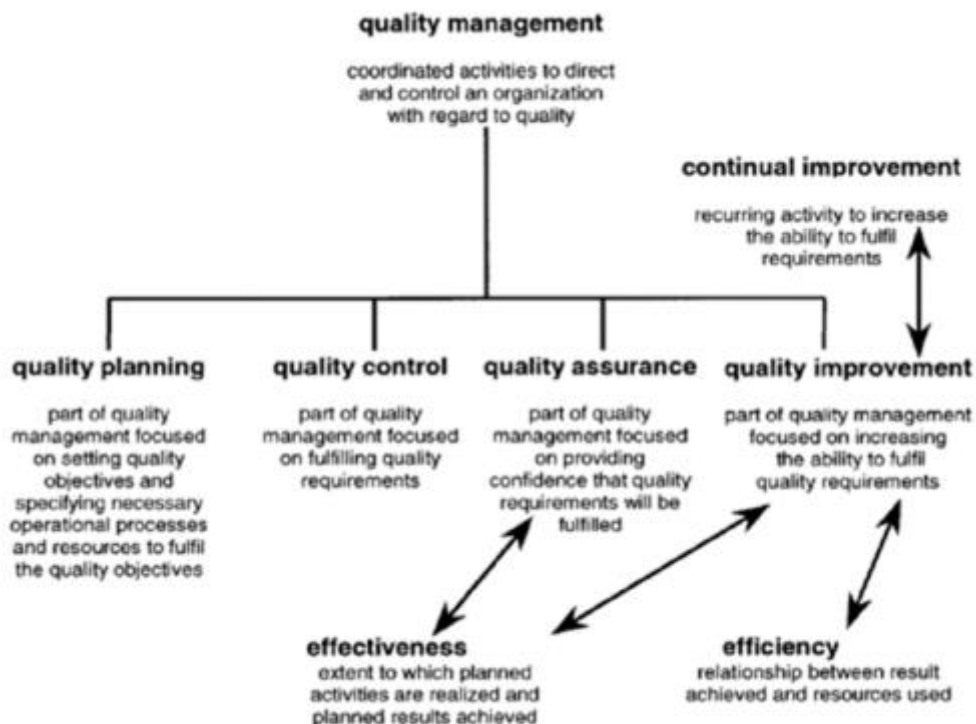
Introduction

Background of the Study

The term quality has variety of definitions based on different humans' perspectives obtained from the last 3 decades (M. Pradeep Kumar, Dr. N.V.S. Raju, & Dr. M.V. Satish Kumar, 2016), quality can be defined as fitness for the purpose, customer satisfaction degree, precision in meeting the particularization or design, conform to the standards or norms and it is considered to be an excellence degree.

According to the American Society of Quality, Company products, services and processes has a vital role in ensuring its competitiveness and to economically sustainable, (Zaidin, N. H. M, Diah, M. N. M, Po, H. Y, & Sorooshian, S, 2018), nevertheless different concepts of quality management has had been cited for example a clear concept of quality management that is demonstrated in figure 1, Total Quality Management (TQM) and Zero Defects are another approaches of quality,

Figure 1 : Quality Management Concepts



Source : (Zaidin, N. H. M, Diah, M. N. M, Po, H. Y, & Sorooshian, S, 2018),

because of the requirements of customers for companies to acquire an ISO 9001 certification in addition to the rapid changes in the business environment, Quality management has experienced a significant expansion in the last decade in Algeria, especially in small and medium companies, for these reasons companies owners and leaders found themselves In the need to implement Quality management system ISO 9001.

Nevertheless, implementing such a system can be difficult and its performance could not be quite effective. We aimed in this study to understand the reasons that might be represented as obstacles in the process of implementing a QMS

Statement of the Problem

QMS enables companies in different industries to apply quality processes on a regular basis to meet client's expectations and requirements by producing quality products, by following the ISO 9001:2015 framework, enterprises will be provided with a comprehensive blueprint for customer-focused management based on principles of leadership, the workforce, processes improvement, evidence-based decisions, and relationships.

QMS is argued to bring significant benefits to organizations such as Better use of resources, Improved risk management, Enhanced customer satisfaction through, consistent delivery, of what is promised, Standardized & repeatable processes, Better employee engagement through training and communication, Accountability at all levels, Regular and planned audits (internal and external)-to ensure, weaknesses are identified and improvements are completed, Improved management of suppliers and outsourced processes (Gupta V. K., 2017)

However as (Ben A. Maguad, 2006) explains implementing a QMS implies the creation of new organizational reforms, which include the modification of the organizational shape which incorporates a new organizational design, a new commercial enterprise culture, and new strategies and procedures, and new control perspectives. These factors are massive components of the implementation of QMS. Since it calls for modifications, there can be worker and control resistance on troubles of adaptation, new roles and duties, and lots greater in an effort to have an effect on the creation. this study tries to demonstrate suggested recommendation to overcome these difficulties during the implementation of QMS.

Research Question

Based on the problem identified and framed, this study aims to answer the following question:

“what are the barriers to the effective implementation of quality management system ISO 9001:2015 in Algerian companies?”

Objectives of the study

General Research Objective:

The main purpose of this study is to reveal the reasons and obstacles to implementing a QMS ISO 9001:2015 in Algerian companies

Specific Research Objectives:

The specific objectives of the study are:

- Identify the barriers that Algerian firms encountered during the implementation of QMS ISO9001:2015
- Identify their impact on the implementation of QMS ISO9001:2015
- Give recommendations to overcome these barriers

Significance of the Study

The study will contribute to the formation of the body of knowledge about quality management practices by assessing the implementation of quality management. Most of the previous studies were conducted in the countries with the most experience in the quality management system and there is a lack of empirical evidence clarifying the situation in Algerian companies, so the study will make its own contribution in this regard. The results of the study will enable companies in different industries to know the status of implementation of quality management practices and also to identify potential factors that may affect the implementation of Quality Management systems. The findings also enable companies to take advantage of

recommendations communicated through the study to resolve barriers to quality implementation. Furthermore, it is hoped that the study finding may lead to further study

Scope of the study :

This study focused on identifying barriers that Algerian firms faced during its initial implementation stage on the bases of the seven QMS principles.

Even though there are multiple issues that can be researched in relation to barriers to the implementation of QMS, implementation of QMS, this study is limited to the obstacles to the implementation of the principle of customer orientation, leadership, people involvement, process approach, continuous improvement, evidence based decision making, and relationship management. Assessment is made using interpretative design through observations and interviews by considering the time, energy, and technical and financial resources required to accomplish the study and also respondent's working situation take into account.

CHAPTER I: THEORETICAL FRAMEWORK

Chapter Introduction

In this first chapter, the author exposed the object of this study namely barriers to implementing Quality management system ISO 9001:2015

This chapter was divided into two sections, the first section reviews the results of the literature review that was conducted by the author, it lists the methodologies and the barriers that was found by the researchers, the second chapter the author presented different concepts regarding quality management in general, quality management system and its benefits, principles, different methodologies, and the barriers to implementing such a system.

Section 01: Literature Review

Organizations commit quality and business objectives for satisfying customers and other interested parties. The two objectives are not independent but complement each other for achieving them. Achieving both the objectives makes organizations grow spirally and the organizations become successful with sustained growth. A quality management system (QMS) should be established for achieving sustained growth. Understanding quality is essential for establishing the QMS of organization and it is derived from the process relationship between suppliers and customers.

However, implementing a quality management system ISO 9001;2015 could face obstacles and barriers during the process.

In order to investigate the different barriers and misconceptions that hinder quality management system ISO 9001 implementation in Iraq's service and manufacturing sectors (Al-Najjar & Kamel, Dr, 2011) conducted a survey where they used a random sample of 50 directors in Baghdad manufacturing and service organizations, lack of top management commitment was the top barrier in the list above resistance of employees, Difficulty of performing internal audits, Absence of consulting boards, ISO 9001 requirements are unrealistic, Financial resources, Lack of human resources, Insufficient employee training, Insufficient knowledge about quality programs. the same authors suggested that communicating the necessity of meeting customer and statutory requirements to the organisation, a clear definition of the organisation's quality

policy and making it obvious to everyone in the organization, making sure that all levels of the organization are aware of quality objectives can help top management to show its commitment to QMS.

(Roslina Ab Wahid, 2012) conducted 30 interviews and supported it with 300 questionnaires to propose a framework for ISO 9000 maintenance in service by identifying the critical success factors and problems of ISO 9000 maintenance, according to the authors lack of cooperation between people, lack of commitment, lack of awareness and understanding on ISO 9000, and lack of communication, are problems or threats to the success of QMS ISO 9001.

(Anwar & Muhammad Naveed;, 2012) conducted an explanatory study research aiming to investigate the perceptions and feelings of top management of the top news channels in

Pakistan towards QMS. The population of the study was satellite TV channels of Pakistan, six top performing news channels in the country were included in the sample frame of the study, the respondents were Chief Executive, Marketing Director, Executive Producer-News/current affairs, Director Human Resources, Director Information Technology from each channel and the number of respondents were 30 in total. the same researchers contacted the respondents by visiting them in their respective organization and gave them the questionnaire where a Likert scale from 1 which is the lowest and 5 is the highest was used, the hypotheses which the questionnaire answers were absence of the necessary knowledge about quality management considered to be a barrier to its implementation , lack of a proper strategic leadership vision hinder the implementation of QMS, desired result are not generated by the work on implementing QM , the established norms of work environment limit the implementation of QM, a lot of time is spent on unnecessary documentation during the implementation of QM , insufficient funds and resources is a barrier to QM implementation, difficulties in calculating quality assurance through audit . all the hypotheses were supported by the answers of respondents.

In order to spot what makes the implementation of QMS easier and therefore the barriers to the implantation (Jayasundara & P.A.D. Rajini, 2014) conducted a semi structured questionnaires to gather data, the collected data revealed that receiving great internal support from executive-level management and staff during the implementation’, ‘having clearly integrated quality management goals and objectives with existing business processes and goals’, ‘having sound management throughout the organization’ and ‘having executive level employees having good

knowledge on QMS' were considered to be enablers that facilitate the method of implementing QMS in service sector. the barriers to the implementation were demonstrated as 'lack of top management involvement during the implementation process', 'unwillingness of employees to alter work systems', 'weak interdepartmental relations' and 'employee resistance' were the main barriers to the implementation of standards. Furthermore, 'time constrains', 'nonconformities and lead time', high implementation and maintenance costs' in addition as 'inflating the scale of documents' might be identified as minor barriers that make the implementation of ISO 9001 QMS difficult.

. (Aichouni, Mohamed, Ait Messaoudene, Noureddine, Al-Ghonamy, Abdulaziz, & Touahmia, Mabrouk, 2014) revealed in their study that *Management awarding of contracts to the lowest bidder, Lack of effective teams and/or team building skills, Lack of skilled and trained workers, Lack of resources allocated by management to quality improvement*

Insufficient training programmes for employees, Lack of commitment of top management towards quality also Lack of top management support to quality improvement initiatives are Barriers to QMS implementation in Saudi constructions firms, moreover, the research made a question about the positive impact of QMS implementation to the organization to see the perspective of top management in those firms, so the data showed that only 57% of top management were positive about that. That meant that about 43% of leadership personnel thought that there are no benefits in adopting QMS for their businesses. This would represent a major barrier towards any effort in QMS and quality tools strategy implementation, in addition, 300 questionnaires were distributed by (Ahmad Rashed & Mohammad Othman, 2015) to different construction companies to study the implementation of quality management of construction projects in West Bank, Palestine. to determine the current quality management practices and managers' views of factors to facilitate the implementation of TQM, with interviewing some local firm owners, consultants, contractors and managers of donor countries' institutions, as a result, *lack of knowledge and skills, top management commitment, the contracting companies consider the documentation issue as a laborious process with no advantage regarding the quality*, were found to be obstacles to successfully performing QMS, moreover *the construction process's Nature, non-standardisation and the considerable number of parties involved in the construction process, whom they want their interests to be preserved* where demonstrated as barriers to implementing of QMS in the construction sector (M. Pradeep Kumar, Dr. N.V.S. Raju, & Dr. M.V. Satish Kumar, 2016).

(García, Marta Peris-Ortiz & José Álvarez, 2015) found In a study aimed to determine barriers that impede the implementation of QMS in thalassotherapy centers, where the used descriptive and factors analyses to ascertain the importance and structure of the barriers to implementing QMS, moreover it was conducted on 31 out of 44 national thalassotherapy centers in Spain, that unwillingness to take on new responsibilities. Insufficient knowledge on quality management, and resistance to change revealed to be barriers that hinder the performance of quality management system.

in a study conducted by (Bounabri, El Oumri, Saad, Zerrouk, & Ibnlfassi, 2018) aiming to explore obstacles to ISO 9001 quality management system implementation in Moroccan firms where they surveyed using a questionnaire a diverse sample of 200 organizations to collect data from, the study revealed that barriers were mostly organizational where *Resistance to change headed the list, moreover, prominence of bureaucracy and poor interdependence between departments in organizations, Lack of communication, poor top management*

ISO 9001.

in a quantitative analysis performed to determine the implementation level of ISO 9001 based on the seven quality management principles in Electricity Sector Company in Indonesia, 84 out of 105 samples of PT ABC business units that are engaged in electricity generation, transmission, distribution, or supporting units in Indonesia participated in a survey conducted by (Hendarto & Ratih Dyah Kusumastuti, 2021), including the barriers during the implementation that were grouped in to three categories behavioural and cultural, technical and organizational, 5 barriers were found two behavioural and cultural barriers which are *the perception that ISO 9001 is only the responsibility of quality management representatives and absence of knowledge and awareness of the benefits and importance of ISO 9001* , Two technical barriers revealed as *lack of understanding of ISO 9001 QMS and difficulties in interpreting ISO 9001 clauses*, and one organizational barrier was *lack of training or sharing knowledge regarding ISO 9001* .

The results and methodologies above helped the author in understanding different barriers to implementing quality management systems, moreover it showed the different methodologies that helped in framing the study, additionally it inspired the author in the choice of the methodology that was used in this study.

Section 02: : ceptual framework

2.1 Understanding Quality:

The point of view regarding products' quality can be different between customers and it could also vary for the same product of the organization. therefore, it would be hard to develop a common definition of quality. having knowledge of quality is more suitable than defining it. The philosophical description of quality is proper for understanding quality and some of the descriptions are:

- chasing the perfection that never finishes
- Quality is the accomplishment of requirements,
- Quality is the level of feeling satisfied,
- Quality is the path of life.

expectations of customers are part of their specifications also. Fulfilling the needs and expectations of internal and end customers make them satisfied. Efforts to complete the needs and expectations should become a way of life in the organization. (Natarajan, 2017)

2.2 Quality Management System (QMS) :

A quality control system QMS is deliberate and set up via way of means of documenting techniques for the tactics of business enterprise to meet the desires and expectancies of inner and cease customers. The global widespread, ISO 9001, specifies the necessities of a fine control system (QMS) to sustainably offer products that conform to legitimate necessities. The widespread is implemented via way of means by many companies around the world. ISO 9001 QMS tactics are prepared to represent the 4 steps of the Plan-Do-Check-Act (PDCA) cycle. Documented techniques and product-associated engineering files are set up for the tactics integrating the desires and expectancies of inner and cease customers. (Natarajan, 2017)

2.2.1 Characteristic of Quality Management System:

Guidelines of Quality Management System with the useful resource of the usage of Federal Transit Administration states that an effective QMS is not virtually one in which unique products and services are delivered. Rather, it is one which continuously seeks to decorate the products and

services being delivered and the corresponding shipping procedures used by the organization. In the suggestions to installation an effective QMS, the following developments are listed.

- Leadership – adopting the first-class policy, instilling a tradition that values first-class, regarding all degrees of control in first-class initiatives, figuring out a senior Quality Manager (QM), presenting sources and employees to perform first-class objectives, handing over services and products that usually meet consumer expectancies.
- Design Quality and Prevention – Developing services and products that meet consumer expectancies and decrease existence cycle cost.
- Strategic Quality Planning – Establishing an imaginative and prescient for the destiny of which and what the employer desires to be and growing a Plan to reach that destination.
- Focusing on making Customer Satisfaction – Clearly identify inner and outside customers, their necessities, and making choices that assist the dedication to fulfil one's necessities.
- Continual Improvement – Identifying key regions for improvement, whether or not they may be services and products, or processes.
- Teamwork and Employee Participation – All personnel take part to the excellent in their cap potential and in the bounds in their regions of know-how to supply services and products that meet necessities for performance, cost, and schedule.
- Training and Development – All individuals in any respect degrees in the employer acquire simple and superior first-class schooling relative to their practical and managerial duties in the employer.

2.2.2 Quality Management System (QMS) Principles:

(Purushothama, 2015), in his book, Implementing ISO 9001:2015 stated that the proposed ISO 9001:2015 standards are based on the following seven quality management principles

Figure 2 : Quality Management Principles



Source: ISO 9001: 2015

Customer focus

“Organizations rely on their customers, hence they need to understand their customers’ present and future needs throughout customers requirements and aim to surpass customer expectations” (Gupta V. 1., 2017)

This can be done with:

- identifying all the customers’ needs and expectations for products, delivery, price, dependability
- make certain that there is a stable process among different customers and other stakeholders’ needs and requirements.
- Communicate these needs and requirements in all levels in the organization
- Evaluate customer satisfaction and reflecting on results
- Good customer relationship management

Leadership

Leadership: According to ISO 9000: 2015 “At all levels, leaders establish the purpose and orientations and create the conditions in which the personnel are involved in achieving the quality objectives of the organization” (ISO9000, 2015). Also, ISO 9004: 2018 specifies that the organization which demonstrates its leadership and its commitment to the quality approach makes it possible to achieve sustainable performance. Leadership is defined as “the act of influencing the behavior of other people by establishing new patterns of action and providing feedback on their modification, thus playing the key role in implementing change in the organization. (Mnich & Matejun, 2021)..

Engagement of human beings

“the core of an organization at all levels is people, if they are fully engaged that would enable organizations to benefit from their abilities” (Gupta V. I., 2017)

this can be achieved by:

- welcoming ownership and responsibilities to solve the organization's issues.
- seeing opportunities to make improvements in an agile manner.
- being active in observing chances to ameliorate their education, skills, and experiences.
- Creating an appropriate environment for sharing knowledge and experiences
- Concentrating on the creation of value for customers
- Innovation and creativity to further the organization’s objectives.
- Ameliorate the representation of the organization to customers, local communities, and society
- Obtain satisfaction from their work
- Being excited and proud to be part of the organization.

Process approach

“the wanted result is made more efficiently if related resources and producers are managed as process” (Gupta V. I., 2017)

this can be done by:

- defining process to reach desired results.
- Determining and measuring inputs and outputs of the process
- Evaluating potential risks, outcomes and impact of processes on customers and different stakeholders of the process.

- put in place clear the responsibility the authority and accountability for managing the process
- determining the internal and external customers, suppliers, different stakeholders of the process.
- when designing processes, consideration is given to process steps
- activities, flows, control measures, training needs, equipment,
- methods information, materials, and other resources to achieve the
- desired result.

Improvement

“Continual improvement has to be an enduring objective of the organization” (Gupta V. 1., 2017)

This can be done by:

- ensuring that continual improvement of products, processes and systems is a goal of every worker in the organization
- using regular evaluations against established criteria of excellence to determine spots for possible improvement.
- regularly ameliorating the effectiveness and efficiency of processes
- encourage prevention based actions
- making sure that all organization's members are provided with relevant education and training regarding CI tools and methods such as the PDCA cycle, Problem-solving, process reengineering, and process innovation.
- Set up measures and goals to escort and track improvements.

Evidence-primarily based totally selection-making

“Effctive decisions are based on ojective evidence” (Gupta V. 1., 2017)

This can be done by:

- setting up measurements and collecting data and information relevant to the objectives
- making sure that data and information are enough precise, trustable, and can be reached when it is needed
- examine data using the right tools
- appreciate the necessity of the proper statistical techniques
- making decisions and taking action based on the results of logical analysis balanced with experience and intuition.

Relationship management

the capacity of creating and increase value between the organization and its suppliers, by mutually beneficial relationships. (Charantimath, 2017)

2.2.3 Using the principles :

(Hoyle, 2007) states that the above ideas may be utilized in validating the layout of processes, choices, auditing structures, and processes. In every precept the subsequent questions may be raised:

Where is the patron awareness on this system? Where on this system is there leadership, guiding policies, measurable objectives, and the surroundings that motivates the personnel to reap those objectives? Where on this system is the involvement of human beings withinside the layout of the system, the making of choices, the tracking and dimension of performance, and the development of performance? Where is the system method to the accomplishment of those objectives? Where is the structures method to the control of those processes, the optimization of performance, and the removal of bottlenecks? Where withinside the system are choices primarily based totally on fact? Where is there persistent development in performance, efficiency, and effectiveness of this system? Where is there a together useful courting with providers on this system?

2.2.4 benefits of implementing a QMS :

Implementation of a fine control device must bring about many long-time period monetary gains. Here is the listing of some blessings of powerful implementation of a QMS (Mehrotra, 2018):

1. Achieve organizational goals.
2. Reduce luxurious errors.
3. Improve consumer satisfaction.
4. Market your commercial enterprise greater effectively.
5. Manage boom greater effectively.
6. upgrade documentation accessibility.
7. Correct troubles to enhance merchandise and services.
8. Grow marketplace percentage in new territories and marketplace sectors.

9. Creates a lifestyle of fine.
10. Embed imaginative and prescient for all projects.
11. Better inner communications.
12. Consistent merchandise.
13. Measure the overall performance of people and teams.
14. Improve compliance

2.2.5 Steps for Implementing a Quality Management System—the Successful Way!:

(Mehrotra, 2018) In quality management, it's a popular saying that if something is not written, it didn't happen. Businesses which follow a management system need a well-conceived and systematized Quality Management System. Many organizations failed to manage QMS while others managed it well.

The elements needed in Quality Management System:

A quality management system requires many important elements. Here are few of them:

- Documented quality policy and quality objectives.
- A quality manual which will document scope, exclusions with justification. QMS includes documented procedures, guidelines, checklists. This will allow observed quality and continuous improvement.
- Document procedures mandated by the compliance standard.
- Documents required by the company for effective planning, operation, monitor, and control. (Mehrotra, 2018) In

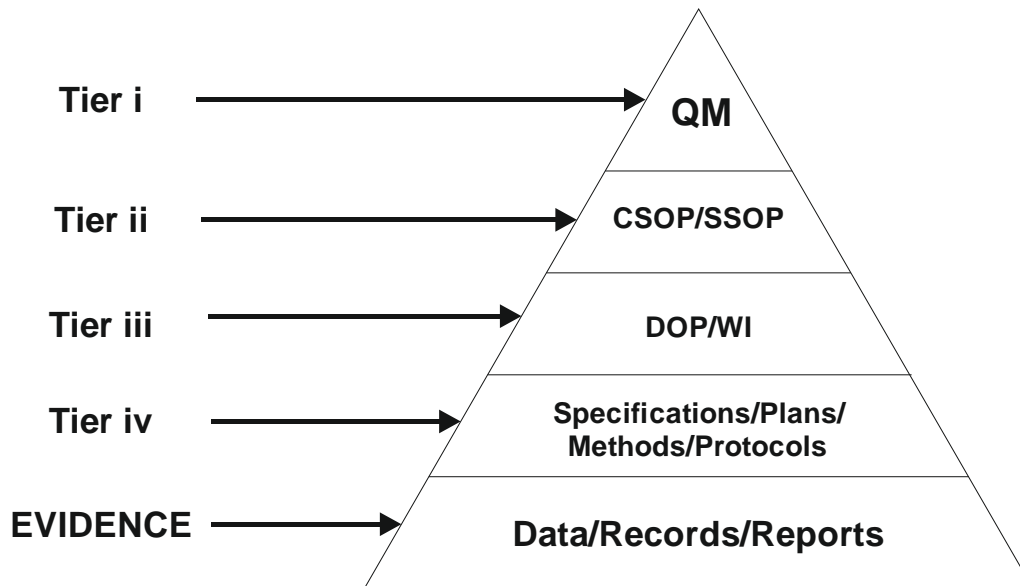
The Importance of Hierarchical Organization :

An organization is spirited when working with controlled documents. A suggested hierarchy for QMS documentation management is (Mehrotra, 2018) :

1. Quality Manual
2. Policies
3. Procedures
4. Work Instructions
5. Lists
6. Checklists

7. Forms

Figure 3 : Hierarchy for QMS documentation management



Source: <https://www.greycampus.com>

Steps for the Creation of an Effective QMS

Define and Map Your Processes

Process map's introduction will strain the corporation to visualize and describe their processes. In the system, they may define the interaction collection of those processes. Process maps are critical for appreciating the responsible person. Define your essential business corporation method and talk about the flow. (Mehrotra, 2018)

Figure 4 : Quality Management Documentation Overview



Figure 5 source: <https://www.greycampus.com>

Define Your Quality Policy :

Your Quality Policy communicates the obligation of the corporation as it's miles about the pleasant. The project may be what customers need, the high-best project. When constructing a quality management system, recall the willpower towards patron focus. It may be Quality, Customer Satisfaction, and Continuous Improvement. (Mehrotra, 2018)

Define Your Quality Objectives

All Quality control systems need to have objectives. Each employee needs to respect their effect on pleasant. Quality objectives are a by-product of your pleasant policy. It is measurable and established at some stage in the corporation. The goal can be in a shape of a vital fulfilment factor. This allows a corporation in emphasizing the journey towards wearing out its project. This typical overall performance-based totally completely measures deliver a gauge to determine compliance with its objectives. Some Critical Success Factors are: economic overall performance (Mehrotra, 2018)

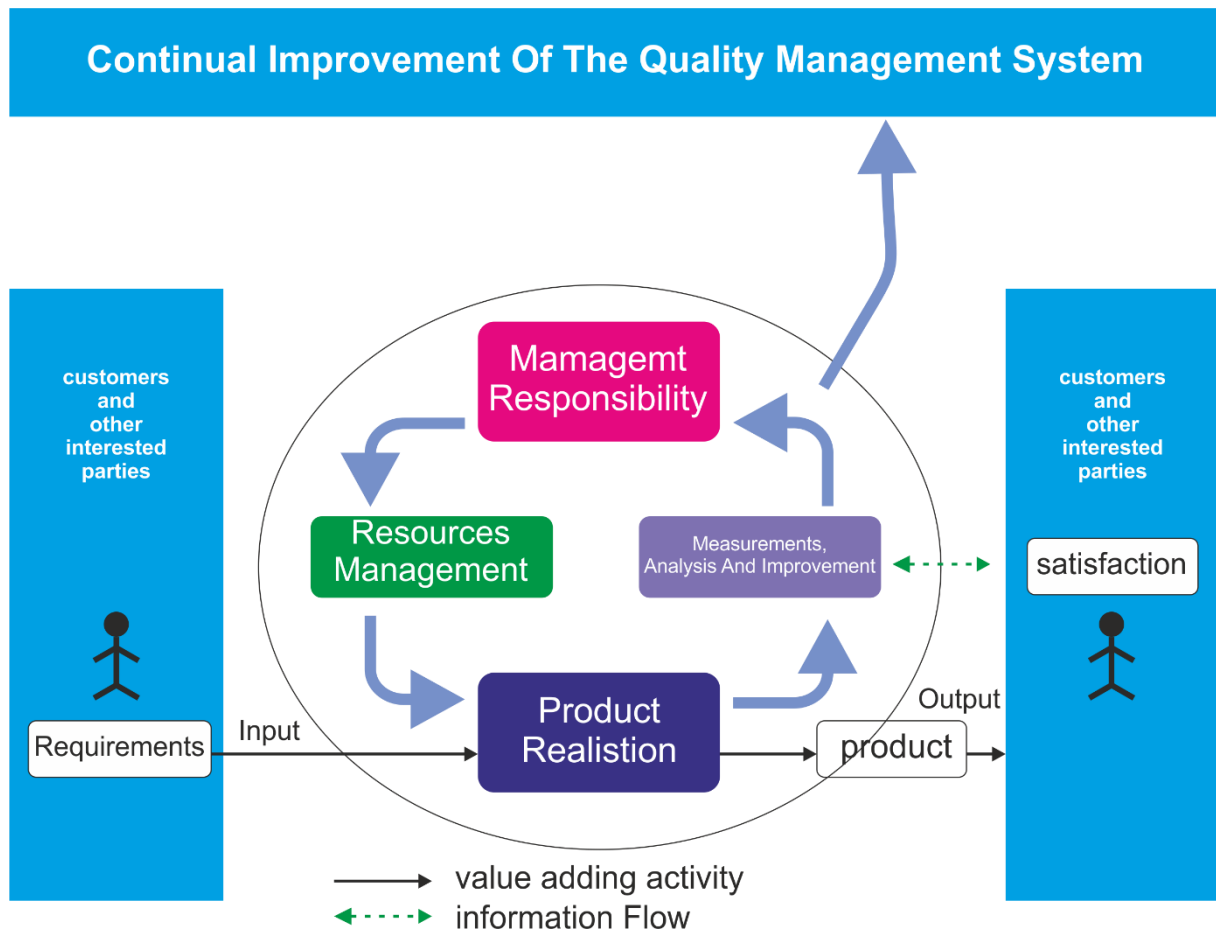
- product state

- operations boosting
- customers satisfaction
- change portion
- employee's happiness

Develop Metrics to Track and Monitor CSF Data

Develop Metrics to Track and Monitor CSF Data Once the critical elements of success (vital success factors) are known, measures and metrics track progress. This can be completed through a records reporting device used to accumulate particular records. Share the processed information with leaders. A method goal is to beautify the patron satisfaction index score. The desire is to be a goal and a diploma to installation the fulfilment of that goal (Mehrotra, 2018).

Figure 6 Continual Improvement of the Quality Management System



Define Defects for Every Process

Defects are non-conformances that display up as product flaws or method deficiencies. Whenever a disease takes place, it desires to be measured and corrected. Identify the required corrective motion. throughout figuring out your imperfections (Mehrotra, 2018):

- Outline system size
- Determine defects in product and method
- Define a system to document defects
- Define a system to document defects in unique formats

Develop Documents and Records

QMS desires to have some documented information and formats. Start with the minimum required file set and add whilst needed (Mehrotra, 2018)

- Create compulsory file information consistent with the economic corporation model
- Create vital Quality policies, procedures, and forms
- Create documented information and formats (records) for each defined method

Define Quality Process

Your pleasant device includes internal audit, Management review, Corrective and preventive motion techniques, and communicate processes (Mehrotra, 2018)

Determine Training Needs

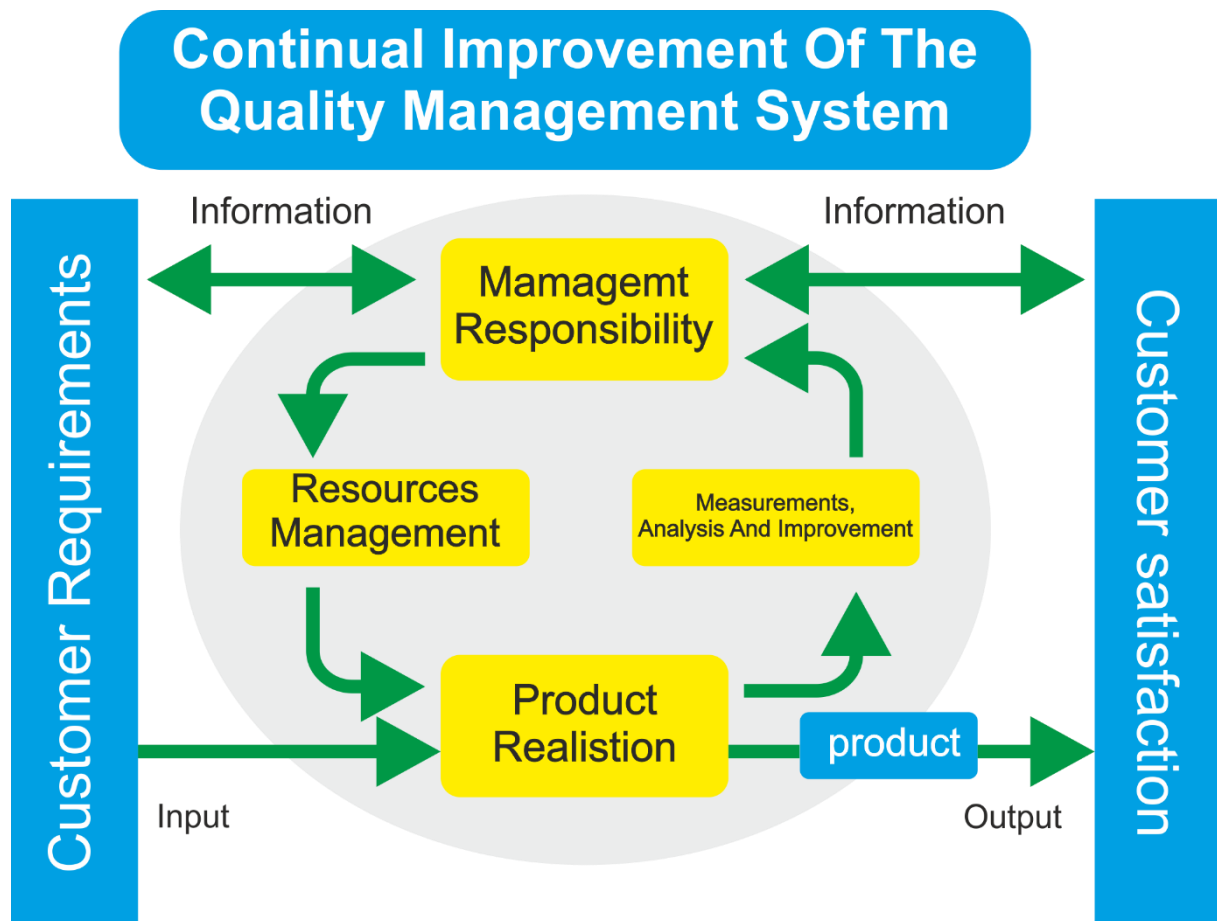
Everyone wants to showcase their skills on the job. at first, education is greater a hit and can be discovered throughout the work, it is able to be a schoolroom or e-learning. Some critical education areas are- Internal auditor competence, Corrective Action education. Failure Modes Effects Analysis (FMEA) education. (Mehrotra, 2018).

Use Quality Management System

Using the QMS approach generates a terrific pleasant product. In the method (Mehrotra, 2018)

- Collect non-conformance and document them. examine those records for healing and pre-emptive acts.
- Review FMEAs for hazard and actions, as and whilst required.
- Perform internal audits and conduct manipulate reviews.

Figure 7 : Continual Improvement of the Quality Management System



Source: <https://www.greycampus.com>

Measure, Monitor and implement activities to Improve the Performance

Using quality management system means collecting data. Analyze this data to check if the collected data is good to use and if the intended results can be derived. You need to (Mehrotra, 2018):

- Track Quality Objectives and its performance
- Define few new performance yard sticks
- Determine improvement chances in the data by recognizing trends, patterns, or correlations.

If you have identified trends through data, then it is time to act. The goal is to bring improvement and this occurs by:

- Arranging your improvement opportunities
- Choosing prospects that make a difference
- Supporting ‘commitment to quality’ to attain better results

Using a pleasant control device approach to collecting records. Analyze those records to check if the accrued records are perfect to use and if the supposed effects can be derived. You need to:

Track Quality Objectives and their typical overall performance

- Define some new typical overall performance yardsticks
- Determine improvement opportunities withinside the records thru a manner of approach to recognizing trends, patterns, or correlations.
- If you have got recognized trends thru records, then it is time to act. The goal is to perform improvement and this takes place thru a manner of approaches:
- Arranging your improvement opportunities
- Choosing possibilities that make a difference • Supporting ‘willpower to pleasant to attain better effects

2.3 Barriers to Implement the ISO 9001 Standard:

A barrier is described as "a problem, rule or situation, an impediment that forestalls a person from doing something or that creates a problem to implement". loss of consumer satisfaction, deficiency in the dedication of pinnacle management, management and involvement, inadequate quality attention amongst people, absence of employee involvement and empowerment, inadequate documentation and communication, deficiency in information of ISO well-known and requirements, inadequate human resource, education, schooling programs, and time, fee involvement, enterprise culture, loss of praise system, inadequate manipulate and cooperation with dealer and deficiency on top of things on incoming cloth are the several boundaries for the implementation of ISO 9001 (Nosheen Mehfooz, & Dr.Memoona Saeed Lodhi, 2015). Listed boundaries of ISO 9000 requirements implementation in element said with the aid of using specific authors are the following:

Lack of top management commitment, involvement, leadership and support

(Sharif, 2005), begins offevolved his evaluation through the usage of pleasant gurus' sayings 'Deming, Juran, and Crosby noted that top management dedication is one of the maximum crucial elements impacting the achievement ability of a QMS in a business enterprise. The pinnacle control needs to be the primary in making use of and stimulating the QM technique and they ought to take delivery of the most obligation for the product and provider offered. The QM has been applied efficiently in any business enterprise if its pinnacle control crew is devoted to making use of and retaining it, is worried withinside the implementation tactics and periodic evaluation is finished on it.

Top management, now no longer simply adopting slogans of enhancing pleasant, ought to come to be worried in pleasant efforts on the planning, implementing, and tracking phases. Top control dedication encourages managers, supervisors, and personnel in a business enterprise to make investments extra completely withinside the specific factors for which they may be responsible, thereby growing the effect of those factors at the pleasant of products, state that 'Without the help of control, the conduct of the employees withinside the business enterprise is tough to change'. (Adebanjo D. & Kehoe D., 1998), revealed that top management commitment is the most crucial factor to an effective implementation of quality management and it is the number one reason why QMS fall in an organization.

Resistance to change:

(Fuentes C., Benavent F., Moreno M., Cruz T., & Val M., 2000), are with the opinion that when middle managers feel like losing influence over making decision and employee in general when they receive new jobs and responsibilities, the resistance to change will appear. Moreover, Macadam, (1996), Revealed that a numerous of workers are against receiving new modifications in the organization because of the long time they spent working in the same way so the do not want to learn new methods or skills.

Lack of employee involvement and empowerment:

(Sharif, 2005) The goal Employees involvement is increasing the responsivity of the organization to the rapid evolution of the market place and to upgrade the competitiveness of the business, furthermore, he quotes different authors sayings like : - the condition to effectiveness of QMS is the involvement of the whole organization (Dory and Schier, 2002),

insufficient workers participation is a barrier to implement and maintain a successful ISO 9001:2000 standard (Low S. & Ling-Pan H., 2004)

Lack of awareness:

(Philip B. Crosby, 1996) Pointed out that spreading the feeling of belonging to an organization where quality is the attitude, is the goal from awareness, likewise, (Al-Zamany Y., Hoddell E. , & Savage B., 2002). state that lack of information causes an insufficient understanding of the value of quality in international markets.

Lack of motivation system:

Palpable and impalpable tech are a two sides of one coin which is motivation, palpable techniques refers to reveal the level of acknowledgment for the efforts made about attitude that is appreciated by the top management and about the behaviour of the organization toward workers performance and accomplishments, impalpable techniques is the using the employees' feelings and emotions to motivate them by the top management, this side of motivation has a considerable impact on employees' positive and negative emotions. (Ellecker 1998).

The thought that unsteady award system and lack of recognition are other difficulties to a successful implementation of QMS ISO9001 in numerous organization which (Macedo-Soares D. & Lucas D., 1996) and (Ngai E. & Cheng T., 1997) agree on, where these obstacles elevate the resistance to the new managerial approach and related quality applications.

Lack of education and training programs

Training is one of the most vital factors in the process of changing quality management, early awareness of the principles of QM can be delivered by training. It has the role of communication wheels, it increases the skill level of employees to act effectively in the improvement process. Additionally, it facilitates improving employees' attitudes relating to quality. (Patel A. & Randell G., 1994).

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Chapter conclusion

Throught this chapter, the author review the literatures regarding the relevant methodologies conducted by different researches the barriers to implementing, moreover the author was able to extract several barriers to the effective implementation of quality management system in different sectors and industries (table1), in the second section, the author provided different concepts regarding the field of quality management and quality management system ISO

9001:2015, furthermore, the author touched several barriers to implementing quality management system ISO 9001:2015.

Table 1 : literature review results

Article	Barriers to implementing QMS ISO 9001:2015
1. (AlNajjar & Kamel, Dr, 2011)	<ol style="list-style-type: none"> 1. lack of top management commitment 2. resistance of employees 3. Difficulty of performing internal audits 4. Absence of consulting boards 5. ISO 9001 requirements are unrealistic 6. Financial resources 7. Lack of human resources 8. Insufficient employee training 9. Insufficient knowledge about quality programs
2. (Roslina Ab Wahid, 2012)	<ol style="list-style-type: none"> 1. lack of cooperation between people 2. lack of commitment 3. lack of awareness and understanding on ISO 9000 4. lack of communication
3. (Anwar & Muhammad Naveed;, 2012)	<ol style="list-style-type: none"> 1. absence of the necessary knowledge about quality management 2. lack of a proper strategic leadership vision 3. desired results are not generated by the work on implementing QM 4. the established norms of work environment 5. A lot of time is spent on unnecessary documentation during the implementation of QM 6. insufficient funds and resources 7. difficulties in calculating quality assurance through audit
4. (Jayasundara & P.A.D. Rajini, 2014)	<p>Main</p> <ol style="list-style-type: none"> 1. lack of top management involvement during the implementation process 2. unwillingness of employees to alter work systems

	<ol style="list-style-type: none"> 3. weak interdepartmental relations 4. employee resistance <p>Minor</p> <ol style="list-style-type: none"> 1. time constrains 2. nonconformities and lead time 3. high implementation and maintenance costs 4. inflating the scale of documents
5. Aichouni, Mohamed, Ait Messaoudene, Nouredine, Al-Ghonamy, Abdulaziz, & Touahmia, Mabrouk, 2014	<ol style="list-style-type: none"> 1. Management awarding of contracts to the lowest bidder, 2. Lack of effective teams and/or team building skills 3. Lack of skilled and trained workers 4. Lack of resources allocated by management to quality improvement 5. Insufficient training programmes for employees, 6. Lack of commitment of top management towards quality also 7. Lack of top management support to quality improvement initiatives
6. (Ahmad Rashed & Mohammad Othman, 2015)	<ol style="list-style-type: none"> 1. lack of knowledge and skills 2. top management commitment 3. the contracting companies consider the documentation issue as a laborious process with no advantage regarding the quality
7. (M. Pradeep Kumar, Dr. N.V.S. Raju, & Dr. M.V. Satish Kumar, 2016)	<ol style="list-style-type: none"> 1. the construction process's Nature 2. non-standardisation 3. the considerable number of parties involved in the construction process, whom they want their interests to be preserved
8. García, Marta Peris-Ortiz & José Álvarez, 2015	<ol style="list-style-type: none"> 1. unwillingness to take on new responsibilities. 2. Insufficient knowledge on quality management 3. resistance to change
9. (Bounabri, El Oumri, Saad, Zerrouk, & Ibnlfassi, 2018)	<ol style="list-style-type: none"> 1. Resistance to change 2. prominence of bureaucracy and poor interdependence between departments in organizations 3. Lack of communication 4. poor top management commitment

	5. insufficient trainings
10. Hendarto & Ratih Dyah Kusumastuti, 2021	<p>behavioural and cultural barriers</p> <ol style="list-style-type: none"> 1. the perception that ISO 9001 is only the responsibility of quality management representatives 2. absence of knowledge and awareness of the benefits and importance of ISO 9001 <p>technical barriers</p> <ol style="list-style-type: none"> 1. lack of understanding of ISO 9001 QMS 2. difficulties in interpreting ISO 9001 clauses, <p>organizational barrier</p> <ol style="list-style-type: none"> 1. lack of training or sharing knowledge regarding ISO 9001 .

Source: made by the author

CHAPTER II: METHODOLOGICAL FRAMEWORK

Section 01: : Presentation of Business Leads Algeria (BLA)

1.1 Presentation of the organization

Sarl BUSINESS LEADS ALGERIA is a consulting company in business organization, training, support for quality management systems and publisher of the B2B economic directory " Algeria Yellow Pages ".

SARL BUSINESS LEADS ALGERIA provides companies and institutions with a range of services intended to achieve more team performance and better management.

1.2 Organization services:

- Support for the implementation of projects related to standards or benchmarks required in the field of Quality (ISO 9001, ISO 13485; ISO 22000, etc.), Occupational Health and Safety (ISO 45001), Environment (ISO 14001) or Energy (ISO 50001) And other standards and references on request...
- Realization of consulting services in organization and management of companies
- Organization of training but also open events to discuss and discover new themes with you: in management professions (intra-company, inter-company or tailor-made)
- Proposal of commercial prospecting, communication & advertising, direct marketing & digital marketing services
- Edition of the Economic Directory of B2B Companies "Algeria Yellow Pages"

1.3 Organization mission:

The organization mission is the sustainable development of the company's performance to strengthen its competitiveness, promote its growth and improve its profitability.

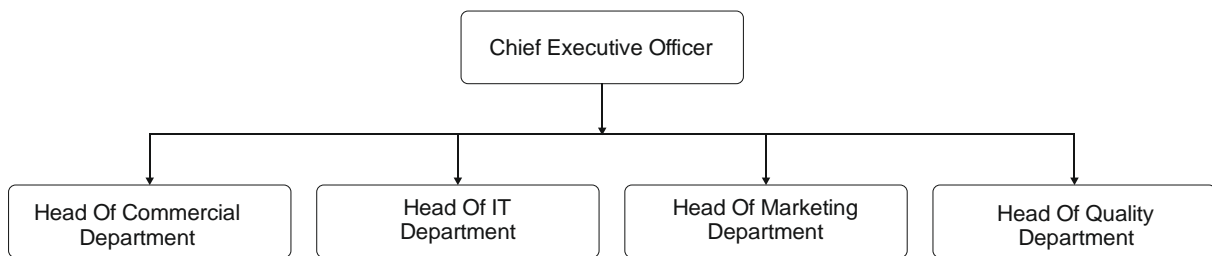
The goal of the organization is to help companies lend a hand in improving the quality of their management, provide them with the support they expect and provide them with personalized solutions.

1.4 The organization team

- Respond quickly and effectively to the most specific issues.
- For each of its activities, Sarl Business Leads Algeria relies on a team of experienced and involved consultants and professionals, who focus on the needs of their customers on a daily basis.
- the team of BLA is committed without limits to ensuring that all its clients benefit from its know-how and our high-performance working methods.
- it offers a work environment and a professional framework where everyone can evolve and progress with confidence.

1.5 Organizational Chart

Figure 8 : Organizational Chart Of Business Leads Algeria



Source : Business Leades Algeria

Section 02: Research methodology

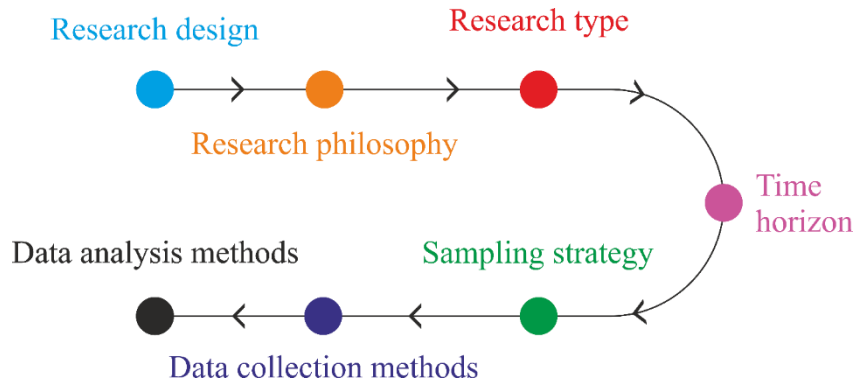
As mentioned in the introduction section the problem in this study is that although QMS has been shown to have major benefits to organizations, especially in giving organizations a competitive advantage in a rapidly changing environment, implementing such a system can face multiple difficulties and obstacles.

The aim of this study is to identify the barriers which Algerian firms faced during the implementation of QMS, the study tries to answer the research question “Why does the implementation of QMS could not be effective?”.

In this chapter the author covered the methodology that helped in answering the research question.

To understand the layout of this chapter the author chose to illustrate it in a visual manner:

Figure 9 : Layout of methodology chapter



Source: made by the author

2.1.1 Research Design

Research design can be defined as the structure of research, it is the “Glue” that links between research elements (Akhtar, 2016), another interesting definition by (CRESWELL, 2009) says that research design can be considered as a systematical manner to solving the research problem.

To solve the problem of this study the researcher used semi-structured interviews, where data is collected from a convenience sample of quality manager in BLA and from different companies also, an interpretative research design was used to help get a deeper understanding of the barriers that were faced by Algerian firms during the QMS ISO9001:2015 implementation, the study used primary data through semi-structured interviews, by choosing participants in a convenience sampling technic, for the method of data analysis the author used thematic data analysis to interpret the results of the study.

2.2 Research Philosophy:

This study has used an interpretive approach in the examination of data where there were multiples realities related to the study problem, by consequence the philosophy of this work has to be constructivism

2.3 Research type:

There are many research types that can be utilized in solving research problems, the author in this study tried to explore multiple realities and sought a deeper understanding regarding the barriers that affect QMS ISO9001:2015 implementation, hence the research type used in this study is a mixed between inductive and deductive, deductive cause the author used in the interview hypothetical questions based on the seven principles of QMS ISO9001:2015, inductive to learn more about the perceptions of quality managers in Algerian firms using a qualitative approach to help in attending the objectives of the study.

2.4 Time horizon

the author utilized a cross-sectional time horizon because the data were collected from the same sample at one point in time only, the data where collected from 12/04/2022 to 31/05/2022

2.5 Sampling strategy:

Sampling strategy can be defined as *“the action or process of selecting a representative part of a population for the purpose of determining parameters or characteristics of the whole population”* (Merriam Webster)

to choose the sample for this study the author used a convenience sampling technic and that strategy used to get where the chosen population are Quality Management responsible in Algerian firms, the data were collected from the responsible of quality in BLA company and their consultants, 6 respondents represented the sample size of this study, the participants were contacted and yield via the help of BLA company.

2.6 Data collection methods:

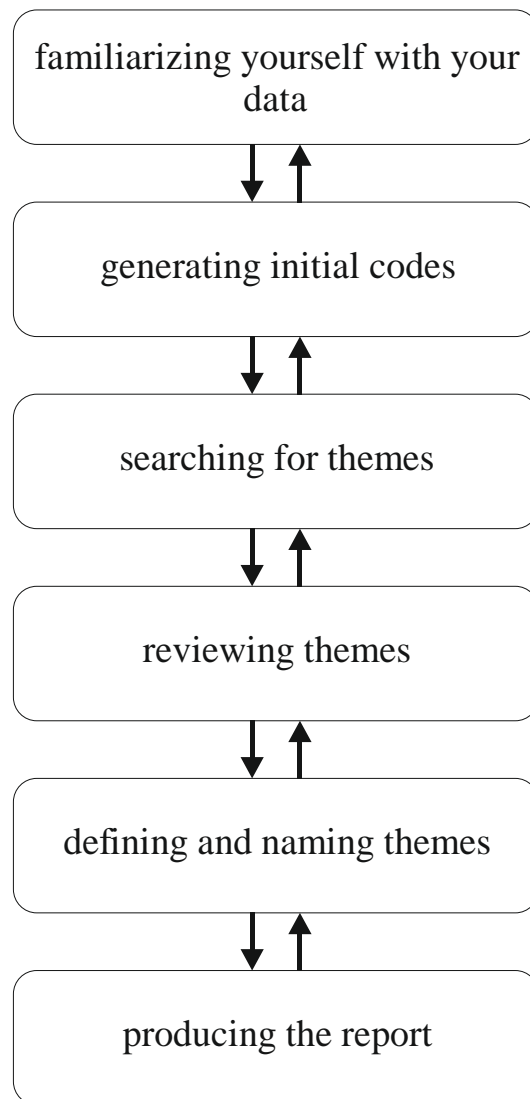
Primary data were collected through semi-structured interviews, the author followed an interview guide composed of 14 questions, and the interview guide was established based on the seven principles of QMS ISO9001:2015 “customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision making, and relationship management”, furthermore the writer of this paper considered the findings of the literature review, all the respondents were asked the same questions as it is demonstrated in the interview guide in Appendix 1

The writer in this study conducted the interviews in person with the Quality manager and the consultant of BLA and online with 2 respondents using software such as (zoom and Google meet), the reason he chose online interviews is that the distance was long and because of lack of financial capabilities of going to their respective workplace

2.7 Data analysis methods:

Thematic analysis is a method for recognizing, examining and describing patterns (themes) within data. It minimally organizes and describes your data set in (rich) detail, thematic analysis is an iterating process the steps to conduct a thematic analysis are shown in figure 8 (Virginia Braun & Victoria Clarke, 2006)

Figure 10 : thematic analysis steps



Source: (Virginia Braun & Victoria Clarke, 2006)

CHAPTER III: RESULTS AND DISCUSSION

Introduction

The goal of this study was to identify the obstacles that may impede the effective implementation of QMS ISO9001:2015 in Algerian firms, a qualitative study was conducted to understand and to identify the barriers to implementing QMS, 4 semi-structured interviews were conducted with a convenience sample of 4 quality managers, a thematic analysis was used to analyse data of the interviews

in this chapter the author presented findings of the interviews using a thematic layout, hence the results in this chapter are represented as themes and sub-themes, moreover the results are discussed in using the same layout.

Section 01: Barriers to implementing QMS ISO 9001:2015

main results from the research question and the interview question were demonstrated as themes and sub-themes after a thematic analysis in table 2

Tableau 2 : the main results of this study

Themes	Sub-themes
Lack of people involvement	Continuous Improvement and Resisting to Change Lack of employee empowerment Lack of team building and teamwork Lack of Education and Training Lack of customer focus Lack of supplier relationship management
Lack of leadership	Lack of vision, values and beliefs and courage Lack of top executives' commitment Lack of communication
Lack of Establishing QMS Documentation	Lack of understanding the process approach Lack of understanding of the need for documentation Lack of expertise in preparing QMS documents

Source: made by the autor

1.1 Lack of people involvement:

After data analysis, the data showed that the major barrier to the effective implementation of QMS ISO 9001:2015 is lack of people involvement, were most of the interviewees mentioned it to be the main barrier, the following sub-themes are barriers related to the main barrier:

1.1.1 Continuous Improvement and Resisting to Change:

data in this study reported that resistance to change is a barrier to apply QMS where respondent 3 said: “I can give an example, administrative employees you know that iso 9001 has the reflection of process so when we implement QMS we divide our activities or structure into processes, you have many process drivers, they are not involved in that they think that you will give them more tasks to do not related to their process it’s hard to explain that you're not adding tasks for them to do when it is the opposite because you're trying to make their process easy”

1.1.2 Lack of employee empowerment

Respondent 1 said: “ *what could cause disengagement of employees is the absence of empowerment...let me give you an example, when the employee doesn’t feel proud about his work and doesn’t get appreciation from others he will feel excluded and will not perform, that could be applied regarding implementing QMS, when you don’t motivate and empower your employees that will create a space between management and employees*” from this statement, lack of empowerment can be considered as an obstacle in applying the principles of QMS ISO9001:2015

1.1.3 Lack of team building and teamwork

results in this study showed that building and forming teams ineffectively is a barrier to Implementing QMS, respondent 4 revealed: “*Algerian culture is different I guess, example it is rarely to find team building events in Algerian firms, weather we like it or not we have problems regarding teamwork*”

1.1.4 Lack of Education and Training

Results in this study revealed that Education and training especially in quality management have a great impact on the implementation of QMS9001:2015 where, however education and training are different concepts according to respondent 4: “*we can observe clearly that we lack in education and training, but I think we lack more in training cause training is not like education, education is more vast and is mostly theory when training is learning by doing, unfortunately Managers don’t know how to train employees*”.

1.1.5 Lack of customer focus

Another barrier to the implementing of QMS was found in this study which is the absence of awareness and focus on customers from employees, respondent 1 stated: *“What I find challenging is orienting employees towards customers, because quality needs to be expected not inspected, people needs to be empowered to focus on customers and their needs”*

1.1.6 Lack supplier relationship management

Data in this study revealed that lack of Communication and Feedback, Supplier self-satisfaction, Erroneous Supplier Improvement Objectives, and Lack of Customer reliability are the barriers to implementing SRM,

Respondent 3:” *well the obstacles to supplier relationship management are when there is no effective communication with supplier...there is no feedback let’s say from both sides the company and the supplier, so both sides can’t improve together, another reason is when suppliers feel over satisfied with their services and the perception that all of their customers are satisfied with their supplying, also what hinders the SRM is that many or let’s say most of the companies do not care about the way their suppliers work, they do not observe the quality of the processes of suppliers and they don’t have clear goals how their suppliers need to improve their products and their way of working, moreover, when companies are not reliable and the suppliers don’t trust the company, for example, companies don’t have strong supply chain management and their purchasing practices are not clear and they only follow low prices”*.

1.2 Lack of leadership

The second major barrier that the data revealed in this study is lack of leadership, the following sub-themes are barriers related to the main barrier:

1.2.1 Lack of vision, values and beliefs and courage:

in this study data revealed that lack of vision is considered to be a barrier to implementing QMS ISO 9001 v 2015 where respondent 3 said : *“most of top executives in Algerian companies don’t have a clear vision about quality and quality system and what results they want to achieve by*

implementing QMS”, moreover respondent 2 said: “*if you want to effectively implement QMS you need leaders who has good morals, honest, humble and the most important leaders who believes in company vision and goals*” from that statement the author extracted that values and beliefs are essential qualities that leaders should have, another barriers barrier was identified is the courage to act and to lead the organization to fulfil the vision of implementing QMS where respondent 3 said: “*...in addition If leaders don’t show courage to implement the vision no one in the organization will follow and participate*”.

1.2.2 Lack of top executives' commitment

in this study the Top management commitment to QMS were identified as a barrier to implanting QMS, respondent 3 said: “*directors must engage and must be committed to the success of quality management system, employees won’t participate if there’s no commitment from top directors*”.

1.2.3 Lack of communication

Respondent 1 said: “*a good leadership is ensuring that all the organization goals and objectives are communicated through all the levels of the organization*”, in addition respondent 4 said : “*when top management don’t share its vision with employees the vision won’t be effective and won’t be achieved in the first place*”, furthermore respondent 2 said: “*communication links between all the departments and processes in the company*”, from these statements communication can be considered as barriers that hinders good leadership and effective implementation of quality management systems.

1.3 Lack of Establishing QMS documentation

The third major barrier identified in this study is lack of documentation, the following sub-themes are barriers related to the main barrier:

1.3.1 Lack of understanding the process approach

Data in this study presented the misunderstanding of the process approach is one of the barriers to implementing QMS, respondents 2 and 3 had the same answer where respondent 2 said: “*I have met many managers and top executives whom they have little knowledge about process*”.

approach”, respondent 3 said: *“understating and implementing process thinking in companies helps them to achieve synergy and high level of coordination between different departments”*.

1.3.2 Lack of understanding of the need for documentation

One of the results in this study is that lack of understanding the need and requirements of documents could represent a barrier to the evidence-based decision-making principle, hence a barrier to implementing QMS ISO9001:2015 respondent 1 said: *“as a quality manager it is difficult to explain process drivers that documentation doesn’t mean more responsibilities rather it will make the work easy by continual improvement”*.

1.3.3 Lack of expertise in preparing QMS documents

Data in this study showed that expertise in preparing QMS documents are crucial to effective implementation of QMS, therefore insufficient expertise is a barrier, respondent 4 said: *“documentation is crucial to move forward with the competition because it help organization to upgrade by using evidence of failures, so it gives insights to correct and to prevent, hence it is helpful to continual improvement...when process drivers lack on preparing document especially in linking between different processes and monitoring and measuring the effectiveness of the preparation, that would create false evidence or the organization will not have evidence to back to when there is no documentation preparation”*

Section 02: Discussion

Continuous Improvement and Resisting to Change

After analysing data continuous improvement and resistance to change were found to have a strong relationship and that indicates that when employees receive new tasks and responsibilities or there is changing in the organizational structure the resistance from employees will appear, that in consequence will affect the CI in the organization in the overall, that goes in line with the claims of (Fuentes C., Benavent F., Moreno M., Cruz T., & Val M., 2000)

Another possible barrier that may impede the effective implementation of QMS ISO 9001 was found is lack of employee empowerment, this signifies that motivation and empowerment is creating an environment where top management motivate and make sure that employees take their responsibilities with intention to involve to the improvement of the organization

Data in this study revealed that inefficient team building and the inability to work in teams could have a negative impact on the implementation of QMS ISO 9001:2015, this signifies that in order to achieve the desired outcomes top management, especially human resources managers have to find methods, moreover, better know the organization's personnel and their capacities to make the proper organizational structure in the organization, that will help in creating the synergy needed to cooperate and attend the objectives of Quality management system ISO 9001:2015

Data analysis revealed another obstacle to implementing QMS ISO 9001:2015, this obstacle was represented as lack of education and training, this indicates that in order to effectively implement Quality management system Iso 9001:2015 employees in all levels of the organization are provided with the proper knowledge regarding quality management in general, furthermore, if the employee are not familiar with quality management practices and they are not enough trained that will impede the performance of the organization QMS, this support the claim of (Patel A. & Randell G., 1994)

The author found after analyzing data that lack of customer focus from all levels of the organization especially the employees can hinder the implementation of QMS ISO9001, this indicates it is challenging to attend the objectives of Quality management system if the organization is not focusing on their customers and their needs and requirements, hence it is necessary to share the vision and values regarding customer satisfaction.

Lack of supplier relationship management was found to be an obstacle that may hinder in the process of operating the QMS ISO 9001:2015, this signifies that maintaining a good relationship based on creating values from both the organization and its supplier by providing mutual beneficial relationships,

Lack of vision, values and beliefs and courage from top management was showed to be a barrier to implementing QMS ISO 9001:2015 after analysing data, this indicates that top executives have to identify the vision of the QMS adopted and this vision has to be shared and communicated throughout the whole organization, also acquiring the proper values and beliefs towards the QMS and towards the organization objectives in general, moreover, the courage and commitment of top management need to be ensured and obvious to every individual in the organization

Lack of top executives' commitment

Lack of top management commitment was also identified as a barrier In this study that may impede the effective implementation of QMS ISO 9001:2015 in Algerian firms, this means that without the top management commitment regarding quality management system in the organization achieving the desired objectives of implementing the seven quality management principles will be challenging and no one in the organization will focus on the success of QMS if the employees observe the poor commitment of Top management .

This study revealed that poor communication from the top management can be defined as a barrier to implementing QMS ISO 9001:2015, this signifies that in order to effectively ensure that quality management objectives are clear to all the levels of the organization, Top management needs to show a superior level of communication, without effective communication of the quality vision, values, policy, and objectives, challenges may appear along the path of the system

Lack of understanding the process approach is another possible barrier that can impede the implementation of quality management system, this indicates that if the process are not identified and the responsibilities and authorities are not well designed it would be challenging to different departments and functions to cooperate to attend the customer satisfaction and the organization objectives in the overall.

One more barrier that was found after data analysis is Lack of understanding of the need for documentation, this signifies that the education as we discussed above is essential in this

stage, employees tend to resist the process of documentation because of the perception that it is not that important and it takes considerable time that can be used to realise more rather than filling out forms and documents, with the proper education of quality management in general and the requirements of ISO 9001:2015 standard regarding the documentation and it would be helpful

The last barriers to implementing quality management system ISO 9001 identified in this study was Lack of expertise in preparing QMS documents, this signifies that the organization needs to provide core expertise combined with understating Quality management System.

Conclusion

Overview and Summary

This thesis studied the reasons and obstacles that could hinder the effective implementation of quality management system (QMS) ISO 9001:2015 in Algerian firms, a conceptual framework was developed based on the theory of quality management which answer our research question that was stated as follows:

“Why does the implementation of QMS could not be effective in Algerian companies?”

This document can be summarized as follows:

The introduction chapter gives an overview of the research problem and its context. It then explains the background of the study, the problem statement, research question, It also identifies the study objectives, moreover in showed the importance of this research, both for science and for practice.. And finally, it presents the research field and the announcement of the overall plan.

The second chapter is the theoretical framework of this paper, in the first section a literature review was presented in order to better frame our research problem, it also addressed several concepts regarding the barriers to implementing QMS ISO 9001:2015, moreover it identified several barriers from different sectors and industries, additionally, this chapter included a conceptual framework contains concepts regarding quality management and QMS ISO9001:2015 and the barriers that impede the implementation of the system.

The third chapter was divided into two sections, in the first section (presentation of the organization), in this chapter the author provided a broad presentation of the organization that adopted and supported the study, the second section was the methodology section, it revealed the research design that helped creating the layout and the flow of the study, hence, it explained the research philosophy, type of research, sampling technic, data collecting methods, and data analysis methods that helped the author to conduct the research and to collect, analyse, interpret findings.

In the fourth chapter which was divided into two sections, the results and discussion, in the first section the author presented the findings of the study using a thematic framework where he presented the main results of the research (table 1), he also gave evidence from data collection that supports the findings, in second section he compared the results of this study to the

literatures results, furthermore he showed the similarities and differences of the results obtained from both, this study and the literatures.

And finally, the conclusion summarizes the main results obtained, the implications, the limits, and the possible extensions for future research.

Main results obtained

The semi-structured interviews main results revealed that there are several barriers that could impede the effective implementation of QMS ISO 9001:2015 in Algerian companies.

Continuous Improvement and Resisting to Change, Lack of employee empowerment, Lack of team building and teamwork, Lack of Education and Training, Lack of customer focus, and Lack of supplier relationship management were barriers that were entitled under one theme which is lack of people involvement.

Lack of vision, values and beliefs and courage, Lack of top executives' commitment, and Lack of communication were the barriers related to one major barrier which was lack of leadership

Lack of understanding the process approach, Lack of understanding of the need for documentation, Lack of expertise in preparing QMS documents are the barriers under a broad theme which is lack of establishing QMS documentation.

Theoretical implications

This study contributes to the scientific literature by presenting a research model that exposes, the impact of the implementation of a QMS compliant with the ISO 9001 standard on the overall performance of organizations and the different barriers that influence the success of this approach

Managerial implications

The results of this study provide a contextual originality because it is one of the few studies carried out with a qualitative approach, this study provides insights of what could negatively affect the implementation of QMS ISO 9001:2015, furthermore it provides a guide to students, decision makers and quality managers before and during the implementation of such a system

Practical recommendations :

- communicating the necessity of meeting customer and statutory requirements to the organisation,
- a clear definition of the organisation's quality policy and making it obvious to everyone in the organization,
- making sure that all levels of the organization are aware of quality objectives
- great internal support from executive-level management and staff during the implementation',
- 'having clearly integrated quality management goals and objectives with existing business processes and goals',
- 'having sound management throughout the organization'
- 'having executive level employees having good knowledge on QMS

Limits and possible extensions of the research

Firstly, there were many sectors that needed to be studied regarding the implementation of quality management system, unfortunately that was not in the author's hands, mainly that was due to the limited time and resources, the second limit was the size of the host organization, the author was not able to observe the different barriers, however they did their best to help supporting this study, and for that reasons the author revealed the need to conduct further studies regarding the implementation of QMS ISO 9001:2015 in different sector, preferably studying each sector alone and precisely.

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Appendix 01 : Interview guide

Good morning Sir/Madam, first of all i would like to express my gratitude for you for accepting my request.

I am currently a student on internship in the quality department of the company business leads Algeria, this internship will allow me to write my final thesis in order to support my master's degree in quality management at the National School of Management, at the university center of kolea. The theme of my final thesis is: "Barriers to implementing Quality management system QMS ISO9001" the goal here would be to identify the reason why the implementation of QMS could not be effective,

Sir/madam, today I am asking for your collaboration to answer this research question,

Also I would like to thank you for your precious time you agreed to give me to answer my questions, so thank you very much Sir/madam:

To begin with, can you introduce yourself madam?

What is the responsibility you're handling?

What is the interaction with other responsibilities or processes?

What resources you need to execute the tasks included in the process?

Now we will pass directly to the questions related to research topic

Have you heard of Quality management principles?

If yes, can you name them ?

What is your perception of these principles?

What kind of problems or obstacles could face or hinder its implementation?

What could be considered as a barrier to Customer focused strategy and Understanding the customer expectations and needs?

What are the obstacles that affect leadership during the implementation of qms ?


What are the obstacles to continuous improvement process during the implementation of quality management system ?

What could cause the disengagement of work force during QMS implementation ?

What can cause or hinder integrating the Evidence-based decision making ?

What are the reasons to poor relationships management ?

We arrived to the end of our interview, I would like to thank again for your time, sharing and collaboration

	<p align="center">Système De Management Qualité (SMQ)</p> <p align="center">Annexe 0</p> <p align="center">contexte de l'entreprise</p> <p align="center">SARL Business Leads Algeria</p>	<p>Date : 06/06/2021</p> <p>CT</p> <p>Version : 00</p> <p>Page : 1/2</p>
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Appendix 2 : Contexte : ANALYSE SWOT

Interne	FORCES (Strengths)	FAIBLESSES (Weaknesses)
	<ul style="list-style-type: none"> - Niveau de Maitrise du métier avancé ; - Engagement à la certification d'un système de management Qualité ; - Développement de partenariats avec des opérateurs économiques locaux ; - Diversification de la gamme des prestations de services ; - Personnel jeune, motivé et compétent ; - Notoriété de la marque pages jaunes - Base de données entreprise mise à jours 	<ul style="list-style-type: none"> - Insuffisances des moyens TIC ; - Insuffisances des Moyens logistique ; - Insuffisance de la Force de vente ; - Manque de références (domaine formation et conseil). - Absence de l'agrément de formation

Externe	OPPORTUNITES (Opportunities)	MENACES (Threats)
	<ul style="list-style-type: none"> - Développement de partenariat avec des leaders nationaux dans les foires et salon ; - Développement de partenariat avec des leaders internationaux dans le domaine de la formation. - Engagement des pouvoirs publics pour la certification des entreprises algériennes. - Exigences des clients de collaborer avec des prestataires certifiés - Encouragement de l'Etat de formation dans les entreprises (2% de la masse salariale) - Forte croissance du marketing digital 	<ul style="list-style-type: none"> - Concurrence rude et déloyale ; - Existence de nombreux opérateurs qualifiés du secteur privé. - Marché pages jaunes (print) en déclin. - Répercussion de la crise financière sur les entreprises



Système De Management Qualité (SMQ)

Annexe 0

contexte de l'entreprise


SARL Business Leads Algeria

Date : 06/06/2021

CT

Version : 00

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	Système De Management Qualité (SMQ) Annexe 0 contexte de l'entreprise SARL Business Leads Algeria	Date : 06/06/2021 CT Version : 00 Page : 1/2
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DETRMINATION DES ENJEUX

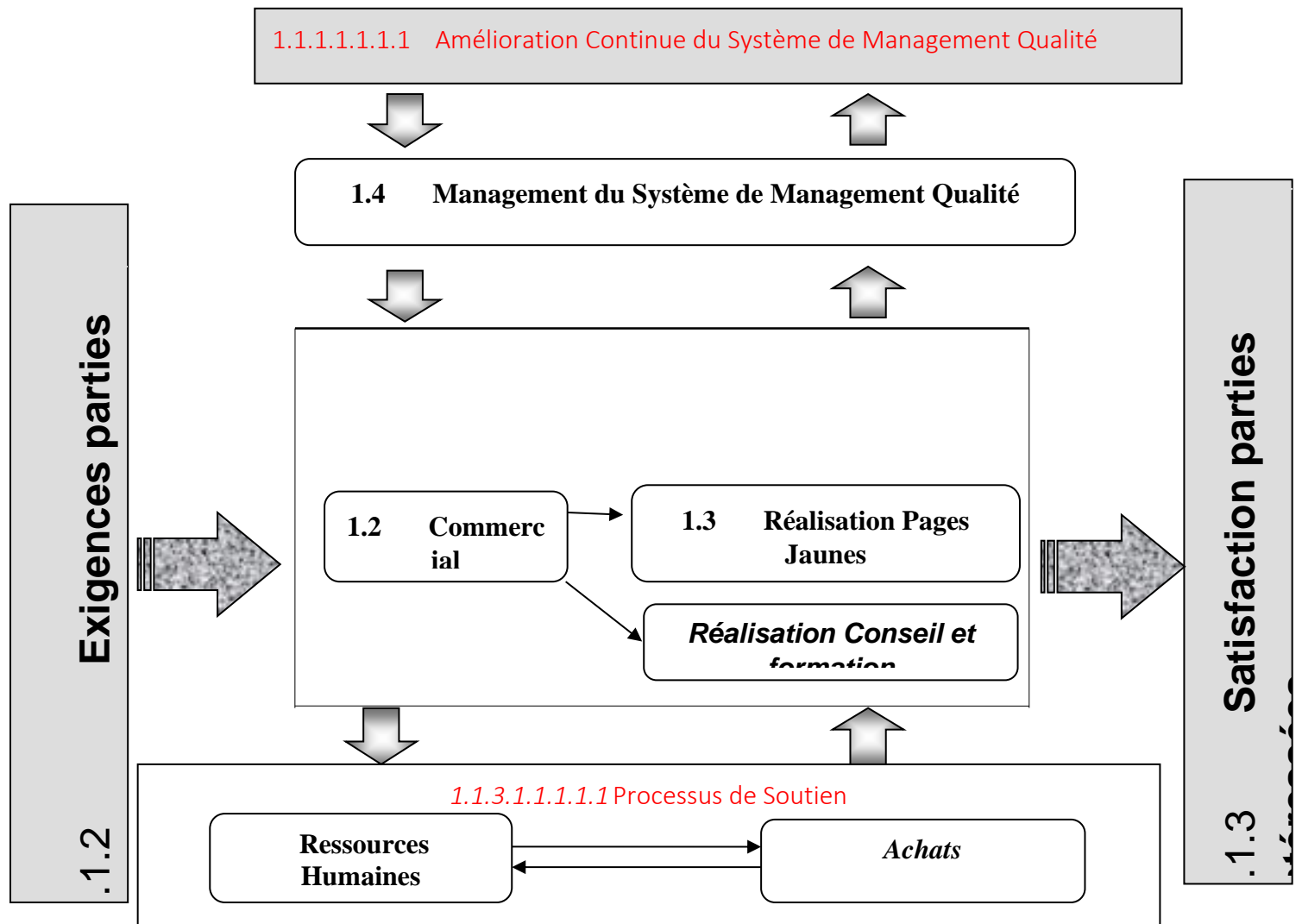
FORCES / FAIBLESSES	OPPORTUNITES / MENACES	N°	ENJEUX
Engagement dans la certification d'un système de management de qualité	- Exigences des clients de collaborer avec des prestataires certifiés	1	AMELIORATION DU SYSTEME DE MANAGEMENT
- Absence de l'agrément de formation	- Encouragement de l'Etat de formation dans les entreprises (2% de la masse salariale)		
	- Engagement des pouvoirs publics pour la certification des entreprises algériennes.		
	- Existence de nombreux opérateurs qualifiés du secteur privé.		
- Niveau de Maitrise du métier avancé ;	- Concurrence rude et déloyale ;	2	OPTIMISATION DES RESSOURCES
- Base de données entreprise mise à jours			
- Insuffisances des moyens TIC ;	Forte demande nationale		
- Insuffisances des Moyens logistique	- Répercussion de la crise financière sur les entreprises		
- Insuffisance de la Force de vente ;			



Personnel jeune, motivé et compétent			
- Notoriété de la marque pages jaunes			
- Développement de partenariats avec des opérateurs économiques locaux ;	- Développement de partenariat avec des leaders internationaux dans le domaine de la formation.	3	DIVERSIFICATION DES PRESTATIONS
	- Développement de partenariat avec des leaders nationaux dans les foires et salon ;		
	- Forte croissance du marketing digital		
- Diversification de la gamme des prestations de services ;			
- Manque de références (domaine formation et conseil).	Concurrence rude et déloyale		
-	Marché pages jaunes (print) en déclin		
-	- Répercussion de la crise financière sur les entreprises		

Appndix 3

Cartographie des processus



Appendix 04 : Risques et opportunités de BLA

- 1.
2. Processus Direction
- 2.1. Risques

Risque	Conséquence	G	P	C	Actions	Responsable	Délai
Absence de prise en compte des attentes des parties intéressées	- Perte de part de marché - Perte des bonnes relations avec les fournisseurs - pénalités réglementaire - Déséquilibre total dans le fonctionnement de l'entreprise	4	1	4	Rencontre des parties intéressées, contact téléphonique, rapport visite, enquête.	DG Responsable SMQ Responsable achat Responsable commercial responsable ressources humaines	Mensuelle Semestrielle Annuelle (Selon le besoin)
Manque d'efficacité des procédures et approche processus	-Non maîtrise de la performance -Faible réactivité voire proactivité	2	2	4	Elaborations des Indicateurs de mesure et de surveillance et audits internes, TB de suivi de l'activité	DG Responsable SMQ, Les responsables des structures	Mensuelle, trimestrielle et annuelle
Absence de planification	-le non contrôle de dépense (charge de l'entreprise - non calcul de rentabilité	3	2	6	Planification des processus	DG, Les responsables des structures	Annuelle

Changement de la réglementation et législations	-perturbation de l'activité de l'entreprise -retard d'exécution des marchés et pénalisation client	3	2	6	Prendre en compte ce point lors de lancements et planification de l'activité	DG et Les responsables des structures	Annuel
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2.2. OPPORTUNITES

Opportunité	Conséquences	Actions	Responsable
Certification Iso	Procédures de travail Formalisées Avoir l'accès au marché exigeant et à l'international	Obtention de la certification ISO 9001 Version 2015	DG et Les Responsable des structures
Orientation politique (ouvertures aux partenariats)	Transfert technologique	Prospecter des partenaires étrangers	Directeur Général
Politique en matière de formation	Mise à niveau du personnel	Programmer des cycles de formations ciblées (métiers)	Directeur Général Responsable Ressources Humaines
Grand marché	Stabilité du plan de charge	Prospecter les grands clients Respecter les exigences contractuelles Fidéliser les clients	Directeur Général Responsable commercial

3. Processus évaluations des performances et améliorations

3.1. RISQUES

Risque	conséquences	G	P	C	Actions	Responsable	Délai
Perte de la Certification ISO	Perte de parts de marchés Déséquilibre de l'organisation de l'entreprise	4	2	8	Avoir et Maintenir les certificats iso 9001 V2015	DG Tous les pilotes processus	Annuelle
Indisponibilité des compétences	-Perte de la certification ; - Non conformités normatives	3	4	12	-Identifier les métiers de base et motiver le personnel. -Recherche des centres Formation	DG GRH	Mensuelle/ Trimestrielle

3.2. OPPORTUNITES

Opportunité	conséquences	Actions	Responsable
La Démarche de Certification Iso	Procédures de travail Formalisées Avoir l'accès au marché exigeant et international	Obtention et le maintien de la certification iso 9001 Vr 2015	DG Tous les pilotes processus

4. Processus commercial

4.1. Risques

Risque	Conséquences	G	P	C	Actions	responsable	Délais
Concurrence déloyale	Pertes de part de marché	3	4	12	<ul style="list-style-type: none"> Attention au parasitisme Attention au débauchage des salariés Prendre des mesures de discrétion Lobbying (association des producteurs des câbles électriques) 	<ul style="list-style-type: none"> Directeur Général Responsable commercial 	mensuelle
Clients insatisfaits	<ul style="list-style-type: none"> Diminution de portefeuille client Diminution de chiffre d'affaire 	4	2	8	<ul style="list-style-type: none"> Mesure régulière de la satisfaction des clients Traitement rapide des réclamations 	Responsable commercial	Semestrielle
Absence d'analyse du marché (concurrence, client, technologie)	<ul style="list-style-type: none"> Lourdes pertes financières Stratégie désorientée 	4	2	8	<ul style="list-style-type: none"> Assister à des salons Rencontres clients Suivi technologique Formation continues 	<ul style="list-style-type: none"> Responsable commercial Responsable technique 	Trimestriel
Diminution d'offre publique	Diminution de chiffre d'affaire	4	2	8	<ul style="list-style-type: none"> Diversification de l'activité Nouvelles solutions technologiques 	<ul style="list-style-type: none"> Responsable commercial Responsable technique 	Trimestriel
Méconnaissance de la réglementation (code des marchés)	Obstacle d'avoir le marché	4	2	8	<ul style="list-style-type: none"> Veille réglementaire Formation sur la réglementation (code des marchés) 	Responsable commercial	Après chaque mise à jour
Perte de compétitivité Prix, qualité, délais	Perte de parts de marché	4	2	8	Mettre en place une structure de contrôle de gestion	DG	Annuelle

					Améliorer la maîtrise du délais cout qualité de la production		
Inefficacité de l'estimation	Risque du non atteint des objectifs des soumissions	4	1	4	Formation sur l'estimation des couts Mettre en place un solution informatiques	DG Responsable commercial	Annuelle

4.2. OPPORTUNITES

Opportunité	Conséquences	Actions	Responsable
La réglementation interdire d'importation des câbles fabriqué local	Augmentation de chance d'obtention des marchés	Prospecter les marchés éventuels	Responsable commercial
Le code des marchés publics	Taux de bonification prévu aux entreprises algériennes	Mettre en évidence l'identité de l'entreprise	Responsable commercial
Les marchés à caractère spécifique	Avantage de l'entreprise privée, la souplesse Augmentation du chiffre d'affaire Avoir une niche commerciale	Prospecter les marchés spécifiques	Responsable commercial

5. Processus production
5.1. Risques

Risque	Conséquences	G	P	C	Actions	responsable	délais
Evolution technologique	Absence de Maitrise Obsolescence du procédé	3	1	3	Prévoir un partenariat Formation des cadres à l'échelle Nationale et Internationale Veille technologique	DG Responsable production Tous les pilotes processus	annuelle
Non conformités dans la phase réalisation/Opération	Non respects des délais et des budgets	4	1	4	Assurer une bonne planification de la réalisation de la production S'assurer de la disponibilité d'une base de données fiable et actualisée pour un retour d'expérience maximale	DG Responsable production Responsable contrôle qualité	Chaque production
Risque accidents	Arrêt de la production	4	1	4	Prévoir au moins un superviseur HSE pour la production	DG Responsable production	Chaque production
Absence Ressources (Eau, Electricité)	Arrêt et dysfonctionnement de production	4	3	12	Prévoir une bache à eau, un groupe électrogène	DG Responsable production	Trimestrielle
Indisponibilité de Pièce de rechange	-Arrêt du l'usine	4	3	12	- Prévoir un magasin de stockage des PDR ;	DG	Mensuelle

	-Perturbation de la production				- Prévoir des stockages de sécurité des PDR ; -Diversifier les fournisseurs ; - Respecter le planning de maintenance.	Responsable de production Responsable des Achat	
Non-respect du Planning De Maintenance	- Arrêt De L'usine - Perturbation Dans Le Traitement	4	1	4	- Respecter Le Planning De Maintenance	Responsable production	Mensuelle/Trim estrielle
Indisponibilité des compétences	- Non maitrise des pannes ; -Non-respect des exigences client ; - Dysfonctionnement et perturbation du traitement	3	2	6	-Identifier les métiers de base et motiver le personnel. -Recherche des centres de Formation - Recruter un personnel qualifié	DG Responsable production Responsable ressources humaines	Annuelle

5.2. OPPORTUNITES

Opportunité	Conséquences	Actions	Responsable
Equipement de haute technologie	Produit fini conforme et homologuée	Maintenir la production de haut niveau	DG Responsable production

6. Processus Contrôle Qualité

6.1. Risques

Risque	Conséquences	G	P	C	Actions	Responsable	délais
Produit final non conforme	Absence de Maitrise Réclamation client Perte de part de marché	4	2	8	-Se lancer dans des formations liées au domaine de contrôle qualité	DG Responsable production Responsable Contrôle Qualité	Semestrielle Annuelle

Equipement de contrôle non disponible	Produit final non conforme Réclamation client	3	3	9	-Achat d'équipement de contrôle -Possibilité de sous-traité avec un organisme externe agréé	DG Responsable production Responsable Contrôle Qualité	Semestrielle
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6.2. Opportunités

Opportunité	Conséquences	Actions	Responsable

7. Processus Ressources Humaines

7.1. Risques

Risque	Conséquences	G	P	C	Actions	Responsable	Délais
Non-respect de la réglementation	Pénalité et redressement financier Poursuite juridique	4	2	8	Respect de la réglementation Veille réglementaire	DG Responsable des ressources Humaines	Mensuelle Annuelle

Risque social (Conflit)	Perturbation du travail	3	2	6	-Respect des clauses contractuelles -Respect de la réglementation interne	DG Responsable production Responsable ressources humaines	Mensuelle Semestrielle
Indisponibilité des compétences Non satisfaction des besoins en compétences	Non-respect des exigences client Perturbation de travail	3	2	6	-Identifier les métiers de base et motiver le personnel. -Réfléchir à une politique salariale motivante en parallèle d'un plan de formation approfondi	DG Responsable ressources humaines	Mensuelle Annuelle
Non disponibilité des prestataires formation	Non Réalisation des actions de formation	4	2	8	Encourager les actions de formation en interne et sur le tas ; Préparer la relève afin d'assurer la continuité du service.	DG Responsable ressources humaines	Annuelle

7.2. Opportunités

Opportunité	Conséquences	Actions	Délais	Responsable
Personnel stable	Bonne qualité des produits et service	Assurer la gestion des carrières	Annuel	DG Responsable ressources humaines
Respect des exigences légales et réglementaires en matière de recrutement et formation	Bénéficie des avantages fiscaux et parafiscaux	Veille réglementaire en matière de formation Abattements, tax de formation	Annuel	DG Responsable ressources humaines

8. Processus Achat

8.1. Risques

Risque	Conséquences	G	P	C	Actions	responsable	délais
Fiabilité Fournisseur	Constance de la conformité	4	2	8	Maitrise des fournisseurs	DG Responsable Achat	Mensuelle
Non maîtrise des spécifications technique du produit	Conformité du produit acheté	4	2	8	Echantillon pour essai et confirmation et garantie	DG Responsable Achat	Mensuelle
Arrêt d'activité du fournisseur	Non disponibilité du produit	2	2	4	Prospecter des fournisseurs au niveau national et international	DG Responsable Achat	Mensuelle
Lien technologique	Disponibilité, conformité et prix du produit	3	2	6	Diversification des fournisseurs	DG Responsable Achat	Mensuelle
Risque réglementaire	Lourdeur des procédures d'achats	3	3	9	Veille réglementaire, établir des prévisions	DG Responsable Achat	Mensuelle
Perte de confiance des fournisseurs	Augmentation des prix de reviens	3	3	9	Fidéliser les fournisseurs	DG Responsable Achat	Mensuelle

					Maintenir une communication efficace		
Défaillance du contrôle à la réception	Atteinte de la conformité	3	1	3	Respecter la procédure	DG Responsable Achat Gestion des stocks	Mensuelle
Risque logistique (distance)	Rupture de stocks	2	2	4	Stocks de sécurité Etablir des prévisionnels	DG Responsable Achat	Mensuelle
Augmentation des prix de la matière premier principalement le cuivre coté en bourse	Pas de bénéfices / pas de retour d'investissement Perte de part de marchés	4	2	8	Bien étudier les prix du marché Actualisation périodiques des prix	DG Responsable achat Responsable commercial	Trimestrielle

Opportunité	Conséquences	Actions	Responsable
Logiciel de gestion de stock (DELOGUI)	Maitrise des coûts et création de BDD d'entrée et de sortie des stocks	Utilisation du module entrepôt pour la gestion des stocks	Responsable de production Gestionnaire des stocks
Homologation des fournisseurs et prestataire	Avoir un panel de fournisseur homologué en créant les liens de partenariat	Construction du panel fournisseur et homologué ceux qui ont des bons résultats d'évaluation	DG responsable achat