CHAPTER – IV

THE CONCEPTUAL THEORY: INTEGRATION OF ISO AND HRD
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4. INTRODUCTION

An examination of some fundamental concepts and theories is carried out in this chapter to provide the theoretical and conceptual frame work for the relevant research objectives and hypotheses. Based on the theoretical framework examined herein and in consideration of the study objectives, hypothesis was proposed (presented in V chapter) to facilitate testing and drawing conclusions regarding the research findings. This chapter is subdivided into following sections.

Section 1: This section deals with conceptual approach of managerial effectiveness in quality and the conceptual theories that support to draw human-technical-organizational interface in terms of managerial effectiveness

Section 2: It deal with theoretical approach of quality of work life in quality and focused the conceptual theories that support to draw human-technical-organizational interface in terms of managerial effectiveness

Section 3: This section arranged with conceptual frame work of ISO. Further, to structure technical (ISO clause); human (dimension of quality of work life) and organizational (managerial effectiveness) interface, the dimension of HRD has been examined in terms of relative contribution towards the clause of ISO.

And lastly it deals with the conclusion.
SECTION 1

4.1 CONCEPTUAL APPROACH OF MANAGERIAL EFFECTIVENESS IN QUALITY

The contribution of Maslow, McGregor, and Herzberg were undoubtedly of critical importance to the development of new concepts and new experimental processes that would enhance the efficiency of managers towards their work. Maslow’s concept of ‘need hierarchy’ has been given considerable importance in the world of management. According to Maslow, human needs arrange themselves in hierarchy. Once the physiological needs are gratified, the higher order needs emerge and dominate the behaviour. Building upon the work of Maslow (1954), Baker (1987) provided the rationale for contemporary approaches to quality motivation. All the needs in the hierarchy have usual forms of motivation in quality. He restated the hierarchical needs along with some usual form of quality motivation. Physiological needs will have usual forms of motivation as opportunity to increase earnings by bonus for good work, quality makes sales, and sales make jobs. Social needs appealed to the employee as a team member and not to let the team down. Ego needs as appeal to pride of workmanship, to achieving a good score such as recognition through awards, publicity, etc. and finally self-actualization needs as opportunity to propose creative ideas and to participate in creative planning.

Another scheme to understand human performance was also proposed by McGregor (1960). He described the beliefs and assumptions about workers under the titles ‘Theory X and theory Y’. The ‘X’ manager was far more directive, had little trust in people and believed that strict control systems were needed to be enforced in order to
achieve results. Correspondingly, the 'Y' model was based more upon a democratic and participative approach believing that people sought recognition and responsibility in their work. By basically underlying such a concept, Baker compared the quality control approaches of two shops, one operating under Theory 'X' beliefs, the other operating under Theory Y beliefs as operation. Theory X as (i) extensive use of piecework rates and financial incentives to meet the standard, (ii) emphasis on wage penalty clauses to punish poor quality performance, (iii) rely on inspection personnel for tool control, to see setups, to detect defects, (iv) relationships between operators and inspectors tense, hostile and acrimonious (v) upper-management response to high scrap in the form of criticism of Inspection and production and (vi) operators don't exhibit interest to do quality job, largely ignored as a source of ideas for improvement. Correspondingly, Operation 'Y' theory has (i) less emphasis on financial incentives, greater use of supervisory leadership (ii) emphasis on the "why" and "how" to improve poor quality performance, (iii) rely mainly on production personnel for tool control (iv) rely on operator self-inspection for process control to prevent defects (v) relationships between operators and inspectors businesslike, often good-nature (vi) upper-management response to high scrap in the form of problem-probing questions to production and support systems (vii) operators do exhibit interest and desire to do a quality job (viii) operators frequently consulted for ideas and involved in improvement efforts.

Frederick Taylor (1911) believed that the major responsibility of management is to find the best way to do a job and then train the workers to do it in that particular way. In a nutshell, Taylor emphasized on finding the best way to do a job. Quality Management System (QMS) also extends such a concept of finding the best way to do a
job in the entire system. QMS places heavy emphasis on gathering data to measure the results with precision. The success of QMS is with Top management who is often the best qualified to discover the most efficient way to implement and improve the process. Research by Yankelovich and Immerwahr (1983) has documented a widening "commitment gap" between employees' perception of their ability to perform and their actual performance. In their survey 75% of the employees felt they could be much more effective, 63% felt they had a great deal of discretion over the quality of their work, but 44% reported giving only the minimum amount of effort required. A key role of management is to know when individual contributions are needed and when team contributions are needed in order to create the norms and reward system that will produce appropriate forms of behaviour as required.

In the segments of Kaizen programme, management oriented kaizen is the first pillar of Kaizen. It concentrates as Kaizen is everybody's job. Top management is concerned more with improvement whereas bottom level skilled worker follow the instructions given by the middle level management. The top management insists on improving standards and once new standards are achieved, looking for setting further higher standards. It clearly specifies that Japanese Management generally believes that a manager should spend at least 50% of time on further improvement. According to Kaizen management concept, Japanese job functions is perceived as two main components–maintenance and improvement. Japanese Perceptions of Management is given in the Figure No.4.1
Maintenance refers to activities directed towards maintaining current technological, managerial and operating standards whereas improvement means activities directed towards improving current standards. Management improves current standards. Management must first establish policies, rules, directives and procedures for all operations, and then have them followed by everyone.

According to Dan Reid (2002), the process effectiveness would continue to be of critical importance to industry in general. Recently he found significant declines in industrial growth. Organizations and their certification bodies should therefore proactively focus on process capability, effectiveness and efficiency. He suggested that managers in ISO-9000 certified organization should use design records, failure mode effects analysis, control plans and operator instructions as elements of the same process. This is supported by Edward Baker (1988) who suggested that proposed key dimensions of the management process were the establishment and maintenance of a work climate that encouraged and made it possible for workers to behave in ways that contribute to effective individual and organizations performance. Only management could create the
conditions which enabled workers to control the process over which they presided and participated with management in projects and to achieve breakthrough to new quality levels. In turn, the work must provide meaningful rewards to each worker.

However, it is of interest to note that researchers seem to favour picking up of management theory constructs for empirical investigation into new constructs of quality rather than redefining or re-synthesizing older concepts. The main concern of the foregoing synthesis was to offer quality concepts in a common framework encompassing the defining attributes and local issues associated with these concepts to define managerial effectiveness in quality as the manager’s ability to work well with others to the accomplishment of specified goals and fit the organization into wider context of community and world.

4.2 CONCEPTUAL SUPPORT TO DRAW HUMAN-TECHNICAL-ORGANIZATIONAL INTERFACE IN TERMS OF MANAGERIAL EFFECTIVENESS

Managerial effectiveness is related to performance and output. Managers have many resources to disperse for completing the work and the quality of work depends on how well these resources have been utilized. The utilization of resources can be measured by the extent to which goals are achieved through their skills. Therefore, certain technical skills are required for individuals to be effective as managers. These skills entail the ability to formulate clear goals and determine the necessary steps for achieving the stated goals both nationally and internationally in terms of performance and output. The organization tries to create the functional system and environment for
developing required skills and further potentials to get quality output and preserves it as a social stability.

Considering conceptual theories, Katz (1974) distinguished the key managerial roles, functions and human input into learnable "technical skills" of management versus the personal characteristic found in "human" and "conceptual" skills. Likewise, Luthans et al (1988) distinguished between effective and successful managers. Effective managers are the persons having satisfied and committed subordinates and produce organizational results, whereas successful managers are described in terms of rapid promotion. He also described number of skills associated with effective managers that are stated to be trainable.

Several authors in the above body of work researched the premise of managerial effectiveness and its activities. In essence, the main activities of work involved in organization's working may closely relate together and nurture the relationships to share organizational, technical and human skills for competitive advantage. This research reinforces the concept of strong, structured and mutual relations which results in the main activities of human-technical-organizational skills. The above theories show that managers generally possess some efficiency based on their skills. These skills focus the existing scope of human-technical-organizational interface as explained here.
Several studies have tried to synthesize the vast QM (Quality Management) literature and identify the key QM practice dimensions. There is a substantial agreement as to the set of constructs classified under the QM in HRD views. The importance of recognizing the multi-dimensional nature of quality may be considered to enlarge its importance on human resource functions. An organization will only achieve competitive advantage through quality if there is a match between the individual quality...
dimensions performance and the organization’s performance along those individual dimensions. Hence, there is a possibility to define impact of ISO on managerial effectiveness as “technical skills that reflect both understanding and adeptness in quality field among the managers who fit the organization into wider context of community and world”. In the light of review of literature and contingency theories, quality management is focused on different dimensions in different field work. The present study focused on these dimension and refocused as six dimensions (quality policy, human resource, customer’ focus, methods of communication, management control process and infrastructure) that are based on the base clause of ISO framework.

SECTION 2

4.3 CONCEPTUAL APPROACH OF QUALITY OF WORK LIFE (QWL) IN QUALITY

Theories and concepts in human resource management could not be divorced from the socio-economic reality of the environment; each country should examine the relevance of the alternative concepts of quality of work life in its own context. On examining the literature of the work life, a narrow concept of quality of work life is existing side by side with a broader concept.

Sharma (2001) has shown that quality of work life is intimately connected with the concept of ‘TQM’ (Total Quality Management). The three main corner stones of the pyramid of the total quality management are: the management commitment, the quality tools and techniques and the teamwork and participation of all in the organization. Management commitment and quality tools and techniques will bring
performance leadership; and the two corner stones of quality tools and techniques and teamwork and participation will lead to a good quality of work life; and finally the two corner stones of teamwork and participation and management commitment will bring customer satisfaction. An effort has been made by Sharma to depict this philosophy is given in Figure No.4.2

**Figure No:4.2**

**Three Corner Stones of TQM**

![Diagram of Three Corner Stones of TQM](image)

Based on this philosophy, total quality can improve both the quantum and quality of services and bring prosperity to the company and the country. It is meaningful only if the top management in the company is fully committed, intensively involved and can provide the necessary leadership.

The improvement of quality of work life at micro level is given by Subratesh Ghosh 1993. Ghosh provides an evidence for the corner stone principles. About the managements’ perception regarding quality of work life’s role, Ghosh suggests that the participative activities, work culture and safety determine the extent of improvement of quality of work life. Furthermore, he concluded that the human resource development (HRD) efforts by the management assignment are the main instrument for improving management’s perception about the role of quality of work life. The importance to
HRD and quality of work life functionaries in the management hierarchy reflects their relative ranks in the organization structure. If the managers in charge of quality of work life activities under HRM and HRD are assigned relatively higher ranks, QWL and HRD would be taken more seriously in the organization. Otherwise, if it is left to relatively lower level or lower-middle level of managers, the senior managers and line-management functionaries would not take QWL matters seriously.

David and Lawler 1983 suggest that the basic purpose of improving quality of work life is to change the climate at work, so that human-technological-organizational interface leads to a better quality of work life. They identified the factors in quality of work life and their impact is given in Figure No.4.3

**Figure No:4.3**

**Quality of Work Life Interface**
There are a number of factors involved in quality of work life and these factors can be grouped in three categories: individual factors, job factors and organizational factors. The characteristics of these factors affect the individual involvement in the job, his sense of competence which leads to job satisfaction and finally to job performance and productivity. A definition of quality of work life as proposed by Trist in 1972 appears relevant today with slight modification by Walton 1973 as adequate and fair pay, safe environment, Bill of rights, including equity and due process, development of human capacities, advancement opportunities, human relations, total life space, balance of work and family, social relevance of employer and employees’ influence over decisions that affect them.

Thus by assessing the current status of quality of work life, one may consider the relationships between individual need processes and various measures of job activities and the net effects of these contexts may possibly create a learning culture that quality of life has some influence on job activities. It is possible to define quality of work life of managers as – extent to which managers can satisfy important personal needs through their quality experience in the organization. There exist two-way processes whereby individuals and the job activities are bound together. Even as the job activities shape the individual’s performance, the individual, in turn, may influence some of the critical attributes of the job activities. Both the interactive and homeostatic aspects may be expected to result in quality of life.
4.1 CONCEPTUAL SUPPORT TO DRAW HUMAN-TECHNICAL-ORGANIZATIONAL INTERFACE IN TERMS OF QUALITY OF WORK LIFE

Scottish Executive commission (2006) investigated core quality of life. Based on their reviews Felce suggested 6 possible QOL domains depending on a synthesis of life from a range of previous QOL studies. Schalock proposed 8 core dimensions from 125 indicators found in 16 studies of individual QOL published in the 1990’s, Hagerty et al proposed 7 domains, based on a review of 22 of the most-used QOL indexes from around the world, and Cummins proposed 7 core domains on the basis of review of 27 QOL definitions.

The above quality of work life literature also examined the premise of domains that specify the activities that relate organizational functions. The present research analyzes these concepts to allocate the resources to those categories that have effect on human-technical and organizational skills. The domains focused on the scope of matrix of human-technical-organizational interface as follows:
### Table No: 4.2

**Scope of Human-Technical-Organizational Interface**

<table>
<thead>
<tr>
<th>Author</th>
<th>Human</th>
<th>Technical</th>
<th>Organisational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Felce</td>
<td>Physical well-being, emotional well-being</td>
<td>Material well-being, productive well-being</td>
<td>Social well-being, Rights well-being</td>
</tr>
<tr>
<td>(1996)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cummins</td>
<td>Health and emotional well-being</td>
<td>Material well-being, work productive activity</td>
<td>Community well-being, social / family connections, safety</td>
</tr>
<tr>
<td>(1997)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shalock</td>
<td>Physical well-being, emotional well-being, personal development, self-determination</td>
<td>Material-well being</td>
<td>Social inclusions, rights, interpersonal relations</td>
</tr>
<tr>
<td>(2000)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hagerty</td>
<td>Health, emotional well-being, relationships with family and friends, personal safety</td>
<td>Material well-being, work productive activity</td>
<td>Personal safety, feeling part of one’s local community</td>
</tr>
<tr>
<td>(2001)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The above table shows that individuals can gain these skills while performing their job. Lloyd Suttle (1977) defined quality of work life as the degree to which members of work organization are able to satisfy important personal needs through their experiences in the organization. The various definitions of the concept of quality of work life can be broadly placed under two approaches by Lawler (1982) and Dubrin (1984). The first approach defines quality of work life in terms of the existence of a certain set of working conditions and management practices and the other, in terms of the impact (effective reactions) which have on the well-being of an individual employee. The conceptual viewpoint is concerned with the perception about realities that prevail at the work place and second is the differences among the people in terms of their desires and expectations where the concept is quite subjective in nature. Guest
(1979) focused on the quality of work life as a generic phase that is multi-faceted and comprehensive in nature. According to him, the measure of quality of human experience is a matter of the individual-organization interface. Hence, there is a possibility to define impact of ISO on quality of work life as “technical skills that reflect both understanding and adeptness in quality field among the managers by satisfying their personal needs through their perception and experience”. The National Seminar on improving quality of work life, organized by the National Productivity Council in New Delhi in (1982), emphasized the need for enlarging the scope and coverage of quality of work life in India in several directions and areas. In the light of above, quality of work life dimensions, the present study focused on five dimensions (recreational facilities, human resources, personnel practices, social responsibilities, management attitude towards market environment) that are suitable for the study area to measure the quality of work life.

SECTION 3

4.5 CONCEPTUAL FRAME WORK OF ISO

Quality management gurus invariably identify a set of ‘key practices’ that they claim as essential to achieving superior quality outcomes. These key practices range from Juran’s trilogy of managerial processes to Demings’ 14 points. Quality has been variously defined as value (Abbott 1955; Feigenbaum 1951), conformance to specifications (Gilmore 1974; Levitt 1972), and conformance to requirements (Crosby 1979), fitness for use (Juran 1974, 1988), loss avoidance (Taguchi cited in Carol Reeves and David Bednar 1994) and meeting and/or exceeding customers’ expectations (Gronroos, 1983, Parasuraman, Zeithaml and Berry 1985). Numerous authors carried
empirical research on quality management in different dimensions and in different fields. Among all these dimensions, a few are selected and analyzed to derive certain dimensions that support for present study.

In the light of the above, quality management is focused on different dimensions and different field work. The present study focused on these dimension and refocused as six dimensions (policy commitment, personnel training, work force commitment, task assignment, quality responsibility, process management) that are based on the base clause of ISO framework.

4.6 CONCEPTUAL SUPPORT TO DRAW HUMAN- TECHNICAL-ORGANIZATIONAL INTERFACE IN TERMS OF ISO

Deming, Juran and Crosby are the main pioneers in the area of quality management. They are considered as quality GURUS, their contribution to TQM is regarded as ‘three paths, one journey’ (Sharma 2002). Edward Deming considered quality as ‘continuous improvement through reduced variation. Joseph Juran defined quality as fitness for use’, whereas Philip Crosby considered quality as ‘conformance to requirements’. The present study focused ISO as the technical skills that reflect both understanding of and a proficiency in quality field among the individuals (managers) for achieving the expected quality. The above quality literature also examined the principles of mean and activities that relate organizational functions to set up quality standards. The present research comprehends these concepts to allocate the resources to those categories that have effect on human-technical and organizational skills. The principles of activities focused on the scope of matrix of human-technical-organizational interface is given in the following Table No.4.3
## Table No: 4.3

### Scope of Human- Technical-Organizational Interface

<table>
<thead>
<tr>
<th>Author</th>
<th>Human</th>
<th>Technical</th>
<th>Organizational</th>
</tr>
</thead>
<tbody>
<tr>
<td>ill Conway</td>
<td>Human relation skills</td>
<td>Statistical surveys, simple Vs Statistical techniques, Statistical process control, Imagineering,</td>
<td>Industrial engineering.</td>
</tr>
<tr>
<td>(971)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>rosby</td>
<td>Management commitment, quality education, employee education, recognition</td>
<td>Quality improvement team, quality measurement, quality awareness, corrective action, plan zero defect</td>
<td>Zero defect day, goal setting, do it all over again</td>
</tr>
<tr>
<td>(979)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>eming</td>
<td>Adopt the new philosophy, training and education, leadership, remove -fear, barriers between departments, hourly worker, encourage education and self-improvement for all</td>
<td>Constancy toward improvement, improve production, eliminate mass inspection and slogans, exhortations and targets for the workforce, numerical quotas for the workforce, numerical goals for management.</td>
<td>Practice of awarding business, take action to accomplish the transformation</td>
</tr>
<tr>
<td>(986)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>sephiran</td>
<td>Provide training, give recognition, communication</td>
<td>Build awareness of the need and opportunity for improvement, set goals for progress improvement</td>
<td>Organize to reach goal, make improvement as regular system</td>
</tr>
<tr>
<td>(988)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>akland</td>
<td>Teamwork for quality, training for quality implementation of TQM.</td>
<td>Understand and commit quality policy, measurement of cost of quality, plan , design, system, capability, and control for quality</td>
<td>Organization for quality, implementation of TQM</td>
</tr>
<tr>
<td>(994)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Several studies have tried to synthesize the vast QM literature and identify the key QM practice dimensions. There is a substantial agreement as to the set of constructs classified under the QM in HRD views. The importance of recognizing the multi-dimensional nature of quality may be considered to enlarge its importance on human resource functions. An organization will only achieve competitive advantage through quality if there is a match between the individual quality dimensions performance and the organization’s performance along those individual dimensions. Hence, the present study defines impact of ISO certification on managerial effectiveness and quality of work life as ‘technical skills that reflect both understanding and adeptness in quality field among the managers who fit the organization in-to wider context of community and world by satisfying their personal needs through their perception and experience’.

4.7 INTEGRATION OF STANDARDS

Achieving compatibility between ISO standards and dimensions of managerial effectiveness and quality of work life in order to bring about their alignment, differences in the scope of the functions of each system or items can be handled by the aligned approach, where it is not an important issue in ISO standards and it has not prevented merging of the documentation in ISO standards. But the degree of change of perception achieved is an important issue because it restricts the human approach to be considered for adoption of ISO while there is no evidence that it has hindered merging of existing activities or managerial effectiveness and quality of work life in routine activities into documentation for ISO.
The recent publication of the revised quality management system (QMS) standard (ISO: 9001:2000) presents an opportunity to examine how compatibility, scope and culture have been addressed. The present study does this by looking at each of these three areas in turn, to assess the impact that revised standard might have on integration and the issues previously identified ISO: 9001:1994 and to examine its compatibility with the EMS standard 14000:1996 and with the dimensions of managerial effectiveness and quality of work life. It is an essential approach for the study because the study area Seshasayee Paper and Boards Ltd had its certification of ISO 9000: 1994 in the year 1996 and reviewed in the year 1999 and has now revised the registration and documentation for ISO 9000:2000. The company got another certification of ISO 14001: 1996 for environmental management system in the year 2000.

An attempt is made to draw compatible matrices for ISO 9000:1994; ISO: 9000:2000; ISO 14001:1996 (which was previously held by the authors Wilkinson and Dale 1999) by integrating the dimensions of managerial effectiveness and quality of work life.
<table>
<thead>
<tr>
<th>Process stage (ISO)</th>
<th>Base clause (ISO)</th>
<th>Derived clause (ISO) (D: Dimensions)</th>
<th>Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine the goal</td>
<td>Establish organization’s purpose 5.3</td>
<td>Management Responsibility 5.1 (D: PC)</td>
<td>Quality Policy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Quality of Work Life</td>
<td>Social Responsibilities</td>
</tr>
<tr>
<td>Develop process to achieve the goal</td>
<td>Develop and criteria method 4.1 c</td>
<td>Responsibility and authority 5.5.1 (D: Q R)</td>
<td>Infrastructure</td>
</tr>
<tr>
<td></td>
<td>Provide information 4.1 d</td>
<td>Management commitment 5.1 and Customer communication 7.2.3 (D: WC)</td>
<td>Recreation Facilities</td>
</tr>
<tr>
<td></td>
<td>Provide resources 4.1d</td>
<td>Human resources 6.2 (D: P T) Work environment 6.4 (D: WC)</td>
<td>Human resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Internal communication 5.5.3 (D: PM)</td>
<td>Customer Focus</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management Control Process</td>
<td>Mode of Communication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management Control Process</td>
<td>Interpersonal Relations</td>
</tr>
<tr>
<td></td>
<td>Implement and maintain QMS and EMS 4.1</td>
<td>Management Representative (D: Q R)</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interpersonal Relations</td>
<td></td>
</tr>
<tr>
<td>Establish that the goal is being achieved</td>
<td>Monitor and measure product 8.2.4</td>
<td>Control of production and service provision 7.5.1 (D: T A) and Discipline (D: PT)</td>
<td>Management Control Process</td>
</tr>
<tr>
<td></td>
<td>Implementation (achieve planned results 4.1 f)</td>
<td>Continual improvement 8.5.1 (D: PC)</td>
<td>Work Standards</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Customer Focus</td>
<td>Social Responsibilities</td>
</tr>
</tbody>
</table>

PC = Policy Commitment
QR = Quality Responsibility
WC = Workforce
Commitment TA = Task Assignment
PT = Personnel Training
The above major dimensions of managerial effectiveness and quality of work life that are suitable of the study area are considered for the present study. Thus the integration supports to derive the impact of ISO towards the technical skills that reflect both understanding of and a proficiency in quality field among the managers who fit the organization into the wider context of community and world by satisfying their personal needs through their perception and experience as stated earlier.

4.8 CONCLUSION

In this chapter, fundamental conceptual and theories are examined to draw a new framework of compatible matrix of human-technical-organizational interface in order to achieve the multiple objectives of determining the relationship between ISO and the dimension of managerial effectiveness and quality of work life. This is made possible with clause of ISO and the dimensions of human resource management such as quality of work life as human, technical as ISO and organization as managerial effectiveness.
REFERENCES

26. Jibid.25, Dubrin 1984, CT


