

# Impact of ISO 9001 Core Principles on Work Outcomes and Customer Satisfaction in Sri Lankan Manufacturing Organizations.

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## Abstract

*ISO 9001 standards are adopted by many organizations with the expectation that they will lead to an overall improvement in performance. However, in practice it is found that the performance measures in ISO 9001 certified companies show wide variations. This research attempts to study the causes for such variations in ISO 9001 certified companies in Sri Lanka. Five hundred and forty six employees at operational level were selected from 18 manufacturing organizations, which have been ISO 9001 certified for a period of at least three years. Data was collected through a survey and interviews with senior managers of the companies. The findings of the study indicate that implementation of ISO 9001 has a positive relationship with work outcomes such as job satisfaction, work involvement, organizational commitment as well as customer satisfaction and a negative relationship with turnover intentions. The study also finds that social exchange relationship between employees and the organization has a moderating effect on work outcomes and customer satisfaction whereas economic exchange showed no moderating effect. The study suggests that in order to obtain sustainable workout comes, the certified organizations must endeavour to implement a social exchange relationship and focus on building a TQM environment.*

**Keywords:** *Quality Management System, Core principles of ISO 9001, Social and Economic exchange, Work outcomes, Customer satisfaction*

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