

## THE PROCESS OF THE FORMATION OF THE QUALITY OF ORGANISATION'S FUNCTIONING AND DEVELOPMENT

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**Abstract:** Demanding surrounding makes it necessary for an organisation to adapt and restructure constantly. Therefore, it is essential for an organisation to acquire competence allowing to use opportunities and avoid dangers which happen, among others, because of changeability of relations between it and people interested. Adaptation to the changes which occur in the spheres mentioned in the following lines constitutes the challenge. The changes refer to the following spheres: economical, technological, international or legal and political. It requires systematic and comprehensive organisation development, which becomes possible due to the use of The Management Model of the Polish Quality Award which is perceived as a tool optimising the quality of functioning and development of an organisation. The use of the model's criteria as a tool supporting development and mistake correction gives a chance to gain competitive predominance of an organisation. This leads to effective and efficient way of conducting self-assessment as well as systematic identification of weak points of an organisation, which, in turn, directs towards the facilitation of pinpointing the direction of its functioning.

**Keywords:** quality, the process of improvement

### 1. INTRODUCTION

21st century is the age in which organisations, in order to maintain their development capacity, must accept surrounding turbulence, adapt to changes in a flexible way, so that they would be able to aim at their target which is perceived as the increase of their value satisfying people interested. It becomes essential to create surrounding which would condition the maintenance of optimising of the process of quality creation, with creative thinking treated as a source of constant and comprehensive improvement. Quality cannot merely be referred to the norms of a product, improvement of technological processes, analysis of the causes of flaws or disabilities. Common access to the goods produced as well as services offered makes it impossible to gain competitive predominance only by means of prizes or the quantities provided on the market. What is strived for is the pro-qualitative orientation which supports functioning management system and conditions optimising existing relations between particular elements. Quality management should be thought as the tool giving the chance to gain competitive ability of an organisation. Effectively functioning quality management system forces improvement process to comprise the whole sphere of organisational management, which enables to optimise the costs and makes administrative efficiency bigger. It should be emphasised that the efficiency of pro-qualitative strategies to a great extent depends on the

understanding of the notion of complexity and the continuity of the improvement of those activities which are connected to organisational functioning because it decides upon its excellence as well as organisational maturity. The aim of the article is to show the influence of self-assessment which is in accordance with the guidelines of the model on the quality optimising (management, action, process, product) in order to make the development capacity of an organisation greater, the level of its excellence and organisational maturity conditioning the ability to learn in an organisational way. This is essential to gain a desired state of intelligence allowing to adapt flexibly to changes. The effect of such research is to work out the methodology increasing its excellence and effectiveness of organisation functioning. Such action allows to increase the effectiveness of activities and to create organisational development.

### 2. THE MODEL OF IMPROVEMENT OF QUALITY MANAGEMENT OF POLISH QUALITY AWARD – THEORETICAL PART

The process of optimising of quality management and the level of organisation improvement significantly support the use of the criteria and assumptions of the Model of Improvement of Quality Management of Polish Quality Award. It is the result of the work of

scientists connected especially with Krajowa Izba Gospodarcza, Polskie Centrum Badań i Certyfikacji and Fundacja Teraz Polska, who worked it out in 2010 following the pattern of European Quality Award. The aim of the model is to widespread the idea of management by quality which optimises the relations between: productivity, competitiveness, product quality, environmental protection, security and work hygiene as well as managers and workers or enterprise and society. The model popularises the idea of complex management by quality (TQM), which aims at the preference of quality as the factor which makes the effectiveness of possessed resource bigger, increases the level of concentration on a customer (outer, inner), approval for constant improvement of identified processes, creation of organisational culture (climate) opting for systematic, complex and creative orientation for future. This is strictly connected with gaining the ability to use possessed capital in a full way. In table nr 1 there have been presented the criteria of the Model of Management Improvement of Polish Quality Award, which may be used in the process of the improvement of potential use and the creation of the effects of an organisation [Recha 2010].

Table 1. The criteria of the Model of Management Improvement of Polish Quality Award supporting the process of the creation of organisation perfection.

<b>ENTERPRISE POTENTIAL</b>
<p><b>Leadership</b> – the criterion allows to define and make estimation of the influence of organisational leadership on the process of improvement and results achieved.</p>
<p><b>Policy and strategy</b> – the criterion allows to make estimation of a chosen by a company approach in the process of the creation of the future development and functioning. The criterion under question facilitates „definition of main, long-lasting aims of a company and decision on such directions and such resource allocation which is necessary to achieve them” [Chandler 1962], gives the chance to verify organisation vision, work out the abilities of connecting present and future needs of the people interested with its planned development.</p>
<p><b>People management</b> – the criterion facilitates making diagnosis of the quality of human capital possessed and conditions aiming at its optimising. The criterion allows to make the effectiveness of the use of human resources bigger, is helpful in creating favourable motivation system, organisational culture as well as the improvement of communication.</p>
<p><b>Resources</b> – the criterion aims at making estimation of the use of possessed material resource (visible, factual components of estate and the equipment of an organisation, financial resources, human resources) and non-material (as for example, authorship rights or possessed relational abilities)</p>

<p>[Leksykon Zarządzania 2004]. This category refers to the effectiveness of use, allocation and the protection of possessed resource in order to support organisation’s policy, strategy and risk limitation.</p>
<p><b>Processes</b> – the criterion facilitates to design those actions which enable to fulfil a set aim effectively. Its use allows to make the valuation of planning, management and improvement of identified those processes which happen inside an organisation.</p>
<b>ENTERPRISE EFFECTS</b>
<p><b>Customer satisfaction</b> – the criterion aims at the identification of the level of organisation outer customer’s satisfaction. It provides with information sufficient to create the quality of a product and magnifying the level of future satisfaction.</p>
<p><b>Worker satisfaction</b> – the criterion enables to define: motivation and satisfaction of workers with existing working conditions. Its use enables to improve working conditions, atmosphere (organisational climate), relations between managers and the employed.</p>
<p><b>Influence on surrounding</b> – the criterion enables to monitor in a complex way close surrounding in which an organisation functions, helps to establish the estimation of the perception of an enterprise in public eye as a unit responsible for functioning and help in the development of the most direct surrounding and social life of local community as well as the cooperation in the sphere of environmental protection and the maintenance of natural resources.</p>
<p><b>Final effect</b> – the category allows to make estimation of successes of an enterprise in reference to set aims in the realm of financial fulfilment of the sides interested in its action.</p>

Source: self-elaborate based on the material of Polish Quality Award

Table 2. Criteria and score in the Model of Management Improvement of Polish Quality Award

Criterion	Maximum score
Leadership	100
Policy and Strategy	100
Worker management	100
Resource	100
Processes	100
Total number of points for organisation potential valuation	500
Customer satisfaction	150
Worker satisfaction	100
Cooperation with surrounding	100
Final effect	150
Total number of points for organisation effects valuation	500

Resource: self-elaborate based on the material of Polish Quality Award

Table 3. Supplementary assumptions in the accomplishment of the evaluation of organisation potential

Elements (properties)	Approach plans – the definitions of likelihood of implementation and the level of integration	The level of implementation - determination of the level of implementation and the extent of its contribution to organisational structure	Estimation, review and improvement – measurement, definitions of the level of learning and the verification of the results obtained
Grading scale (% number of possible to obtain by an organisation points for a module valuation)	0 – 10%	- lack of proof certifying demanded action in specified area.	
	11 – 35%	- lack of proof certifying the existence of a required activity.	
	36 – 60%	- possibility of the identification of proofs certifying demanded activity in specified area.	
	65 – 85%	- identification of tangible (straightforward) evidence certifying required action in specified area.	
	86 – 100%	- in an organisation there may be found extensive proofs certifying required action in specified area.	

Source: Self elaborate based on the materials of Polish Quality Award

Table 4. Supplementary assumptions in evaluation of organisation results

Elements (properties)	Assessment of positiveness and stability of existing trends	Assessment of availability and effectiveness of set aims	Comparison of the results with competition	Causes (definitions of connections with implemented approach)	Range (definitions of research area)
Grading scale (% number of possible to obtain by an organisation points for a module valuation)	0 – 10%	- lack of proof certifying demanded action in specified area.			
	11 – 35%	- lack of specific proof certifying the existence of demanded activity.			
	36 – 60%	- possibility of proof identification certifying demanded action in specified area.			
	65 – 85%	- identification of tangible (straightforward) evidence certifying required action in specified range.			
	86 – 100%	- in an organisation there may be found sufficient proofs certifying required action in specified range.			

Source: Self elaborate based on the materials of Polish Quality Award

In order to make evaluation of potential and effects an organisation (maximum number of points equals 1000) it is obligatory to follow the assumptions presented in the model of self-assessment of Polish Quality Award. It is necessary to take into account the number of module and points which can be gained for the development of a specific area (tab. 2, tab. 3).

Self-assessment of an organisation should be made taking into account information referring to certainty and level of the integration of approach, the level of its implementation (range, implementation regularity) as well as the regularity of conducting measurements within range of its implementation, learning (the best patterns – the possibility of improvement and exchange of experience in this realm) and verification (tab. 4).

However, what should be taken into consideration in the effect of evaluation process are trends, the level of availability and efficiency of set aims, the level of comparability with other organisations, explanations of the causes and range of achieved goals (tab. 5).

### 3. PRACTICAL USE OF THE MODEL OF MANAGEMENT IMPROVEMENT OF POLISH QUALITY AWARD

The Model of Management Improvement of Polish Quality Award has its use in a variety of organisations.

Table 5. List of the results of made self-assessment

Criterion	Scored number of points	% Percentage of scored number of points
<b>Leadership</b>	42,96	<b>42,96</b>
<b>Policy and strategy</b>	36,23	<b>36,23</b>
<b>Human management</b>	55,63	<b>55,63</b>
<b>Resources</b>	60	<b>60</b>
<b>Processes</b>	50,65	<b>50,65</b>
<b>Customer satisfaction</b>	45	<b>30</b>
<b>The satisfaction of the employed</b>	23	<b>23</b>
<b>The influence on surrounding</b>	31,25	<b>31,25</b>
<b>Final effect</b>	72	<b>48</b>
<b>Summary</b>	<b>416,72</b>	<b>41,67</b>

Source: Self-elaborate based on research conducted

Research was conducted in the company of exploitation and refining of building aggregates which functions in the south and east Poland and employs about 600 people. In order to gain information about its activity, verify knowledge and launch the process of improvement upgrading existing quality management system the criteria of self-assessment of the Model of Management Improvement of Polish Quality Award have been used. Such behaviour enables to diagnose nine areas directly influencing on the level of perfection and organisational maturity. Conducted research with the use of the model allows to make complex assessment of enterprise functioning and show the direction of further development. In table 6. there have been presented collective results of the assessment of particular criteria of self-assessment of organisation.

The aim of research conducted is to pinpoint weak and strong points of existing system of organisation management. Such action allows to stimulate and support operations deciding about the level of organisation perfection. In the thesis there have been presented the regulations of quality management which should be reflected in existing system of management. In order to realise basic message of quality management, for which one should take constant improvement, the criteria of the Model of Management Improvement of Polish Quality Award was used.

The structure of the model takes into account process approach, system approach and other elements of quality management system which are in compliance with the norms of ISO 9000. Proper usage of tools

supports systematic improvement of implemented system of quality management and optimises its functioning by eliminating mistakes and flaws conditioning proceeding following with the regulations of documents in appropriately ordered surrounding and with all safety regulations obeyed.

Additionally, what is absolutely important is the fact that each worker has to complete particular tasks which, as he is obliged to, should be completed well and to the end because it is the connection in the process without which the process cannot be completed well enough or its completion is obstructed, which cannot be left without effect for the results of enterprise. The criteria of self-assessment of Polish Quality Award were established in order to help organisations to adjust to quality requirements.

Valuation of self-assessment allowed to define weak points in organisation management demanding regular improvement by the implementation of systematic changes. It can be seen as management paid too little attention to get to know the level of customer satisfaction with currently existing solutions and conditions in the following fields: worker satisfaction (23 points, constitutes merely 23% of points possible to get for the valuation of this criterion), outer customer satisfaction (45 points– 30% of points possible to get) and the influence on surrounding (31,25 points – 31,25% of points possible to get).

In the realm of potential valuation attention is drawn to low level of existing solutions in a key for organisation development field – policy and strategy. Achieved result - 36,23 points (36,23% of points possible to get) suggests that it is area of organisation management which should be embraced by the process of improvement. Low score is caused by the lack of sufficient number of proofs, measurements allowing to estimate organisation in the area of enumerated fields.

The valuation of self-assessment in the realm of other criteria brought satisfactory results. Summative score is 416,72 points, which constitutes 41,67% of points possible to get.

According to the guidelines presented by the creators of the model as far as interpretation of final result is concerned, the score achieved enables to qualify researched group of organisations in which happens the development of improvement of implemented system of quality management. It certifies that enterprise management implemented and improves existing management system.

The use of the model of self-assessment of Polish Quality Award allows to regularly correct mistakes and enhance existing management system. Taking into account that good organisations get 50% of points possible to get, researched enterprise should be taken as well-promising and the introduction of improving and correcting model in existing management system should remarkably help to enhance management process. Such actions will support organisations in the process of

complex adaptability to the conditions of economy as well as the requirements of European Union.

**4. THE PROCESS OF OPTIMISING OF QUALITY MANAGEMENT**

Conducted research and analysis aim at the presentation of the influence of quality management on the process of the creation of organisation perfection. Thus, the process of improvement should have professional character. It is possible by means of increasing of the weight of the processes of coordination of basic activity with currently noticed tendencies. It requires the formation of conditions which are favourable to make „new moral contract” between organisation, workers and society which will optimise the use of inner instruments of an organisation. The rules of quality management oblige to diagnose the commitment into the process of organisational learning and realisation such actions. The Model of Quality Improvement effectively supports the process of creation and implementation into economy practice such solutions which will condition the development of organisational learning – the process necessary to optimise quality level and the growth of organisation perfection. The result of conducted research was the concept of action which will help the process of organisation improvement (tab. 6).

Table 6. The process of quality creation and complex improvement

<p><b>1. Current state definition (the effectiveness of existing management system)</b>                  To do it, it becomes necessary to make assessment of the quality of design, implementation, maintenance and improvement of existing management system as well as the level of correlation of quality management system with the chosen by surveyed organisation strategy (mission, aims) and the degree of orientation for identification and fulfilment of the needs of people interested. What should be paid attention to are: competence and attitude of workers, the quality of production process, the level of possessed resources usage or the way of the choice of methods and tools. Making analysis of existing state enables to recognise the potential and rationally group information in the realm of problems researched. This conditions the estimation of the consistence of actions, elements of existing system of organisational management influencing on the achievement of the effect of synergy (organisational effect).</p>
<p><b>2. The process of quality identification existing in the relations of organisation, managing instruments verification, being in disposal of an organisation, in order to define its needs as well as expectations of customers</b>                  Making analysis of existing state allows to define</p>

<p>those spheres which require improvement, modification of documents (works connected with elaboration – the improvement of procedures and instructions of the System of Quality Management). It aim at arousing required level of consciousness of the members of organisation, which, as such, will allow to rationally use the potential possessed and realise pro-quality strategy of an organisation (constant and complex improvement).</p>
<p><b>3. The formation of new (the improvement of old) strategy allowing to optimise quality and enlarge the level of perfection and organisational maturity of an organisation.</b>                  Gained information enable to work out the strategy directed towards quality and the choice of instruments conditioning the fulfilment of set aims. Pinpointing what to do and how to deal with it to improve the flaws requires obtaining of competence allowing to integrate different concepts of management in order to lead to cooperation to achieve the effect of synergy. This contributes to the growth of effectiveness of an organisation and undertaken actions.</p>
<p><b>4. The realisation of a chosen strategy</b>                  The implementation of a new strategy is connected with the obtainance of particular resource, competence, managing instruments adapting the structure, technology, identified processes and culture to the changes of surrounding. Operationalism of the strategy is strictly connected with the optimisation of pro-quality actions, rationalise, which is conditioned, among others, by the ability to organise work, communication, the choice of appropriate to the situation type of authority (leadership), motivation system and worker evaluation. The implementation of innovation should be assisted by the monitoring of the level of satisfaction which will enable current identification of new expectations and the directions of improvement. Such actions allow to use the process of improvement effectively.</p>
<p><b>5. The estimation of the degree of realisation (effectiveness) of a chosen strategy and making a report allowing to define achieved level of a desired state, which will enable to adapt flexibly to occurring needs or measurement of calculated values</b>                  Done research of management, audits and other managerial instruments allow to define the effectiveness and efficiency of undertaken actions in the realm of the creation of management system and to show their influence on the effectiveness of organisation’s functioning. It is vital to estimate the level of adaptability to new tendencies, the tendencies which are referred to as knowledge and the acceptance of the concept of social responsibility of business (balanced and permanent in development). To do so, it is necessary to integrate management system based on: the family of norms ISO 9000, the</p>

concept of TQM, standard requirements in the sphere of environmental management (ISO 14001/EMAS), management of security and work hygiene (OHSAS/PN-N 18001), requirements of sector standards as well as standards in the field of the management of information security and informational services. Therefore, the choice of measurement types allowing to assess motives' realisation is absolutely important: development, according to which an organisation should improve its operation, as well as non-development, which reflects customers' requirements, promotion and fears to obstacles in access to new markets. Such action conditions systematic and complex improvement.

**6. Further improvement of actions in the realm of optimisation of the process of quality management conditioning perfection and maturity of an organisation**

Pro-quality actions (the process of constant and complex improvement) lead to the acquisition of the ability of use, improve and created new knowledge. Quality management allows to gain competence optimising the use of possessed information, obtained knowledge leading to the formation of intelligence: innovative, organisational, informative, financial, marketing, technological, social or ecological [Mikula and in. 2006, p.52]. Such action magnifies the effectiveness of organisational operation, the element of which is everyday decision making process, which condition effective realisation of strategic aims. It becomes possible by means of shaping the concepts with real costs optimising quality in which there is located the source of future satisfaction of customer. Thus, quality management makes a chance to gain competitive predominance because it enables to effectively identify, solve not only current problems but also the future ones, which is thanks to the preparation of an organisation for future behaviour of the people interested.

*Source: self-elaborate*

The concept of complex quality management sees in the process of improvement the main source of quality in a man, because the man is responsible for it. Thus, what should be done in order to eliminate waste is to increase the effectiveness of improvement process and refer it to the whole organisation, all identified processes. The improvement of an organisation in this direction should start with the implementation of quality management system which operates in accordance with the norms of ISO 9000. To do so, organisational structure should be adjusted to a chosen type of policy and strategy. The implementation of quality management system constitutes the basis of complex management by quality (TQM) and conditions „repetitive action aiming at the increase abilities to meet the requirements” [PN-EN ISO 9000:2001, p. 29]. The system of quality management is directed towards

coordinating actions in the realm of organisation managing understood as a group of people and infrastructure with responsibility given, privileges and connections as well as its supervision in reference to quality (establishing of policy, quality aims, planning optimising, steering, provision and quality improvement) [PN-EN ISO 10014:2008 s.19-33, PN-EN ISO 9000:2001, p. 29]. It allows to created the tool directly contributing to the provision thought as the minimal one (necessary to gain certification) the level of organisation functioning. However, nowadays, it is necessary to meet the needs of customers flexibly. The increase of ability to fulfil the demands in the realm of quality is very important (effecivity, efficiency, identification). It requires to concentrate actions of all members of an organisation to achieve long-lasting success, which basis constitutes outer and dinner customer satisfaction (worker) as well as society. Striving for optimising quality management all stages of organisation should be encompassed by the process of improvement. This act increases the effectiveness of teams and favours rationalisation of possessed potential. Appropriate operation of an organisation in striving for the achievemnt of perfection should happen by degrees. After the implementation of the system of quality management has been completed, what should be diagnosed is a current situation and organisation should be improved, e.g. by means of the use of criteria of self-assessment of the Model of Management Improvement of Polish Quality Award. Management is thought to be the practice of conscious and continual creation of an organisation. It comprises: planning, organising, leadership, control and improvement [Stoner 1998]. Management of an organisation and its operation, bringing success, requires its anagement in a systematic and clear way. Success should be the result of the implementation and management system maintenance, which was designed to constant enhancement of effectiveness and efficiency of organisation functioning by deliberatng upon the needs of the sides interested. Management is treated as mibilising and optimal use of intellectual potential of all members of an organisation because they are those who who can lead a weak system to work and make a good one fall down.[Krodkiewska-Skoczylas i in. 2006, p.45]. People taking managerial posts regardless of their skills undertake cooperative actions which make it possible to achieve aims. Used self-assessment technique allows to get information referring to the level of enterprise development and control the state of TQM concept understanding. Its systematic use increases the chance to avoid mistakes made in the process of quality managing. Meticulous self-assessment gives the chance to define strong sides of an enterprise and its areas to improve. The major aim should be to optimise the connection between: personnel, processes and results. The effect of the research was to draw up methodology which allows to make management system more effective and may

constitute a supportive tool in the process of gaining competitive predominance as well as the ability to develop. Constant and complex improvement would give benefits for an organisation (economical) and contribute to long-term fulfilment of customers' needs. Such action allows to improve quality, products and services, appropriately adapt to a customer, improve competitiveness as well as the position on the market, meet the demands of competitors and contractors, decrease costs, make the efficiency of an enterprise bigger by motivating workers, reducing cultural limitations and obtain particular required competence by workers, order the area of management in an enterprise, get appropriate image, increase credibility and make effectiveness higher. The experience of European Union enterprises proves that quality optimising is the major pillar supporting strategies leading to success.

#### 4. CONCLUSIONS

Quality optimising in Polish economy has become common and has been bringing benefits to enterprise. Certainly, direct influence on it is exerted by the level of cooperation, the willingness of making product quality better or making organisational system more effective. At the beginning of the 1990s Polish enterprise dynamised the development of their quality management systems. They were basing then on factory quality systems. Currently they have made a huge progress committing to especially the implementation of ISO 9000 and branch quality certificates. Recently it has become essential to integrate the following systems: quality management created on the basis of the family norm ISO 9000, environmental management compatible with „international norms of ISO 14000 or union system of EMAS”, security and work hygiene management fulfilling „the requirements established by international institutions: OHSAS 18001 and ILO-OSH 2001” [Sikora 2010, s. 60-155]. Therefore, special attention should be paid to the processes occurring in an organisation, especially those which have direct influence on the surrounding, customer satisfaction, inner communication as well as the quality of resource use. What was particularly emphasised in the article was the significance of measurement, analysis and improvement of implemented systems. To a great extent the information about the quality of management can be obtained by means of conducting self-assessment with the use of the criteria of the Model of Management Improvement of Polish Quality Award. Such behaviour

allows to gain knowledge which can be used in the process of risk limitation by its management. This enables to currently identify dangers, give them priority as well as react in an immediate way. The model makes the chance of system integration bigger [Stoner 1998]: social, cultural (the set of convictions and resulting types of behaviour common for the whole organisation), technical (technology and material infrastructure and capital investments necessary to achieve organisation's aims and management (the process of managing of human and material resources). Such action lets optimise quality of the process of management and, in consequence, products offered. Those products meet the requirements and fully satisfy customers. Constant improvement of quality, modification of existing management process lead to systematic cost limitation. It is essential make all workers responsible for quality improvement because this will lead to the reduction of control departments. They usually measure quality at the end of production process, which is a far too late action. Understanding of TQM philosophy means that appropriate obeying the rules of quality must accompany workers in each phase of production process and the cause of noticed incompatibilities must be explained in due time. Presented rules and messages of quality management, self-assessment criteria, methodology of quality creation and complex improvement favour the creation of effectively functioning system - „course of function or actions in the realm of organisation, cooperating to achieve its aims” [Stoner 1998]. Such actions are necessary to maintain rationality in the process of decision making. It becomes possible because the person responsible for them operates on the basis of credible data processed into information on, in turn, into knowledge. Such behaviour favours the formation of intellectual capital of an organisation. The components of it are: human capital (workers' competence), customer capital (the relations and the chain of partners, deliverers and customers), social capital (the creation of quality and social interactions, trust, understanding, values and behaviours) and structural capital (business processes, practices, databases, systems) [Jabłoński 2002, s.14]. Thus, striving for perfection becomes the necessary condition in order to create appropriate relations between organisation, its customers and surrounding in which it happens to function. Perfection is the chance for complex understanding and acceptance not only economic responsibility but also social responsibility (human rights obedience) and the environmental one (the influence on environment), which enables to obey permanent and balanced development [Recha 2007].

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