

# APPLYING QUALITY MANAGEMENT SYSTEMS TO IMPROVE SERVICE COMPANY PERFORMANCE

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## ABSTRACT

The article analyses the quality management system ISO 9001 and its application in the activities of a service company. By implementing a quality management system, organisations can more accurately identify workplace risk factors, ensure safe and healthy working conditions, and systematically manage possible process deviations. This contributes to the prevention of occupational diseases and accidents at work, reduces the risk of injury, and at the same time strengthens the company's reputation as a socially responsible organisation. In addition, the implementation of ISO 9001 helps to establish a clear process management structure, consistently strive for continuous improvement, and more closely involve employees in the quality improvement process. The aim of the article is to analyse the implementation of management systems in service companies. Scientific literature analysis and an expert assessment method were chosen to conduct the research. The results of the study showed that the motivations of companies to implement a quality management system are related to the desire to improve business processes, reduce risk, ensure appropriate working conditions, and improve internal communication. This also includes market pressure, achieving competitive advantage, compliance with legal requirements, and meeting the needs of customers and stakeholders. A quality management system becomes an effective tool to increase customer satisfaction, improve management processes, and achieve organisational goals.

KEY WORDS: *quality management system, customer, service company.*

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## Introduction

As consumer needs change, competition between different organisations to outperform each other increases. For these reasons, in order to enter a wider market segment, an increasing number of organisations are choosing to implement ISO management systems in their operations, which not only help organisations to increase their competitive advantage and improve their overall performance, but, most importantly, help them to achieve the organisation's objectives in a focused way (Purwanto et al., 2020). ISO management system standards are relevant and widely discussed in the scientific literature. These standards, which provide significant benefits, are typically tailored to specific areas of activity. For instance, companies that have implemented the ISO 9001:2015 quality management system standard experience multiple advantages, including improved product and service quality, enhanced customer satisfaction, cost reduction, and the continuous improvement of quality, operations, processes, and the overall management system. In recent years, integrated management systems have become increasingly important for organisations seeking to improve operational efficiency, reduce costs, ensure compliance with legal and regulatory frameworks, and adapt to

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increasingly stringent sustainability requirements (Picart, Nicdao, Jackson, Manzon, 2023). The importance, benefits, necessity and practical aspects of integrating and implementing standards have been widely discussed by Lithuanian and international scholars, including Ginavičienė, Puodziukienė, Sprogytė (2021), Zgirske, Ruževičiū, Ruželė (2021), Calis, Yesim (2019), (Talapatra, Santos, Uddin, Carvalho (2019), Camando, Candito (2023), Olonade, Ametepe (2023), Hartika, Fidridiani (2023), and others.

Organisations may encounter deficiencies in their management practices. An increasing number of consumers demand that companies operate in compliance with international standards to ensure the highest levels of quality, efficiency and reliability. These circumstances often lead organisations to adopt ISO management systems. The decision may also be influenced by growing pressure from governments, society and markets to comply with legal requirements. In addition, for companies seeking international cooperation and participation in global trade, the implementation of ISO standards can become a necessary condition.

The following research problem question was raised: what are the underlying reasons that drive organisations to adopt the ISO 9001:2015 management system requirements?

The object is the implementation of management systems in service companies.

The aim is to analyse the implementation of management systems in service companies.

The objectives are:

- to analyse the ISO 9001:2015 management system from a theoretical perspective;
- to investigate the motives for implementing the ISO 9001:2015 management system in service companies.

Research methods: an analysis of scientific literature and an expert assessment method were chosen to conduct the research.

## 1. Conceptual analysis of ISO 9001:2015 quality management standard

ISO 9001:2015 quality management system. In order to successfully ensure the effective performance of organisations, meet the requirements of interested parties, provide high-quality products and/or services, and strengthen customer confidence by meeting their needs and expectations, it is advisable to implement the ISO 9001:2015 quality management system standard (Bravi et al., 2019; Fahmi et al., 2021). The ISO 9001:2015 quality management system standard sets out requirements for organisations wishing to achieve a high level of quality management (Ibtissam et al., 2023; Hartika et al., 2023). ‘The essence of the ISO 9001 standard is the application of a process approach to all work performed by an organisation’ (Serafinas, 2011, 25). The implementation of this management system aims to ensure the quality of services or products from the beginning to the end of the process (Purwanto et. al., 2020). The ISO 9001:2015 quality management system standard is one of the most widely implemented and recognised quality management system standards worldwide. The ISO Survey of Management System Standard Certifications (2023) indicates that this quality management system standard is implemented by more than a million certified organisations worldwide, covering all areas of activity, types and sizes of organisations. ISO (2023) emphasises that the ISO 9001:2015 quality management system standard is a strategic tool that helps an organisation improve overall performance, increase customer satisfaction, and create a solid foundation for sustainable development initiatives. Bravi, Murmura and Santos (2019) highlight that the implementation of an appropriate management system not only increases customer trust and satisfaction, but also improves the quality of employee performance, and creates a positive organisational culture. The implementation of a quality management system is a voluntary process, supported by the organisation’s motives, goals and policies.

According to Global Standards (2015), the motivations of organisations to implement the ISO 9001:2015 quality management system standard arise from customer requirements, cost reduction and business growth opportunities. Bakhtiar et al. (2023) and Nugraha, Suliantoro and Pujotomo (2023) detail the motivations into internal (the desire to improve internal performance management) and external (marketing, stakeholder pressure) motivations. Research results confirm that organisations guided by internal motivations receive

greater and more diverse benefits. Among the most common benefits are strengthening the organisation's image (77.7%), the more effective perception of organisational capabilities (71.6%), and the reduction of non-conformities (62.5%). A study conducted at PT Sango Indonesia revealed that the implementation of the ISO 9001:2015 quality management system and the internal audit performed improved the quality of products and services. Statistical tests have shown that internal audits have had a significant impact on product quality. The organisation achieved a high level of efficiency in all departments related to procurement activities (Lutfiyana, Gantino, 2023). ISO (2019) further emphasises motives such as the organisation's goal to better understand the context of the organisation, meet the needs of customers and stakeholders, increase process efficiency, comply with legal requirements, and seek new market expansion opportunities.

This management system standard emphasises three key aspects: a process approach, risk-based thinking, and seven quality management principles. The process approach is based on Deming's Plan-Do-Check-Act cycle, which helps organisations to effectively plan their internal processes and interactions (ISO 9001:2015; Sanchez-Lizarraga et al., 2020; Echour, Taibi, 2021). Planning involves setting clear quality objectives, assessing customer requirements, and preventing potential nonconformities. Therefore, organisations must identify risks, develop action plans to manage them, and create a quality policy. The implementation of this policy requires management commitment, the definition of strategic directions, and the allocation of appropriate resources (Sanchez-Lizarraga et al., 2020; Zgirskė, Ruževičiū, Ruželė, 2021). The ultimate goal of this management system is to ensure consistent service or product quality throughout the entire process, from start to finish (Purwanto et al., 2020). Adherence to quality principles is essential for the effective and successful management of organisations worldwide. These principles are the foundation for an organisation's continuous improvement drive. The standards are divided into core quality principles, including management involvement, evidence-based decision-making, customer focus, relationship management, employee involvement, process management, and continuous improvement. The application of these principles and the implementation of the standard are driven by the potential benefits that organisations can derive from the certification process (Africano, Rodrigues, Santos, 2019; Camango, Candido, 2023; ISO 9001:2015 Quality Management Systems). It has been shown that organisations adhering to these quality management principles increase the likelihood of demonstrating a higher level of excellence to customers and the ability to provide products and services that meet customer needs (Lopes, Polonia, Gradim, Cunha, 2022; Camando, Candido, 2023; International Organisation for Standardization, 2025).

In summary, it can be stated that the ISO 9001:2015 quality management system standard is a valuable tool for organisations, which has a significant impact on the effectiveness of their operations. The implementation of the ISO 9001:2015 quality management system standard helps organisations to systematically manage processes. The implementation of the ISO 9001:2015 standard is influenced by a combination of internal (e.g. process optimisation, risk management) and external factors (e.g. competitiveness, stakeholder expectations, marketing). The implementation of this standard according to the principles of a high-level management structure provides organisations with two advantages: internal (e.g. reduced errors, discrepancies, more efficient resource allocation, etc) and external (e.g. greater stakeholder satisfaction, trust, better market position, etc). The implementation of the ISO 9001:2015 quality management system standard requires the continuous review of the system and the involvement of the entire organisation in the formation, management and improvement of a quality culture.

## 2. Analysis of the ISO 9001:2015 management system for service companies

### Research methodology

The service company operates as a consulting and training company. This organisation is a market leader in Lithuania, famous for its professionalism and socially responsible activities. It has expanded its activities throughout Lithuania. The company provides over 350 different services. One of these services is the implementation of management systems, including ISO management system standards.

The company's activities have a quality management system certified by the international standard ISO 9001:2015. The environmental management system is also certified according to the international standard ISO 14001:2015 and integrated with the ISO 9001:2015, ISO 45001:2018 standards.

**Research method.** The expert assessment method is a survey of a specially selected group of people who are knowledgeable in a certain field. The essence of the expert assessment method is that experts logically analyse a problem, quantitatively evaluating and formally processing the data. The experts' assessment is based on the determination of the correspondence of their opinions to the research question and the objectivity of the experts' conclusions, which is determined by the essential, real connections between facts and phenomena' (Tidikis, 2003). The choice of the expert assessment method was determined by the specific knowledge required to solve the problem of this study, which is possessed by specialists working in the company who have special knowledge and experience with ISO management systems.

**Research instrument.** To obtain expert information, an individual scale assessment method was chosen, carried out live, and further applying the basic survey principles, an expert survey questionnaire was compiled. The experts were presented with eight statements about the ISO 9001:2015 management systems implemented in their company, which they had to evaluate according to the Likert service scale: (1) I completely disagree that this statement is appropriate; (2) this statement is appropriate; (3) I disagree that this statement is appropriate; (4) I agree that this statement is appropriate; (5) I completely agree that this statement is appropriate.

**Research sample.** A documentary method was used to select experts: a competency assessment based on socio-demographic data. Criterion-based selection was applied: ten experts were selected, taking into account their competencies and their special experience related to ISO management systems. Experts were selected according to clearly defined criteria, specialists of a private limited company with at least five years of work experience and special knowledge or experience in the field of management systems were interviewed, i.e. meeting the requirements for education or position held. The obtained data were processed with SPSS and Microsoft Excel software packages. When analysing the data quantitatively, descriptive statistics were used with the statistical data package 'SPSS', Kendall's concordance coefficient (W) was calculated, where the significance level  $\alpha = 0.05$  was chosen.

**Research ethics.** The following ethical principles were taken into account when conducting the expert research (Žydzūnaitė, 2011): goodwill, respect for human dignity, and fairness. The experts were assured of the security of their information. The decision to participate in the research was made voluntarily by the experts. The objective of the study and the research procedures were explained. The experts were informed about the methods of data collection and the duration of the study. It is imperative to emphasise that the expert questionnaire survey is anonymous. In order to guarantee confidentiality and anonymity, the questionnaire does not include any questions that could reveal or identify the identity of the individual. The research data and results obtained are strictly confidential and are available only to the researcher herself.

#### Research data

Experts were asked to evaluate eight statements implementing the ISO 9001:2015 management system standard in order to identify the most important aspects, i.e. the reasons for implementing ISO management systems in the company's activities.

Table 1 presents descriptive statistics of the results of the assessed statements. The presented average shows that the obtained averages are quite high (close to 5), which means that the experts agreed with these statements about the reasons behind the company's choice to implement the ISO 9001:2015 management system. The mode presented shows the most frequently repeated rating for each statement, allowing the dominant opinion of the experts to be identified. In this case, the most frequently repeated rating is 5, so it can be seen that the majority of experts fully agree with the statements presented. An analysis of the minimum ratings shows that the minimum rating was 3, meaning that there were experts who partially agreed with the statements, so in some cases the standard deviation and coefficient of variation are close to 1, indicating a diversity of opinions among some of the statements.

Table 1. Company motives for implementing the ISO 9001:2015 management system

Company motives for implementing the management system standards ISO 9001:2015	Average	Median	Mode	Standard deviation	Coefficient of variation	Minimum rating	Maximum rating
1. The company implements the requirements of ISO 9001:2015 standard for compliance with legislation and other requirements in its activities	4.3	4	5	0.823	0	3	5
2. Implements the requirements of ISO 9001:2015 standard in its activities in order to improve the efficiency of its operational processes	4.7	5	5	0.483	0	4	5
3. The company implements the requirements of ISO 9001:2015 standard in its activities to ensure a high level of customer satisfaction	4.4	5	5	0.843	0.711	3	5
4. The company implements the requirements of ISO 9001:2015 standard in its activities due to increasing competitive pressure in the market	4.8	5	5	0.422	0.178	4	5
5. The company implements the requirements of ISO 9001:2015 standard in its activities in order to improve internal communication	4.3	4	4	0.675	0	3	5
6. The company implements the requirements of ISO 9001:2015 standard in its activities in order to reduce risk and prevent incidents	4.3	4	5	0.823	0	3	5
7. The company implements the requirements of ISO 9001:2015 standard in its activities to create better working conditions	4.4	4	4	0.516	0	4	5
8. The company implements the requirements of ISO 9001:2015 standard in its activities to ensure a positive impact on business	4.5	5	5	0.707	0	3	5

Source: Compiled by the authors, based on research data, 2024.

The highest average score was for statement (4) (4.8 out of 5). This shows that most experts tend to agree with the statement that the company implements the requirements of ISO 9001:2015 standard due to increasing competitive pressure in the market. The standard deviation obtained (0.422) indicates that the data does not deviate significantly from the average obtained. From this, it can be assumed that most of the assessments are similar to the average and there are no significant differences between the assessments. The fourth statement (see Table 1) shows that competitive pressure in the market is one of the reasons why companies implement this management system standard. The second statement also received a high average rating (4.7 out of 5), and the standard deviation and coefficient of variation indicate that experts unanimously agree with the statement that the company implements the requirements of ISO 9001:2015 standard in order to improve the efficiency of its operational processes. This confirms the company's commitment to effectively managing its activities and striving for the highest performance results. It can be concluded that all statistical indicators (median, mode, standard deviation, coefficient of variation, minimum and maximum ratings) confirm that most expert ratings are close to the highest ratings, indicating strong agreement on these statements.

Calculation of the concordance coefficient. In order to assess whether the opinions of the experts surveyed are consistent with the statements analysed, the concordance coefficient ( $W$ ) was calculated. Before calculating the concordance coefficient, two hypotheses are formulated:

- $H_0$ : the assessments of the company's experts are contradictory (i.e. Kendall's concordance coefficient  $W$  is equal to zero  $W = 0$ ) when assessing the company's motives for implementing the ISO 9001:2015 management system standard.
- $H_1$ : the company's experts' assessments are similar (i.e. Kendall's concordance coefficient  $W$  is not equal to zero  $W \neq 0$ ) when assessing the company's motives for implementing the ISO 9001:2015 management system standard.

Table 2. Results of expert opinion consistency

N = number of statements	8
Kendall's concordance coefficient ( $W$ )	0,297741
Statistical significance ( $p$ )	0,010844

Source: Compiled by the authors, based on research data, 2024.

The calculated consistency of opinions is presented in Table 2. The Kendall's coefficient of concordance obtained is ( $W = 0.297741$ ), which means that there is some, but on average weak, agreement among experts. This indicates that not all experts are unanimous in their assessment of the statements. The obtained ( $p$ ) value is equal to 0.010844, which means that this value is lower than the commonly used threshold of 0.05  $\alpha =$ , indicating that the results obtained are statistically significant. It can be stated that the coefficient of concordance is not equal to zero ( $W = 0.297741$ ), and the calculated ( $p$ ) value is less than  $\alpha = 0.05$ ; therefore, there is reason to reject the hypothesis  $H_0$  that the experts' assessments are contradictory and to accept the alternative hypothesis  $H_1$  that the experts' assessments are similar.

According to Petrauskaitė and Korsakienė (2020), Vyšniauskaitė and Miečinskienė (2020), Baležentis and Žalimaitė (2011), and Podvezko (2005), the calculated Kendall's coefficient of concordance ( $W$ ) does not identify those experts whose assessments may differ from others. Therefore, it is recommended to calculate competence coefficients for each expert, which are calculated based on the results of the assessment of statements. It is argued that the opinion of experts must correspond to the opinion of the whole group. In order to determine whether there are any outliers and whether the experts are competent, all calculated competence coefficients must fall within the interval  $k_i^t - 1,96s \leq k_i^t \leq k_i^t + 1,96s$ , where  $k_i^t$  – is the average of the competence coefficients, and  $s$  is the standard deviation. If the coefficients obtained do not fall within the calculated interval, the outliers must be removed. Thus, using this method, the competence coefficients of all experts were calculated (Table 3).

Based on the established interval (0.085; 0.115), it can be seen that the calculated expert competence coefficients satisfy the conditions of equality. This means that no unqualified or randomly selected experts participated in the evaluation process, so the evaluations can be used for further research and no expert opinions need to be excluded or removed from the analysis of the research results obtained.

Next, the significance of the criteria was calculated in order to determine which of the eight statements about the company's motives for implementing the ISO 9001:2015 management systems are the most important. The aim is to understand which factors have the greatest influence on the company's choices and decisions regarding the implementation of ISO management systems. The results of the significance of the criteria are presented in Figure 1. The results show which criterion (statement) is the most important and which is less important.

Table 3. Expert competence coefficients

Experts	K <sup>t</sup> – coefficients	Intervals
E1	0.106	[0,085 ≤ 0,100 ≤ 0,115]
E2	0.112	
E3	0.098	
E4	0.087	
E5	0.090	
E6	0.104	
E7	0.101	
E8	0.104	
E9	0.104	
E10	0.096	

Source: Compiled by the authors, based on research data.

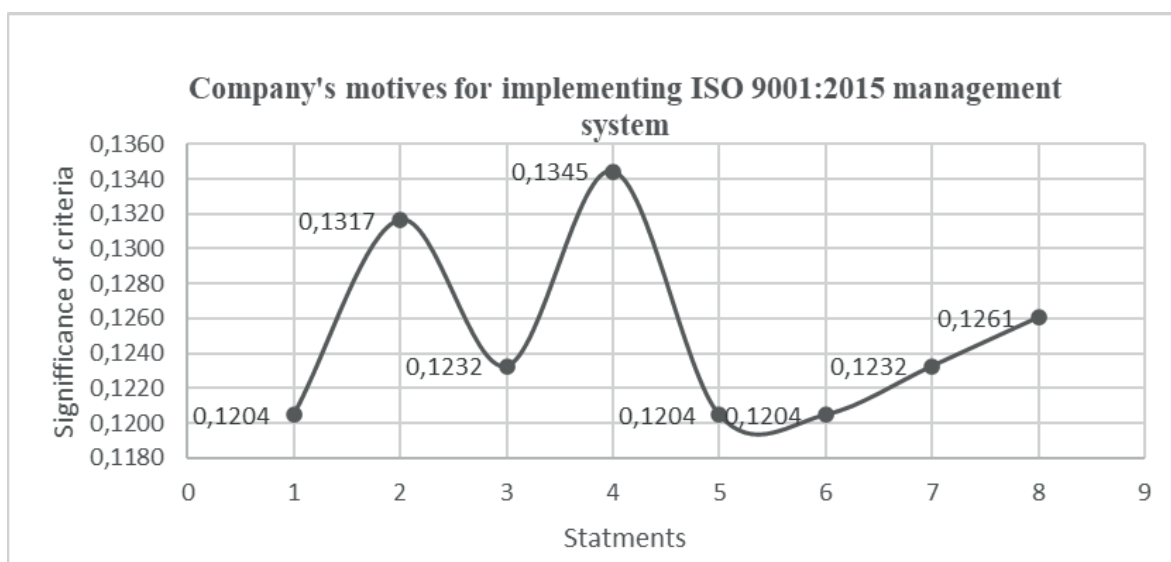


Figure 1. Distribution of expert assessments by importance

Source: Compiled by the authors, based on research data, 2024.

Thus, after performing the calculations, it was determined that out of the eight criteria, there are two criteria that stand out as the most significant, i.e.:

- Statement 2: ‘The company implements the requirements of ISO 9001:2015 standard in its activities in order to improve the efficiency of its operational processes’
- Statement 4: ‘The company implements the requirements of ISO 9001:2015 standard in its activities due to increasing competitive pressure in the market’

These two criteria have the greatest influence on the company’s motives and are essential factors in implementing the ISO 9001:2015 management system standard. The significance indicator for the first criterion (0.1317) shows the company’s goal to improve its activities in order to achieve better results through the systematic and structured implementation of management systems. The indicator for the fourth criterion

(0.1345), related to increasing competitive pressure in the market, shows that the company monitors changes in the environment and the competitive environment and strives to remain competitive. The other criteria differed very slightly from each other, so it can be assumed that these criteria are considered to be factors with less influence on the implementation of ISO management systems.

In summary, experts unanimously assessed the reasons presented for implementing the ISO 9001:2015 quality management system standard in the company. The company's decision to implement these ISO management systems was mainly influenced by competitive pressure and the need to increase the efficiency of its operational processes. These factors were the main reasons that prompted the company to take action to implement the ISO management system standard, in order to remain competitive in the market and optimise its operations by improving its long-term performance.

## Conclusion

An analysis of scientific literature revealed that organisations choose to implement the ISO 9001:2015 quality management system due to external pressure, i.e. due to competitive market conditions, stricter legal requirements, the need to satisfy the requirements and needs of interested parties, and mandatory requirements. External pressure often prompts an organisation's initial certification, but long-term success and real benefits are determined by internal motivation focused on continuous process improvement, increasing process efficiency, effective risk management, and product and service improvement in accordance with the principles of ISO 9001:2015 management system.

The results of the study confirm that the motives of the companies surveyed to implement the ISO 9001:2015 quality management system include both internal and external factors. Among the internal motivations, the desire to improve operational processes, reduce risks, ensure appropriate working conditions, and improve internal communication stand out. These motivations are directly related to the desire to ensure a positive impact on the business. External motivations are no less important and include market pressure, the desire to gain a competitive advantage and to comply with legal requirements and the demands of customers and stakeholders. This is an effective strategic tool for increasing customer satisfaction, improving the management system, and achieving organisational goals.

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## KOKYBĖS VADYBOS SISTEMOS TAIKYMAS SIEKIANT GERINTI PASLAUGŲ ĮMONĖS VEIKLĄ

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### Santrauka

Straipsnyje analizuojama kokybės vadybos sistema ISO 9001 ir jos taikymas paslaugų įmonės veikloje. Įdiegusios kokybės vadybos sistemą, organizacijos gali tiksliau nustatyti darbo vietos rizikos veiksnius, užtikrinti saugias ir sveikas darbo sąlygas, be to, sistemingai valdyti galimus procesų nukrypimus. ISO 9001 leidžia sukurti aiškią procesų valdymo struktūrą, nuosekliai siekti nuolatinio tobulėjimo ir labiau įtraukti darbuotojus į kokybės gerinimo procesą. Vis daugiau vartotojų reikalauja, kad įmonės veiktų laikydamosi tarptautinių standartų, siekdamos užtikrinti aukščiausią kokybę, efektyvumo ir patikimumo lygį. Tai skatina organizacijas diegti ISO valdymo sistemas. Sprendimą gali lemti ir augantis vyriausybių, visuomenės bei rinkų spaudimas laikytis teisinių reikalavimų. Be to, įmonėms, siekiančioms tarptautinio bendradarbiavimo ir dalyvavimo pasaulinėje prekyboje, ISO standartų diegimas gali tapti būtina sąlyga. ISO vadybos sistemų standartai yra aktualūs ir plačiai aptariami mokslinėje literatūroje. Standartų integravimo ir diegimo svarbą, naudą, būtinybę bei praktinius aspektus plačiai aptarė Lietuvos ir užsienio mokslininkai, įskaitant J. Ginavičienę, D. Puodžiukienę, I. Sprogytę (2021); A. Zgirską, J. Ruževičių, D. Ruželę (2021); S. Talapatra, G. Santos, K. Uddin, F. Carvalho (2019) ir kt.

Straipsnyje keliamas probleminis klausimas, kas skatina organizacijas diegti ISO 9001:2015 sistemos reikalavimus?

Straipsnio tikslas – išanalizuoti vadybos sistemos taikymą paslaugų įmonėje.

Taikyti tyrimo metodai: tyrimui atlikti pasirinkta mokslinės literatūros analizė ir ekspertinio vertinimo metodas.

Tyrimo metodologija. Paslaugų įmonė veikia kaip konsultavimo ir mokymo įmonė, ji yra rinkos lyderė Lietuvoje, garsėjanti profesionalumu bei socialiai atsakinga veikla. Įmonė teikia daugiau kaip 350 skirtingų paslaugų. Viena jų – vadybos sistemų, įskaitant ISO, diegimas.

Tyrimo metodas. Taikytas ekspertinio vertinimo metodas. Kurio esmė ta, kad ekspertai analizuoja problemą, kiekybiškai įvertindami ir formaliai apdorodami duomenis. Ekspertų vertinimas grindžiamas jų nuomonių atitiktis tyrimo klausimui nustatymu ir ekspertų išvadų objektyvumu, kurį lemia esminiai, realūs faktų ir reiškinių tarpusavio ryšiai.

Tyrimo instrumentas. Ekspertinei informacijai gauti pasirinktas individualios skalės vertinimo metodas gyvai, toliau, taikant pagrindinius apklausos principus, sudaryta ekspertų apklausos anketa.

Tyrimo imtis. Ekspertų atrinkai taikytas dokumentinis metodas – kompetencijų vertinimas, remiantis socialiniais demografiniais duomenimis. Tyrimui atrinkta 10 ekspertų, atsižvelgiant į jų kompetencijas ir patirtį, susijusią su ISO vadybos sistemomis. Jie atrinkti pagal aiškiai apibrėžtus kriterijus. Apklausti paslaugų įmonės specialistai, turintys ne mažesnę kaip penkerių metų darbo patirtį ir atitinkamų žinių bei patirties dirbant vadybos sistemoje. Gauti duomenys apdoroti naudojant SPPS ir *Microsoft Excel* programinius paketus. Analizuojant duomenis, taikyta aprašomoji statistika, skaičiuotas Kendallo konkordanso koeficientas ( $W$ ), kur pasirinktas reikšmingumo lygmuo  $p = 0,05$ .

Tyrimo etika. Atliekant ekspertinį tyrimą laikytasi geranoriškumo, pagarbos žmogaus orumui ir sąžiningumo principų. Ekspertai buvo užtikrinti dėl savo informacijos saugumo. Sprendimą dalyvauti tyrime jie priėmė savanoriškai. Buvo paaiškintas tyrimo tikslas ir tyrimo procedūros. Ekspertai informuoti apie duomenų rinkimo metodus ir tyrimo trukmę. Būtina pabrėžti, kad ekspertų anketa yra anoniminė. Siekiant užtikrinti konfidencialumą ir anonimiškumą, joje nėra klausimų, kurie galėtų atskleisti asmens tapatybę. Tyrimo duomenys ir gauti rezultatai yra konfidencialūs.

Tyrimo rezultatai patvirtina, kad apklaustų įmonių motyvai diegti ISO 9001:2015 kokybės vadybos sistemą apima tiek vidinius, tiek išorinius veiksnius. Viena ryškiausių vidinių motyvacijų – noras tobulinti veiklos procesus, mažinti riziką, užtikrinti tinkamas darbo sąlygas ir gerinti vidinę komunikaciją. Šios motyvacijos tiesiogiai susijusios su teigiamu poveikiu verslui. Ne mažiau svarbios ir išorinės motyvacijos, apimančios rinkos spaudimą – siekį įgyti konkurencinį pranašumą, laikytis teisinių reikalavimų bei tenkinti klientų ir suinteresuotųjų šalių poreikius. Tai efektyvi strateginė klientų pasitenkinimą didinanti, valdymo sistemą tobulinti priemonė, leidžianti įgyvendinti organizacijos tikslus.

RAKTINIAI ŽODŽIAI: *kokybės vadybos sistema, vartotojas, paslaugų įmonė.*

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