

Motivations of Firms Being ISO 9001 Certified and Benefits they Received after the Certification: A Case Study in Kurdistan Region of Iraq

* Sewa Omed Omer ARIF

** Metin MERCAN

*** Iasha MURVANIDZE

Abstract

The purpose of the current paper was to elaborate the main motivations that ISO 9001 certified companies in Kurdistan Region of Iraq when they applied for the certification. Secondly, the benefits they obtained after being certified were elucidated. The data was collected from the 96 ISO 9001 certified companies in the region. Initially, we conducted a descriptive statistic to understand the main motivations of the companies. Secondly, with the same methodology, benefits they obtained were identified. Lastly, correlation analysis was conducted in order to understand the relations between motivations and benefits. The results shown that companies which had initial motivation of winning tender, because tender required the certification, making good relations with government, and getting tenders from the government departments failed to have strong benefits from the certification. Besides, the organizations which obtained certification for marketing strategies became successful in their sales and market shares. It shows that ISO 9001 certification attracts attentions of customers positively in the region.

Keywords: Benefits of ISO 9001, ISO 9001, Motivations for ISO 9001

JEL: M11, L21, L23

Introduction

As our world is in continuous expanding and improvements, day by day many new companies and organizations appear to serve society each in different fields. Within this great expansion, set of standards are required for each organization to meet on international level. ISO 9001 provides set of standards management principles for any organization regardless of its size. Nowadays, it is crucial and very motivated for organizations and companies to meet the standard qualities of management as benefit the organizations in so many aspects (Cândido, 2016).

* Tishk International University, Sulaymaniyah, Iraq. Email: sewaomed12@gmail.com

** Assoc. Prof. Dr., International Black Sea University, Faculty of Business and Technologies, Tbilisi, Georgia.
Email: mmercan@ibsu.edu.ge

*** Assist. Prof., International Black Sea University, Faculty of Business and Technologies, Tbilisi, Georgia.
Email: imurvanidze@ibsu.edu.ge

ISO 9001 is international standards for quality management system (QMS) making any organization improve marketing, communication, and business wise. Every organization has motive to get ISO certificates as it benefits the organization; this can be expressed as inputting set of standards polices to process in an organization that gives us global outcome in quality of its management (Sampaio, 2009). the aim of our research is to show why companies and organization try to get certified by ISO; in other words, what is their motive to be encouraged and what do they get in return? This research targets to answer the two mentioned questions.

Once an organization gets ISO certificates its quality of management gets recognized globally; this benefits the organization marketing wise. Being on global standards and recognized globally, it will make the organization to be in high level of popularity; this point can be used proudly while mentioning the name of organization which marketing wise gain more trust from people. Once the managing inside an organization gains trust, it will open more opportunities for collaboration not locally, but internationally (Aba, 2015).

As communication-wise, the standard managing helps organizations to understand and communicate better as all are trying to apply principles of International Standard Organization. A similar management system eases the collaboration between organizations as using standard rules is like speaking of the same language (Sitki İlkay, 2012). Any organization with an efficient managing system will create a road of great work and an amazing work environment; employees would work and communicate better under better management. Moreover, the level of performance and achievement will increase (Demir and Bulut, 2018). These great benefits from being recognized globally, make any organization to compete to get ISO 9001 certificate. It motivates organizations to have the best management system to produce great outcomes in many aspects (Biazzo, 2003).

Besides mentioned points, being certified with ISO keeps any company or organization to keep up with what is going on worldwide. Meaning, they do not just stick with old fashioned managing system rather they get up-to-date with anything new in the managing world (Siltori, 2021).

To dig deeper, we have visited companies and organizations to get more information about the situation of ISO in the Kurdistan Region. As have asked our questions through questionnaires to all the companies and organizations we have visited; through their answers, we can draw our conclusion about both of motive and benefits they have to be certified by ISO. Although, many companies and organizations are trying to be certified still some could not implement the managing system which ISO requires. One of the reasons is not keeping the managing system great all the time and for investigating this matter, especially in Kurdistan, we use our collected data.

In addition, it is important to mention this certificate has to be renewed to maintain a high level of efficiency in management. Meaning it is not a one-time certificate, but a process that needs to be kept and maintained (Galetto, 2017).

Literature Review

History of ISO

ISO is not a new term, but rather has been used for a long time. There are different opinions about when this term had first appeared; many changes had also applied to this term till today's use. The very first international standards rules began to appear in the electrical field as IEC (International Electrical Commission) in 1906 (Ismylis, 2015). After following this, in 1926 the international federalization of the National Standardization Association (ISA) started to set up standards rules in the mechanical engineering field; this took only four years to operate then those standards were no longer in use. Then in 1942, a group of delegates from 25 countries had decided to create a group under name of an international organization ISO. The main idea of ISO was to facilitate the international coordination and unification of industrial standards (Gibbon & henrksen, 2011). In other words, there have to be unified rules that can be used all over the globe.

Ever since ISO had faced multiple major turning points. For the very first 40 years, ISO's main mission was to focus on technical standards for certain products or technologies like screws, seizing systems for shoes, clothing, and laser technology. In the 1980s, ISO developed and cared more about the process of the standards called ISO 9000 Quality Management System standards (Demir, 2021). These new standards were to cover every industry at that time and focused on the management aspect of organizations. Moreover, the series of ISO 9000 became the most widely known and successful standards ever; this was measured by sales. Day by day, new organizations adopted the standards and became ISO certified organizations. In the following years, in 1993, ISO 14000 has developed for the environmental standards; ISO took a notable step into popularity at that time (Slaska, 2018). ISO took the general term and became a public matter, no longer for a certain type of industry.

After many years, ISO continued to develop and grow into the world's largest recognized standards. The latest update, ISO has 22,401 International Standards covering all aspects of business and technology, and members from 161 countries (Juan Jose, 2012). ISO still trying to expand its aspects and cover more quality and safety certification. Also, nowadays organizations are competing to get ISO certifications and it shows the organizations great management and high-quality products. Now, it can be stated that ISO has been published and practiced for over 70 years now and still continue (Demir et al., 2021).

Development of ISO 9001

ISO 9001 main focus is on quality management by implementing some management standards rules and regulations. From the very first day of ISO 9001 creation, changes have been applied to richen the regulations and develop them, so the standards would help to manage any organization more. For understanding more of the management standards, we have to look back and understand the history and development of management in organizations. First, existing the idea of a quality management system would affect the quality of service and products in the 1970s when a large

number of organizations like Ford and the Ministry of Defense announced their own quality management standards. This had a huge impact, especially from the ministry of defense had acceptance right away. The ministry of defense had a lot of suppliers, each to make a trade with this ministry, their management system had to meet requirements from the ministry of defense management system standards. Then BSI (British Standards Institution) published its first standards in 1971 as called BS 9000, this specially designed for the electronic industry. Then many more standards were published and developed, then in the 1980s the International Organization for Standardization applied standards in the United Kingdom into their international guideline and qualifications for certifications; they published ISO 9000 in 1987 (Morikawa & Morrison, 2018).

Since day one of publishing ISO 9000 and 9001, many efforts had made to make the standards more effective and implement them into as many industries as possible.

ISO 9001:1987 had a very restricted structure with twenty requirements and mainly the standards focused on confirming procedures and creating very high-quality products. Then for ISO 9001 which was published in 1994 had similar goals with ISO 9001:1987. The new ISO tried to ease the work procedure and reduce pressure in any organization. After these two came ISO 9001:2000 which had the major changes in the standards which tried to create standards that help positive growth, ease the work procedure, and effective quality management (Choi, 2009). This third set of standards from ISO 9001 drew out the main focus is on creating a quality management system by process performance measures. this ISO 9001 had applied effectively and approached wider industries. It can be said all the standards were mainly about eight principles (Sampaio & Saraiva, 2011).

1. Focus on the customer
2. Effective leadership
3. Engaging people in all levels of the company
4. A process-based approach to management
5. Looking to continually improve
6. Decision making based on evidence and data
7. A focus on a mutually beneficial relationship between supplier and customer
8. Traceable consistency

In the following years, the standards had developed. Another edition of ISO 9001 was published in 2008. Some radical changes had happened and pointed out that this edition could fit with the ISO 14001.

Then we got to the last edition of the ISO 9001 which was published in 2015. This edition made sure that ISO reflects the best standards for high-quality management. It allowed businesses and organizations to have the best and the most suitable management system. Now all the organizations and companies are competing to get ISO:2015 certified.

Motivations to be ISO 9001 Certified

There are several points that motivate any organization to be ISO certified. Within the great benefits that it brings to organizations, there are other causes that make the organization try really hard to be certified by ISO. If we number the

motivations, the list can go on and on as it is different for each business; each organization tries to get ISO certified for a reason and the most common reasons are as follows. Being an ISO-certified organization will help to improve your business credibility and authority as well as the overall efficiency of the business. Also, when an organization sees that other business tries to get ISO certified, the organization would be in a very compatible environment. This competitive environment is positive as make all the organization compete in providing the best management system inside any organization.

Getting ISO certifications means that organization has great quality management and check both customers' and employees' satisfaction which help to create a great reputation and advantage the organization marketing-wise (Torlak et al., 2021). Moreover, make it a trustworthy place to work among people, and that makes the organization's current employees stay and make other people work in such a place (Bhuiyan & Alam, 2004).

Another important point to motivate organizations to get ISO certified is creating a strong base for the organization as it reduces management risks. In any business or organization ups and downs happens and if the organization has a strong management quality, then the downtime can stand up easily without causing too much damage for the organization. This gives continuity for the organizations (Demir 2019).

All these motivation points lead to providing the best quality service and product which is the aim of all organizations and businesses (Demir et al., 2020). This would make the organization a very strong competitor in the market and dominate most of the customers. Being number one in the local market then helps to break barriers to be an international one and be the number one trustworthy option for international trading (Walker, 1998). ISO certified organizations tend to have collaborate with other ISO certified organizations as their management systems are close to each other.

Benefit of ISO 9001

Within many companies and organizations competing to get ISO certified, there are several benefits any organization get. Besides being popular and using the certifications marketing-wise, the benefits are mainly internal. One of the benefits is greater efficiency and less waste. The ISO 9001 is all about QMS (Quality Management System) which are set of standards focusing on the management side of any organization to make the system more efficient and effective. The benefits of ISO 9001 might be different according to the organization or even the countries, but commonly all the benefits are close and have the same purpose. At organizations, there are different positions structured within powers. Managers have all the power of decision making and then we have employees; the greater the managers and the management system is greater employees would be as it goes systematic (Abuazza, 2019). An efficient management system makes employees to work hard and efficient as well. Then employees would affect the production and service of the company or organization which leads to customer satisfaction. Customer satisfaction is another benefit organizations get when they are ISO certified (Torlak et al., 2019).

Another internal benefit organizations get when they are ISO certified is the internal control of the process. Day by day new tasks and responsibilities add or just simply the organization expand and gets bigger, once the organization has an efficient quality management system, it would be easier for the management system. If not, then a random decision would be made and the organization would face trouble due to the misleading and poor management system (Valmohammadi & Kalantari, 2015).

Once the management system is effective and each person within an organization is doing his/her job, then the work process would be faster and the organization would have a better understanding of customers' needs. Understanding customers' needs help the organization to know its weak point to work on it and also helps the organization to know if the service and quality of the products are what people have expected from the organization (Sfakianaki, 2020).

Besides customer satisfaction, ISO 9001 the quality management system helps employee satisfaction as well. Employee satisfaction is as important as customer satisfaction; a high-quality management system motivates employees to stay at the organization and work harder. This has an impact on the mental health of the employees; employees see managers as role models and efficient role models empower the employees to follow rules and regulations of the organization.

Methodology

Problem

Recently many companies and organizations in the Kurdistan region are trying to be ISO certified each for a specific purpose. Originally the main purpose for getting the ISO 9001 management system certificate is for improving the quality of management of that particular place, but unfortunately in the Kurdistan region, there are other purposes that make the business want to get ISO certifications like only for marketing and popularity. We have noticed on daily basis getting ISO certifications is increasing in the Kurdistan region, but still, the quality of management of those ISO-certified places is questionable. Therefore, this matter needs further investigation to find out why organizations and companies trying hard to get a certification for quality management systems yet they don't have a high-quality management system. Or is they do not care about the quality of the management system then what is the hidden purpose behind trying to be ISO certified is it because of the marketing, popularity or there are other purposes as well.

Purpose

We have conducted this research to investigate why companies and organizations in the Kurdistan region try to get ISO 9001 certifications which about the quality of the management system. Previously, some reasons and purposes have been mentioned worldwide but to investigate the matter inside the Kurdistan region, we have asked the companies and organizations who have ISO 9001 certifications. After getting their answers we run some data analysis methods to understand the situation and their main purposes.

Data Collection

To continue with our research, we needed companies and organizations inside the Kurdistan region to answer some questions. For that purpose, we have prepared a questionnaire and distributed to 100 companies. In some companies, we asked face to face and wrote down the answer, and in some other companies we gave the questionnaire to the companies and we got the answers later on. our questions were direct questions and easy to understand so the companies had no problem answering the questions. In total, we collected 96 data from different companies in the Kurdistan region from 13th March to 6th April. Later on, we have checked the data and did data analysis to figure out what we were looking for which is the purpose of getting ISO certifications in the Kurdistan region.

Procedure

To investigate of the matter and have an answer to our question, we began our research by collecting data from different companies and organizations inside the Kurdistan region. After collecting the data, we ran some analyses to make sure our data are reliable and acceptable for our research. We conducted descriptive analysis to elaborate the motivations of the companies to be ISO 9001 certified and benefits they obtained after the certification. Secondly, we proposed correlation analysis in order to explore the relations between motivations and benefits of ISO 9001 certification.

Research Finding

Descriptive Statistics

After doing data analysis for our data collected, we come across some conclusions and findings as all explained below.

Table 1. Descriptive Statistics of Motivation

Descriptive Statistics				
		N	Mean	Std. Deviation
Motivation	Quality	96	3.91	1.096
	Transparency and Standardization	96	3.84	1.009
	Competitors Certified	96	3.68	1.091
	Marketing	96	3.67	1.176
	Tender Requirement	96	3.66	1.055
	Import Export Barriers	96	3.64	1.106
	Capture and Store Knowledge	96	3.54	1.264
	Win Tenders	96	3.51	1.105
	Image	96	3.46	1.178
	Get Projects from the government	96	3.40	1.227
	Cost Reduction	96	3.16	1.191
	Competitors had Benefits	96	3.04	1.230

The table above shows the main motivations of companies why they obtained ISO 9001 certifications. Mainly, we have asked companies to rate motivations for quality, transparency, and standardization, competitors are certified, marketing strategies, tender requirement, import and export barriers, capturing and storing the knowledge of employees, increasing corporate image, getting projects from government, and reducing cost reduction. We wanted to know which motivations companies care about the most in obtaining ISO certifications. The motivations are all being mentioned in the table above ranking from the most wanted motivation to the least. The first and the very popular motivation to obtain ISO certification is the quality with mean of 3.91; mainly companies are motivated by increasing quality point of view. Second, transparency and standardization with mean of 3.84 which means companies were motivated to get ISO certified in

order to improve their system by increasing the transparency of their system and standardizing their system. Third, competitors were certified with mean of 3.68; because the other competitor companies working in the same field in the market were certified by ISO, So the other companies with no certifications try to get ISO certification as well. After this we have the market with mean of 3.67, which relates to the image of the company in the market. Companies with ISO certifications are bold and well-known in the market and have a powerful image. Then we have tender requirements with mean 3.66, which means being ISO certified makes it easier to get tenders as the companies are more trustworthy. Later and the sixth motivation is importing and exporting barrier with mean of 3.64, which makes the whole process a lot easier for the companies when they are ISO certified. The seventh motivation is to capture and restore knowledge with mean of 3.54 by employees and the companies themselves as this certification richen the companies with new information. Next, we have the winning tender with mean of 3.51 and the companies with ISO certification are more qualified to win the tender of any project.

Then we have the image of the company with mean of 3.46 in the market that helps the company to be the most powerful one in the market. Another motivation in the rank is getting projects from the government with mean of 3.40; government is willing to give projects to the best company and ISO certifications help companies to be the best in the market.

Moreover, we have cost reduction with mean of 3.16, which helps the company to spend less and lastly, we have benefited from competitors with mean of 3.04. When a company sees that another competitor company has ISO certifications and benefits, the company tries hard to get ISO certifications as well to have the same benefits.

Table 2. Descriptive statistics of Benefits Organizations Obtain after being Certified

		N	Mean	Std. Deviation
Benefits	Environment	96	3.81	1.089
	Quality Increased	96	3.77	1.051
	Customer Satisfaction	96	3.75	0.906
	Sales Increase	96	3.71	1.004
	Efficiency Increased	96	3.70	1.048
	Standardization	96	3.69	1.089
	Employee Satisfaction	96	3.64	1.048
	Market Share	96	3.59	0.990
	Image	96	3.58	1.130
	Profits Increase	96	3.55	1.055
	Transparency	96	3.49	1.223
	Controlled Costs	96	3.48	1.086
	Government	96	3.43	1.185
	Cost Reduced	96	2.83	1.287

The table above shows the benefits organizations have received because of ISO certifications. Meaning, the benefits companies get after being ISO certified. The first benefit organizations obtain is environmental sensitivity with a mean of 3.81. It is seen that when organizations achieve the ISO certification are more sensitive and careful with the work environment. Secondly, the quality increased with a mean of 3.77 of the companies and leads to the next benefit which is customer satisfaction with a mean of 3.75. another benefit is the increase in sales since the quality got better due to ISO certifications. And more benefits are like an increase in efficiency of the work with mean of 3.70 and standardizations

with a mean of 3.69 which came after each other in rank written in the above table.

Next comes employee satisfaction with a mean of 3.64 which is one of the most important benefits companies get because of ISO certifications. After we have a market share with a mean of 3.59 and an image with a mean of 3.58 respectively, ISO certifications help the company to have a great market share and lead to having a great image too in the market.

Another benefit is increasing with a mean of 3.55 the profit of the company by having the certifications. Transparency with a mean of 3.49 is another benefits company get when they are being ISO certified which people can see how the company works and how well the management system is.

Another benefit is controlled cost with a mean of 3.48 which can be achieved as ISO certification make the products with fixed and standard price. Along with all these benefits, we have a relationship with the government with a mean of 3.43 and reduced cost with a mean of 2.83 respectively in the table. ISO certifications can offer great benefits for companies and help the companies to have a better relationship with the government.

It is important to mention that the transparency, controlled cost, relation with the government, and cost reduction are insufficient because their mean value is less than 3.5; that explains those benefits are weak among the other benefits mentioned in the table above.

Table 3 shows how the motivations are correlated with the benefits of getting ISO certifications. In the table, the red colors show that the companies with these motivations could not achieve the mentioned benefits of ISO certifications and the green colors are the companies with these motivations that achieved the benefits. It was observed that the companies which had mainly the cost reduction motivation in order to have ISO certifications, could not have the strong benefits of ISO 9001 all marked in red colors. But when the companies had the motivation to have ISO for quality, they achieved success in increasing the efficiency, making their system more transparent, making their system standard, and standardizing their process. When the company had motivations for transparency and standardization, the companies achieved success in controlling the cost, increasing the quality, transparency of the system, and standardization of the system. These companies have better relations with the government offices.

Going to the next motivation point which is marketing, the only benefit companies get is an increase in sales. When companies had motivations for an image in the market, the companies got success in standardizations, increase sales, and environmental sensitivity as they are being more careful with the work environment (Mercan et al., 2020; Khoshtaria et al., 2021; Matin et al., 2021).

It is also shown when the companies had motivations for winning tender, tender requirement, competitor certification, competitor benefits, capture and store knowledge did not succeed in getting any benefits from getting the ISO certifications.

The companies who had the motivation to get projects from the government succeeded only in making better relations with the government.

Finally, companies who had motivations for importing and exporting the barriers to get ISO certifications had succeeded in increasing sales, profit, market share, customer satisfaction, and better relationship with the government.

Table 3. Correlations between Motivations and Benefits

Correlations		Cost Reduced	Controlled Costs	Efficiency Increased	Quality Increased	Transparency	Standardization	Environment	Customer Satisfaction	Profits Increase	Sales Increase	Market Share	Employee Satisfaction	Image	Government
Cost Reduction	Pearson Correlation	.285	.186	.275	.248	-.017	0.127	0.063	0.027	0.090	0.127	.206	0.164	0.057	0.176
	Sig. (2-tailed)	0.005	0.070	0.007	0.015	0.870	0.216	0.539	0.795	0.384	0.219	0.044	0.110	0.583	0.086
Quality	Pearson Correlation	0.026	.357	.406	.356	.419	.487	.382	0.156	0.200	.271	0.188	0.172	.291	.315
	Sig. (2-tailed)	0.801	0.000	0.000	0.000	0.000	0.000	0.000	0.128	0.051	0.008	0.067	0.095	0.004	0.002
Transparency and Standardization	Pearson Correlation	0.179	.430	.339	.490	.610	.514	.335	.257	.263	.209	.236	.365	.344	.469
	Sig. (2-tailed)	0.081	0.000	0.001	0.000	0.000	0.000	0.001	0.011	0.010	0.041	0.020	0.000	0.001	0.000
Marketing	Pearson Correlation	-0.028	0.175	0.164	.363	0.174	.281	.261	.279	.309	.401	.378	0.195	.376	0.109
	Sig. (2-tailed)	0.784	0.088	0.110	0.000	0.091	0.006	0.010	0.006	0.002	0.000	0.000	0.057	0.000	0.289
Image	Pearson Correlation	0.149	.357	.368	.362	.203	.411	.450	.278	0.183	.415	.257	0.166	0.189	0.192
	Sig. (2-tailed)	0.147	0.000	0.000	0.000	0.047	0.000	0.000	0.007	0.074	0.000	0.011	0.107	0.066	0.061
Win Tenders	Pearson Correlation	0.032	0.159	.302	0.116	-0.054	0.173	.238	0.128	.362	.362	.335	.345	.283	0.149
	Sig. (2-tailed)	0.754	0.121	0.003	0.259	0.603	0.093	0.019	0.212	0.000	0.000	0.001	0.001	0.005	0.149
Tender Requirement	Pearson Correlation	-0.046	.254	.284	.230	0.157	.302	.281	0.148	.362	.399	.396	.307	.382	.228
	Sig. (2-tailed)	0.654	0.012	0.005	0.024	0.127	0.003	0.006	0.150	0.000	0.000	0.000	0.002	0.000	0.026
Get Projects from government	Pearson Correlation	0.058	.253	0.173	.211	.385	0.198	0.139	0.198	.396	.291	.351	.306	.331	.428
	Sig. (2-tailed)	0.577	0.013	0.091	0.039	0.000	0.053	0.175	0.053	0.000	0.004	0.000	0.002	0.001	0.000
Competitors Certified	Pearson Correlation	-0.006	0.057	0.135	0.111	0.117	0.151	.220	0.045	.279	.202	.317	.326	.223	0.169
	Sig. (2-tailed)	0.952	0.580	0.191	0.282	0.256	0.141	0.031	0.666	0.006	0.048	0.002	0.001	0.029	0.099
Competitors had Benefits	Pearson Correlation	0.081	0.173	0.200	.223	0.189	.309	.319	0.074	.267	.322	0.117	.381	0.170	.312
	Sig. (2-tailed)	0.430	0.092	0.050	0.029	0.065	0.002	0.002	0.472	0.009	0.001	0.257	0.000	0.098	0.002
Import Export Barriers	Pearson Correlation	0.182	.315	.258	.308	.326	.322	.387	.251	.578	.436	.508	.449	.462	.411
	Sig. (2-tailed)	0.076	0.002	0.011	0.002	0.001	0.001	0.000	0.014	0.000	0.000	0.000	0.000	0.000	0.000
Capture and Store Knowledge	Pearson Correlation	0.156	0.177	.218	.366	.270	.375	.285	.322	.211	0.076	.228	.320	.223	.206
	Sig. (2-tailed)	0.128	0.085	0.033	0.000	0.008	0.000	0.005	0.001	0.039	0.459	0.025	0.001	0.029	0.045

Conclusion

In conclusion, to conduct this research to investigate why companies and organizations inside the Kurdistan region try to get ISO certifications. Meaning, our main purpose is to identify the motivations of the companies in the Kurdistan region which obtained ISO certification and also what benefits they obtained after the companies got certified.

In order to achieve this purpose, we have collected data from different companies and businesses inside the Kurdistan region. Then, after collecting all data, we conducted data analysis with two methods; descriptive analysis and correlations analysis.

As a result, we found out that the main motivations for the companies to try to be ISO certified are achieving quality, transparency, and standardization. Along with competitors; any business in the market has competitors meaning other companies that are working in the same field.

It was observed that, after certifications, companies' quality has increased, environmental satisfaction increased, and their customers are more satisfied. The main finding of the research is that companies according to their motivation obtained some benefits. For example, in order to increase sales, the companies have marketing motivations. Meaning, that the companies have used the certifications for marketing strategy and increasing their sales to customers because they have used ISO on their products and achieved customer attention. One of the strong motivations is avoiding import and export barriers. If companies had motivations for importing and exporting the barriers, they had succeeded in increasing sales, profit, market share, customer satisfaction, and better relationship with the government.

After analyzing our data and understanding better about the situation in the Kurdistan region, a suggestion can be made to managers regarding the motivations to get ISO certifications. It was seen that some of the managers are trying to get ISO certifications only to win tenders because tenders are required to get projects from the government and also because competitors were certified. Therefore, It was observed that companies did not have the main benefit of ISO. The companies need to have motivation for the quality orientation, increase transparency, standardization and have a better image in the market. With these motivations, companies will benefit more from getting ISO certifications. In other words, the right motivation for getting ISO certifications will give the companies the strong and right benefits.

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