

The Effect of ISO 9001 on TQM Implementation in SME in Trinidad

W.G. Lewis, K.F. Pun and T.R.M. Lalla.

ABSTRACT

This paper examines empirically the priority weightings to which the criteria and respective objectives of total quality management (TQM) have been implemented in four ISO 9001 certified SME operating Trinidad and Tobago. It pays special attention to the soft objectives since TQM stresses the organization wide involvement of its people. It employs the Analytic Hierarchy Process approach in determining and comparing the percent weightings of the soft and hard criteria and objectives which comprise TQM. The findings suggest that in ISO 9000 certified SME the soft objectives of TQM represent areas of least implementation. This can be addressed by implementation programs designed in alignment with the prevailing culture of the organization. Because of the ethnographic nature of the study, it was possible to obtain data from only four SME. Despite this, the findings may be applied to design, implement and continually improve SME' quality management systems. As such, this paper makes a contribution to the body quality management in a region where such work is limited. It adds value by empirically measuring TQM implementation in ISO 9001 certified SME.

Keywords: TQM, AHP, ISO 9001, SME, Culture, Trinidad and Tobago