

# **Organisational Resource Capacity and ISO 9001 QMS Implementation in the Local Government in Poland**

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## **Abstract**

In all current public administration paradigms, the quest for efficiency and effectiveness must be formulated. To meet the target values for key performance indicators, researchers recommend using a proper management framework, system, or style that enables one to deal with complex public affairs. Among these approaches is the ISO 9001 Quality Management System (ISO 9001 QMS), which is one of the most recognised systems with indicated utility in private businesses. Scholars have noticed that pursuing new solutions requires resources, such as money and people, which are – in the case of public administrations – limited. The notion of organisational resource capacity (or, in short, organisational capacity) is especially crucial for local governments possessing fewer resources than the regional and national public administration bodies. This matter is especially important for public administrations in developing economies. Therefore, we will illustrate this issue using the example of Polish local governments. The aim of the paper is to answer the research question regarding the relations between the resources that are related to organisational capacity and the implementation of the ISO 9001 QMS in local governments. Our findings allow for assumptions about the significant resources that are necessary for using advanced managerial solutions such as the ISO 9001 QMS. We used the Mann-Whitney U test and the Kruskal-Wallis rank sum test to analyse the obtained results. In the case of poviats, we have not confirmed the significance of the resources under consideration for the implementation of the ISO 9001 QMS. On the other hand, in the case of gminas, we showed the significance of the selected indicators, including human resources, skills, money and the complexity of the structure. We also observed differences in the importance of the resources under consideration in the case of dividing gminas into urban, rural and urban-rural (semi-urban) gminas. Our theory-testing research work weakens the common assumptions about the significance of resource availability, as we show that not all are equally important. As we proved, only a few conditions are statistically significant. Our study develops a resource-based theory for implementing a management system by providing the constraints and facilitators. Moreover, this study contributes to the change management theory in local government by analysing the resource requisition for a modern managerial solution, which is represented here by the ISO 9001 QMS.

## **Practical guidelines**

The paper indicates what resources are associated with the implementation of a complex management system that is aimed at improving local governments' performance. Therefore, the findings can be used by practitioners to determine whether their organisations are ready for change.

**Key words:** organisational capacity, ISO 9001 QMS, local government, Poland