

PARTICIPATION OF EMPLOYEES AND MANAGEMENT IN SOME PHASES OF IMPLEMENTATION OF QUALITY SYSTEM IN B&H ORGANIZATIONS

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ABSTRACT

Thanks to many consultants and consultants' houses the quality management system today is introduced very quickly into organizations worldwide. In Bosnia and Herzegovina about 50% of organizations perform aforementioned in period less than one year, and about 38% of organizations perform it in 1.5 years. Although most of organizations in B&H have got special department for quality (in even xx% of organizations) there is still a logical question: What happens when the consultant leaves our company? Will the system function in the way it functioned when there was a consultant or it will simply "fall down"?

Answer to this question certainly and mostly depends on how much we succeeded to interest employees and main managers in participation to some phases of both introduction of quality system and later phases, because development of quality system (in the introduction phase) as well as its survival and development after introduction will depend on their participation. If employees and management experience it as their own, the quality system has got bigger chance to survive and develop in accordance with one of the principles of "constant improvements".

This work presents results of researches among organizations in B&H referring to participation of employees and management in some phases of implementation of the quality system. The results are opinion of individuals who deal with quality system in organizations (managers of the quality system).

Key words: ISO 9001, implementation, participation, employees, management.

1. INTRODUCTION

Whether the quality is a problem or resource of some organization depends of the basic standpoint towards quality in the organization. Today, almost million organizations in over 170 countries [2], have decided to confirm their management quality system by a certificate of quality system according to ISO 9001:2000. Later on, Bosnian and Herzegovinian organizations joined these processes. First certificates were awarded almost 10 years later than in the rest of the world (year of 1997), and by the end of 2007 number of organizations that acquired certificate according to demands of standard ISO 9001:2000 is 660 (by the end of 2008-900 organizations) [1]. Successfulness of introduced quality system mainly depends on what participation of employees and management we provided in some phases of implementation in organization. The work presents overview of research conducted on 204 certified organizations in Bosnia and Herzegovina (98 manufacturing and 106 service organizations).

2. OVERVIEW OF PREVIOUS RESEARCHES

From the moment of appearance of standards from ISO 9000 series and certification of quality systems according to this standard the research of achieved effects started all around the world. We present some of them referring to participation of employees and management in phases of implementation of standard.

- Vangraud Research from 1993, which was also conducted by Seddon, J. [3] – analysis of 647 certified organizations in regards to real effects of standard of ISO quality in England (BS 57750) has shown that: 38% of organizations confirm improvement of attitude of employees, 31% confirm increment of motivation of employees and increment of participation in the market.
- Research [4] that was conducted in 1996 on 541 manufacturing organizations in America where the influence of ownership was observed. Inadequate support of management was not registered as important barrier-obstacle for introduction of quality system.
- Research that was conducted in Sweden in 1993 [4] on 23 multinational organizations where expected and achieved benefits from certification according to ISO 9000 were observed. The biggest improvement was achieved with motivation of employees, increment of quality of products and services and decrement of costs for bad quality. The smallest improvements were registered with increment of participation in sale as well as with relations with customers.
- Jones, Arndt and Kustin in 1995 studied connection between sort of motive for certification and sighted benefits. The polling included 272 directors of Australian organizations certified according to standard ISO 9002, which stated developing motives as reasons for certification. [5]
- Tan [6] stated that organizations which would have established organizational quality system will easier manage their knowledge. Also, standard of quality ISO refutes great informational flow as the key for intern audits which win communicational bounders in organization;
- Research which was conducted on 212 organizations in Slovenia [7] shows us provision of very satisfactory (21,8%) and satisfactory (70,6%) participation in the phase of introduction of quality system. During the implementation phase there was a certain fall of very satisfactory participation of employees (to 11,0%), and satisfactory participation increased a little bit (to 76,7%). Both phases registered about 1% of not satisfactory participation of employees. As for the management it can be seen provision of very satisfactory participation (44,1%) and satisfactory (50,2%) with 4,3% of less satisfactory and 1,4% of not satisfactory participation in the introduction phase.

3. METHODOLOGY OF RESEARCH

Research of BH organizations which have introduced and certified their quality system according to demands of standard ISO 9001:2000 we can define as empirical research because we have chosen direct observation of selected segment from the real environment and analysis of collected information in it. For collection of quantitative information we used one of four main ways – questionnaire. We shaped the questionnaire in the way to have it as simple as possible (for usage and understanding), thorough and reliable, made in the way of claims and questions so that its filling needs as less time as possible. In the view of time dimension the research is limited only with one time point, i.e. research of the time review, while from the point of view of originality the research goes towards research with primary performance because it is based on original empirical data. The research is structured in the way to enable comparison or possible repeated performance after certain time, and in time it could become starting research (starting point) of study which could be continued on that “follow-up study” [8].

3.1. Conduction of the information collection plan

The postal questionnaire was selected for information collection. The Table 1 shows described conduction. As for the phone and personal contacts we limited ourselves to remind and ask people to fill questionnaires and return them. We think that in this way we fulfilled one of the key conditions for objectivity of research.

4. RESULTS OF THE RESEARCH

4.1. Involvement of employees

Involvement of employees prior and after introduction of quality system is shown on Figure 1 and 2 from which we see that participation prior and after introduction of quality system is on almost the same level. As for the prior introduction there is a little bit bigger percent of very satisfactory 31,86% in comparison to

27% after introduction which can point that after introduction of quality system employees are a little bit more relaxed believing that they have finished the job and acquired certificate.

Table 1. Conduction of the information collection plan [1]

Statistical population	Organizations in B&H in 2008 which posses introduced quality system according to requirements of standard ISO 9001:2000.
Unit of the sample	Individual organization, Individual consultant, Individual certification house
Limits of sampling	660 organizations from the population
Size of the sample	Planned out of 120-150 units – 204 units achieved
Procedure of sample choosing	Random sampling inside the population
Researching instrument	Structural questionnaires
Method of information collection	Combined postal method, supported by their own phone calls and contacts through certification houses and ministries
Method of information processing	Statistical processing with the usage of MS Excel 2003, with defined criteria for the information overview per requested criteria, that is filters;
Time for poll conduction	From March 2008 to July 2008
Time of established situation	End of 2007 / beginning of 2008.

Upon introduction, number of organizations which notice less satisfactory involvement has also increased (with introduction it was 2,45%, and upon introduction it is 8,33%). This says that we need further activities, that is continuation of work on constant improvements. Still, we have to notice that percentage of very satisfactory and satisfactory effects prior and after introduction is bigger than 90% (96,5% prior and 91,6% after introduction) which is very high percentage. The best results were noticed at small organization with less than 50 employees where the percentage of very satisfactory participation in the phase of preparation achieved almost 40%, and the rest is satisfactory participation. Also, organizations which introduced their system in the period after 2003 provided a little bit bigger participation of employees in comparison to average participation in the phase of preparation (34,5%). Some bigger participation in the phase after introduction was also provided by small organizations with less than 50 employees, and the smallest participation of employees in the phase after introduction is with manufacturing organizations of middle size (51 to 250 employees). Large organizations (more than 250 employees) as well as manufacturing organizations succeeded to achieve the biggest uniformity prior and after introduction of quality system which is very important, especially for large organizations, which in some cases can have more locations, which burden both appliance and follow up of the results as well as motivation of employees for continuation of activities in the area of quality.

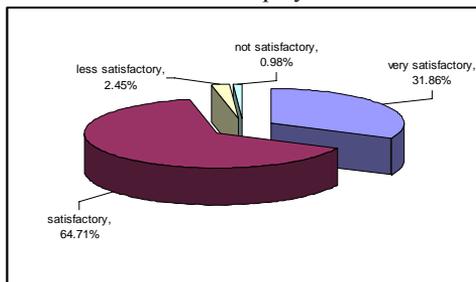


Figure 1. Participation of involvement of employees in the phase of introduction of quality system

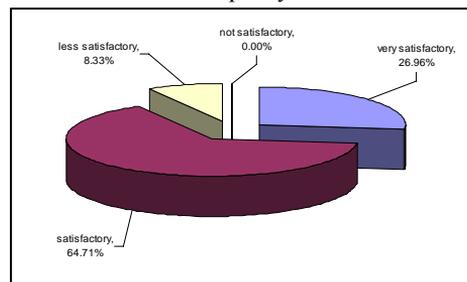


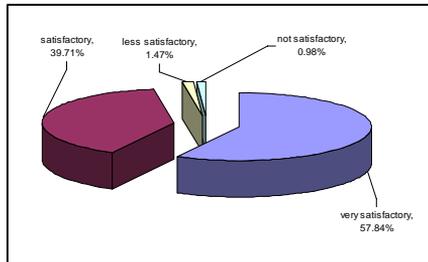
Figure 2. Participation of involvement of employees after introduction of quality system,

4.2. Involvement of management

It is said that the management is the head of organization, a place where everything is planned and decided. Figure 3 shows the involvement of management in the process of introduction of quality system. Very satisfactory participation has been noticed in more than half of organizations 57,84%, which is very encouraging information. **This points that managers do not see quality system only as something referring to the quality itself, but as something which will help them to manage easier with entire organization.** Other 40% or organizations think that participation of management was satisfactory, while only 2,4% of organizations expressed less satisfactory and not satisfactory participation of management in the process of introduction of quality system. Participation of

management in the phase of setting of any system, even the quality system, is very significant to provide because this is sensitive phase, which, if recognized as something worthwhile, can be a springboard for further activities in the area of quality. Also, satisfactory participation in this phase makes easier the continuation of activities in the area of improvement of quality system as well as involvement of certain tools for appliance and following up of the results.

Good involvement of management is particularly achieved at middle manufacturing organizations (over 61%), while a little bit less percentage of very satisfactory participation is noticed at large organizations (52,78%), which is compensated with bigger percentage of satisfactory and small



percentage of less satisfactory participation. The smallest percentage of not satisfactory and less satisfactory participation of management is at small manufacturing organizations (up to 50 employees) type 0 and 1%.

The biggest percentage of not satisfactory and less satisfactory participation of management (both about 2,5%, which is still small) is noticed at service middle organizations (51 to 250 employees) type of organs and organizations, public administration.

Figure 3. Participation of involvement of management in the phase of introduction of quality system

5. CONCLUSION

Such achieved motivation and participation of employees and management points to some of the following things:

- employees recognized and accepted quality system as the effective system for both achieving of the quality itself and managing in organization,
- employees accepted it as “something theirs”, because they actively participated in its creation, i.e. it was not imposed to them from the top and that they are not forced to perform it,
- introduced quality system solved possible problems that they had in their work and therefore they accept it as a good system,
- they see it as the system of motivation and possibility of presentation of results of their work,
- they become satisfied (but not satisfied in total) because somebody takes care of them, asks them for opinion as well as for the result,
- appropriate involvement of management significantly affects the success of introduction of management quality system. It also affects motivation of employees and further activities of organization in this area, and
- management does not recognize quality system only as something referring to quality itself, but as something which will help them to easier manage entire organization.

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