

**КУЛЬТУРА ЯКОСТІ – ФАКТОР СТАЛОГО
РОЗВИТКУ ОРГАНІЗАЦІЙ ШЛЯХОМ ЗАСТОСУВАННЯ
ЗАГАЛЬНОГО УПРАВЛІННЯ ЯКІСТЮ****CULTURE OF QUALITY – A FACTOR FOR SUSTAINABLE
DEVELOPMENT ORGANIZATIONS BY APPLICATION
OF TOTAL QUALITY MANAGEMENT**

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Одна з найбільших перешкод для організацій, що намагаються реалізувати комплексне управління якістю, є культурний бар'єр. Багато організацій докладають великих зусиль для реалізації загального управління якістю за участю співробітників у всіх аспектах планування, реалізації та забезпечення їх підготовки для того, щоб гарантувати, що вони мають необхідні кваліфікацію і навички. У багатьох випадках це призводить до організаційної інерції в цьому процесі. Щоб подолати цю інерцію, необхідно змінити культуру організації. Це дослідження фокусується на важливості культури якості в інтересах сталого розвитку організацій і проблем, пов'язаних з розвитком цієї культури.

Ключові слова: культура організації, культура якості, загальне управління якістю.

One of the biggest obstacles to organizations trying to implement total quality management is a cultural barrier. Many organizations make great efforts to implement total quality management with the participation of employees in all aspects of planning, implementation and providing their training in order to ensure that they have the needed qualifications and skills. In many cases, it leads to organizational inertia in this process. To overcome this inertia, it is necessary to change the culture of the organization. This study focuses on the importance of a quality culture for sustainable development of organizations and issues relating to the development of this culture.

Key words: organizational culture, quality culture, total quality management.

Introduction

Organizational culture is a daily manifestation of its core values and traditions. It is expressed in which way employees behave at work, what are their expectations of the organization and what are the relationships between them and what is considered normal in terms of how employees behave at their workplaces. Nobody would prefer to do business with an organization with poor service and whose employees are rude or uncaring. Such organizations have a cultural problem. The evaluation of the customer is part of a culture of quality.

Aim of the study

To analyze the concept of the culture of quality in the context of the organizational culture of companies and to clarify the role of this concept for their sustainable development through the implementation of Total Quality Management (TQM).

Each organization has its own organizational culture, containing the following elements:

- business environment;
- organizational values;
- cultural models;
- organizational rites, rituals and customs;
- cultural transmitters.

The business environment in which an organization operates is a factor for its culture. Organizations working in a highly competitive business environment are changing rapidly and continuously, tend to develop a dynamic oriented culture. Organizations that operate on a more stable market in which competition is limited, can develop a more conservative culture of quality.

Organizational values describe what the organization considers important. Adherence to these values is synonymous with success. Values of the organization are the heart and soul of its culture.

Cultural models of employees at all levels represent the values of the organization.

Organizational rites, rituals and customs express unwritten rules of the organization on how to do things. How employees dress, interact with each other and approach their work is part of the organizational culture. Rituals, rites and customs are performed most effectively by promoting partnership.

Cultural transmitters are the means by which the organizational culture is transmitted to the next generation employees. These can be also symbols of an organization, slogans and ceremonies.

What are the real values of the organization, which will occur in the behavior of the employees? If the organizational culture is its value system, which manifests itself in organizational behavior, the question arises: what is a quality culture?

Quality culture is a system of organizational values that lead to an environment conducive to the creation and continuous quality improvement. It consists of values, traditions, procedures and expectations that promote the quality. How can be recognized an organization with a quality culture? Organizations with a quality culture, regardless of the products or services they produce, share a number of common characteristics:

- behavior meeting certain slogans;
- active search of clients and contribution to continuous quality improvement;
- employees are involved and empowered;
- teamwork;
- managers on executive level are determined and committed to the responsibility for the quality, without to be delegated to them;
- managers of executive level are determined and committed to the responsibility for the quality, without delegated by them;
- there are provided education and training to ensure that employees at all levels have the appropriate knowledge and skills needed for continuous quality improvement;
- systems of remuneration and promotion based on contribution to continuous quality improvement;
- workers and employees are treated as internal customers of the organization;
- suppliers are treated as partners;
- the high productivity of people, processes and products is a top priority.

1. Creation an organizational culture of the quality [2]

Many factors contribute to the culture of the organization. Value system of decision-makers at executive level is often reflected in the culture of the organization. The way in which managers treat employees and the way in which employees at all levels interact on a personal basis, also contribute to organizational culture. Expectations are important determinants of organizational culture. What management expects its employees and what employees in turn expect management also contribute to organizational culture. History of the organization, passing by an employee of an employee usually plays an important role in creating and establishing the organizational culture. All these factors can either help or harm the organization.

If managers treat employees with trust, dignity and respect, employees will be more inclined to relate to each other in this way with trust, dignity and respect in daily interaction and it will become part of the culture of the organization. If management treats employees poorly, employees tend to follow suit. Both situations, if not changed, will become as ingrained traditions. These traditions will be immortalized in the behavior of employees and the specific organization. This is a way to create a culture of quality. On

the basis of mistrust will be hard to build partnerships between internal and external customers. It will also be difficult to create an environment for teamwork. Organizations that have these problems can not be world-class competitors. Commitment to the quality can not be falsified. Changing organizational culture requires the full commitment and sustained efforts at all levels of the organization.

2. Quality culture and traditional culture

Organizations that develop and maintain a quality culture will differ significantly from those of traditional culture. The differences will be noticeable in the following areas:

- philosophy;
- objectives;
- management approach;
- relationship with customers;
- approach for problem solving;
- relations with suppliers;
- approach to improve performance.

Philosophy. In an organization with a traditional culture, the main focus is the return on investment and short-term profit. Often seek to maximize profits in the short term, but the methods have a negative long-term effects. In order to improve the organization's performance in terms of revenues and costs, managers may decide to postpone critical technological modernization, or eliminate training programs for employees. An organization can reduce equipment maintenance, employee benefits or performance of incentive programs. All these short-sighted methods are very common in organizations with traditional culture, and it will inevitably lead to disaster in the long run. A short term philosophy is the reason why traditional organizations often have high turnover. The Executive Directors that apply this philosophy often short seek to maximize the profit in the short term by removing the main functions, activities and staff.

In an organization with a quality culture, the core operating philosophy is customer satisfaction. Organizations often focus on quality that is needed to exceed the reasonable expectations of customers. Such an approach can reduce profits in the short term, but it is the key to long-term survival and prosperity. For example, to make a big investment in costly technological innovation can cause a loss in the profit in the short term, but with time the benefits of the new technology will start to be felt in the revenue and expenditure for years to come. Organizations that adopt a quality culture usually have less turnover project management staff. This is because such a philosophy encourages decision-makers to remain in place long enough to enjoy the consequences of their decisions.

Objectives. Organizations with traditional culture usually take short-term goals. The focus is on what the organization needs to achieve in the next few weeks and months. Organizations that adopt a plan for the culture strategic develop both long and short term goals and they do so within the quality organizational vision.

Management approach. In organizations with traditional culture, managers think and employees perform. They do not just perform, they do what being told. Managers are seen as "bosses" who give orders for the implementation of policies, procedures and rules. Managers in organizations with a culture of quality shall be adopted as coaches. They communicate the vision, mission and objectives, provide means seeking views of employees and implement feedback, build trust, provide training and rewarding and recognition of work.

Relationship with customers. Organizations with traditional culture tend to actively seek. They are more concerned about their needs than those of customers. Relationship with customers may actually be adversarial. Organizations with a quality culture are focused on the customer. Customer satisfaction is the highest priority and is the main motivation of efforts for continuous improvement.

Approach for problem solving. There are many things typical for organizations with traditional culture. When problems arise, those who make decisions and employees tend to spend more energy to search for wines, rather than focus on identifying the underlying cause of the problem which must be

solved. Traditional organizations suffer from the syndrome of “most valuable player, where problem solving is seen as imposing independent“ characters “acting alone, which tend violations to correct things at the last moment. This approach is chaotic.

Another phenomenon that occurs in traditional culture is “waiting game”. With this strategy, decision-makers hold a decision until someone solves the problem. Then they act as though the idea is their decision and knew all the time. Such an approach encourages manipulation and pitfalls, not innovation and creative thinking.

When difficulties arise in organizations with a quality culture, the focus is on identifying and isolating the root cause, so the problem, not just its symptoms can be eliminated. Problem solving is usually a systematic process and is carried out by teams, with the participation of all stakeholders. The aim is to create a solution, not “heroes”.

Relations with suppliers. In organizations with traditional culture suppliers are kept at arm’s length in relationships that are often competitive. Exercise is the maximum possible pressure on suppliers to reduce prices and speed delivery. In organizations with a quality culture, suppliers are seen as partners. Suppliers and customers work together in cooperation for the benefit of both parties. Everyone gets to know the processes, problems, strengths and weaknesses of the other and cooperate to continuously improve relations and work on both sides.

Approach to improve performance. In organizations with traditional culture, improving performance is incorrect, reactive process, which is usually triggered by problems. In organizations with a culture of continuous quality improvement processes, people, products, operating environment, and any other factor that affects performance is the very foundation of the operational organizational philosophy.

3. Initiation of cultural change

In order to apply TQM is required to create a quality culture. Organizations where the prevailing culture is based on traditional management practices, can not succeed in implementing TQM. Successful TQM requires cultural change. There are several reasons for the change in culture:

3.1. Change can not happen in a hostile environment

The approach of TQM for doing business can be radically different from that in which management and employees are accustomed. Managers who sit in their offices the positions of the organizational hierarchy and issue orders from above reject the idea of participation of employees and empowerment.

The employees who compete with their colleagues for promotions and salary increases can not be opened for mutual support, domestic partnerships and teamwork. Problems may arise situations in an environment that is hostile to change, no matter what the desire for change. The change may be difficult, even if people want to make it. It may be impossible in a hostile environment.

3.2. Transition to TQM takes time

The nature of TQM is such that the organization may need to stop for a while before can continue. In the implementation of TQM, positive results are rarely achieved in the short term. This feature gives rise to non-believers and people who just do not want changes (and such people are often majority) to promote syndrome “I told you it would not work”.

3.3. It may be difficult to overcome the past

The employees who have worked in an organization, all the time, they would have seen various methods of management. Promoting the latest in management can be implemented in terms of the existing organizational culture. If this is the case, it will be difficult to overcome the past. Employees will remember previous methods and tricks and will take TQM as another such method; they may even say “this too shall pass” to it. The past is not only an important part of the culture of the organization, but it can be the hardest part to leave him the organization behind.

4. Changing leaders initiate changes

Cultural changes are one of the most difficult challenges for which the organization has ever faced. It is difficult to achieve even in the best of circumstances. Leadership at the top is essential. Therefore, sometimes the organizational culture simply can not be changed without a change in leadership. This

option appears when the staunchest defenders of the status quo are the most senior managers. They are the people in an organization with the largest contribution in the past and as a result the greatest loyalty to the status quo. If the old adage is true that an organization is the lengthened shadow of one man, then the executive director must be a key player in changing the organizational culture.

How can a person know how or can not say when it will be necessary to change leaders to change the organization? Some questions that can be used by senior managers or self-assessment by the organization to build their own assessment of the need for new leadership:

1. Are the present leaders fully informed about the need for changes and the consequences if no changes?
2. Are the present leaders able to formulate the vision for the new organization?
3. Are the present leaders able to set the tone for change and to create a sense of urgency throughout the organization?
4. Do the present leaders want to remove all obstacles to cultural change?
5. Have the current leaders desire to initiate change?
6. Do the present leaders want to enable employees at all levels of the organization to make a change in culture?

In an organization that needs to make a big cultural change, the answer to all these questions must be positive. Senior managers who fail to understand the need for change and the consequences of the lack of change can not lead organization to fundamentally change. Senior managers, who can not imagine the new organization or to define what they see, are not able to lead the organization to change. If they fail to set the tone for cultural change, they will oppress, and will not lead organization.

Senior managers who fail to create a sense of urgency for the introduction of cultural change are victims of their complacency. Senior managers who do not wish to remove barriers that inhibit cultural changes have wrong set of principles. This sometimes happens when obstacles are social benefits, such as corporate aircraft or luxury office suites which managers are accustomed.

Senior managers who do not take steps to change or not to consummate become powerless candidates to lead an organization if it does not undergo radical change. With such personnel in leadership roles employees tend to adopt an attitude of “this also shall pass”. Senior managers who are willing to allow employees at all levels to help keeping to actually change will ensure that efforts to change will fail. Cultural change requires support, ideas and leadership of staff at all levels. Senior managers who are not willing to allow employees to think and act to block cultural change.

5. Laying the foundations of a quality culture

Building a quality culture much like as the construction of the building. The process begins with the laying of a solid foundation. Like a building without a solid foundation corporate culture of the organization will rapidly disintegrate. Model containing 10 step, can be used to create a stable basis for a quality culture in every organization [2]:

1. Understanding. Quality is by nature cultural concept. The tone of the organizational culture is determined by the managers – chief executive and executives. Without involvement of executive management, there can be no quality culture. The milestone of the foundation of cultural understanding must be from the executives of the concept of the quality culture and their role in creating and maintaining such a culture. Brien Palmer recommends three-pronged approach, seeking to improve the management of the concept of quality culture [1]:

- alignment of the concept of organizational goals and identifying the financial benefits;
- managers - the main driving force to mitigate the resistance and inertia of the organization;
- preparation of brief but powerful presentation that can be done for executive managers.

2. Assessment. At this stage is implemented a comprehensive evaluation of the existing corporate culture in terms of quality and results. The evaluation is usually done on 5 point scale. The assessment needs to evaluate criteria such as:

- all employees know the organization’s mission;
- all employees know their role in the implementation of the organization’s mission;
- the executive managers are committed to continuous improvement of quality, productivity and competitiveness;

- managers treat employees as creators of organizational values;
- there is a continuous open communication at all levels of the organization;
- there is mutual support and internal partnership between managers and employees;
- quality is defined by internal and external customers;
- collaboration with customers throughout the life cycle of products;
- workers and employees are involved in decisions making process;
- workers and employees are encouraged to share their ideas for achieving continuous improvement;
- the implementation of the process is measured by appropriate scientific methods;
- in the process of decisions making are used scientific methods;
- workers and employees receive the necessary education and training to be able to continuously improve their work;
- of all employees at all levels are expected to comply with ethical rules and standards.

Can be added and other criteria at the discretion of the organization.

3. Planning. Based on the results of the study in planning stages developed a comprehensive plan to create a culture of quality. For example, if the first criterion in the above list that all employees know about the mission of the organization – received an average score of the entire organization, this is unacceptably low (less than 3) must be planned concrete actions to solve this problem, The same applies to all the criteria, they receive lower average grades.

4. Expectations. Corporate culture of an organization is one of those phenomena, through which you can get what you expect. It is important for managers and supervisors to ensure that all staff know that there is a positive attitude and behavior in terms of quality. This may be achieved by:

- inclusion of corporate values related to quality in the strategic plan of the organization;
- inclusion of quality in the job description of all staff;
- inclusion of quality in all team charters organization;
- inclusion of quality criteria for all the tools to evaluate the performance of the organization;
- to talk about quality at all levels in the organization;
- recognizing and reward for the positive behavior and attitude to the quality;
- quality assurance related to the training of staff at all levels;
- setting goals related to quality, for all teams, units, departments and divisions in the organization.

5. Model. Managers and supervisors must be constantly positive role models of attitudes and behaviors that are expected of staff in terms of quality. Employees are more likely to follow the behavior of management than their words. Important to do more than talk when it comes to quality.

6. Orientation. The new orientation of employees should be a component of quality. During the initial work new staff members should be informed of the quality system of the organization. It is important to begin by emphasizing quality, related to the expectations of the organization from the outset as part of the orientation.

7. Mentors. Many organizations use mentors to support employee development. Usually mentors provide technical assistance oriented (to help new employees learn the skills necessary to work). With this concept, organizations can help new staff to develop positive attitudes and behavior in terms of quality.

8. Training. Ensuring of quality of training at all levels is not a new concept for competing organizations. However, it may be new if it is necessary to extend the quality of training beyond the typical technical issues and to incorporate themes of perception and behavior. In other words, it is important to help the staff does not understand “how” to achieve just quality but also “why”. It can be summed up in one word – competition. All employees should understand that the survival of the organization depends on its ability to compete every day in the long term and that they play an important role in helping the organization to do so.

9. Monitoring. Attitudes and behavior tend to be common. If people can continue with inappropriate attitudes and behaviors related to quality, these attitudes and behaviors can become common. When this happens, these attitudes and behavior can be almost impossible to change. It is important for

supervisors to monitor attitudes related to the quality and behavior of their direct reports continuously. When observed positive attitudes and behavior in terms of quality, they should be strengthened as quickly as possible. Accordingly, when there is a negative attitude and behavior in terms of quality, they must be corrected immediately.

10. Strengthening and maintaining the quality. In order to maintain a culture of the quality since it was created, organizations must reinforce attitudes related to the quality and behavior they expect from their staff. This means that recognition and reward systems should be influenced by the quality as the main criterion. Attitudes and behaviors related to quality should be factors in all decisions about promotions and awards for recognition.

6. What is the quality culture

If a picture of a company with a strong quality culture the can be pasted on the wall of an organization for all employees to see that they will have the following characteristics:

- widespread philosophy of management;
- focus on the importance of human resources in the organization;
- occasions for celebration organizational events
- recognition and rewards for successful employees;
- effective internal communication network of culture;
- informal rules of behavior;
- strong value system;
- high performance standards;
- determination of organizational character.

The knowledge of laws of organizational change and understanding of the characteristics which have a strong culture of quality are important for any management team that hopes to change the culture of your organization.

7. Countering the resistance to cultural change

In every organization there is opposition to the changes. Resistance to change is normal organizational behavior. Continuous improvement and continuous change. To ensure continuous improvement, one must be able to facilitate the constant change.

Why the change is difficult

Most people understand and accept that to the organizational change will be resisted. However, to be effective change, you need to understand why there is resistance. [3]. Joseph Juran describes organizational change as a “clash of cultures”. [3] Advocates focus the expected benefits of the change. Opponents, on the other hand, focus on what are the threats to their status, beliefs, habits and security. Often advocates and opponents are wrong in how they initially respond to changes. Advocates are often guilty of that focus with great attention to the benefits and often do not take into account the perceptions of employees who may feel threatened by change. Opponents often guilty of that focus their attention on the threats to the status quo and refuse to recognize the benefits. These approaches usually lead to the formation of hostile capsules, loss of time and energy instead to focus on resources to facilitate change.

How to facilitate the change

Responsibility for facilitating change necessarily falls on the advocates.

It starts with a new paradigm of advocates. The first step in facilitating change is to adopt a paradigm. Juran summarizes the traditional paradigm advocates of change as follows [3]:

- advocates of the change tend to focus solely on the expected results and benefits;
- advocates are often unaware how the proposed change will be seen by potential adversaries;
- advocates are often eager to the concerns of opponents.

When advocating for change, ask such questions as:

- who will be affected by this change and how;
- how the change will be seen by those who affect them;
- how can be alleviated concerns of affected.

Understanding the concerns of potential opponents. The second step in facilitating change is to understand the concerns of potential opponents - to put them self in their place[4].

Fear. The changes bring with them unwanted spectrum of the unknown, and people are afraid of the unknown. Worst-case scenarios are assumed and drawn by rumors. Thus fear tends to grow with time.

Loss of control. People appreciate to have a sense of control over their lives and to have security control. Change can threaten that sense of security and to make people feel like they have lost control over their lives, work, area of responsibility, etc.

Uncertainty. It is difficult to deal with uncertainty. For better or worse, people want to know where they are. Can I handle this? What will happen to me if I can not? These are the kind of issues that people are facing change.

More work. Changes sometimes mean more work at least at first. This concern includes work in the form of training. To make the change, people can learn more information or to develop new skills. For an indefinite period, they can work longer hours.

Implementation of changes promoting strategies. The third step is facilitating change and promoting strategies. These are strategies that require a paradigm advocates and to take into account the concerns of people usually have when confronted with change. Juran recommends the following strategies work and overcome resistance to change [5]:

- involvement of potential opponents;
- to avoid surprises;
- winning support takes time;
- flexibility in work;
- creation of a positive environment;
- incorporation changes in existing organizational culture;
- when required something must give something opposite;
- to respond quickly and positively to questions of opponents;
- to work with established leaders;
- attitude to people to be with dignity and respect;
- constructiveness.

Conclusion

This publication analyzes the concept of the culture of the quality in the context of the organizational culture of companies and clarifies the role of this concept for their sustainable development through the implementation of TQM.

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