

Quality function and the quality manager

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Abstract

In many organizations, management systems are viewed in terms of the internal dynamics between marketing, design, production, distribution, and accounting. A change is required from this to a larger system which also encompasses and integrates the business interests of customers and suppliers. Management needs to develop an in-depth understanding of these relationships and how they may be used to cement the partnership concept. The quality function should be the organization's focal point in this respect and should be equipped to gauge internal and external customers, expectations and degree of satisfaction. It should also identify quality deficiencies in all business functions and promote improvements.

The role of the quality function is to make quality become an inseparable aspect of every employee's performance and responsibility. The transition in many companies from quality departments with line functions will require careful planning, direction and monitoring. Quality professionals have developed numerous techniques and skills focused on product or service quality.

Key words: *responsibility for quality, satisfaction of consumer needs, capability, quality function*

Introduction

The first objectives for many quality managers will be to gradually disengage themselves from line activities, which will then need to be dispersed throughout the appropriate operating departments. This should allow quality to evolve into a staff department at a senior level and to be concerned with the following throughout the organization:

- Encouraging and facilitating quality improvement
- Monitoring and evaluating the progress of quality improvement
- Promoting the „partnership,, in quality, in relations with customers and suppliers
- Planning, managing, auditing and reviewing quality systems
- Giving advice to management on the
 - ✚ establishment of quality systems and process control
 - ✚ relevant statutory/legislative requirements with respect to quality
 - ✚ quality improvement programs necessary
 - ✚ inclusion of quality elements in all job instructions and procedures

Quality managers have an initial task however, to help those who control the means to implement this concept – the leaders of industry and commerce – to really believe that quality must become an integral part of all the organization’s operations.

Many organizations have realized the importance of the contribution which a senior, qualified quality manager can make to the prevention strategy. Smaller organizations may well feel that the cost of employing a full-time quality manager is not justified, other than in certain very high risk areas. In these cases a member of the management team should be appointed to operate on a part-time basis performing the quality management function in addition to his/her other duties.

1. Managers maturity in organization

Using the situational approach, maturity can be defined as capability and readiness wish of the managers to accept the responsibility, pointing towards organizational behavior. Organizational Maturity variables should be equivalent to the specifics of the tasks that are given. But there is no complete organizational maturity which is good for every organizational situation. In fact organizational maturity will determine the function of the management which defines three situations.

- a. First situation – high maturity whose characteristics are:
 - Enjoying the work - Complete confidence in the management - High economic power - Stimulation of the organizational conflicts
- b. Second situation- medium maturity whose characteristics are:
 - Increased productivity - Feeling of belonging -Satisfying economic power - Reduction of organizational conflicts
- c. Third situation- low maturity whose characteristics are:
 - Excitement during the work -no feelings about the management - Low economic power -Solving the organizational conflicts

2. Components of the organizational maturity

In many discussions arguments are brought that are controversial about the maturity of organizational units separated and of the entire organization. According to the research of David C. McClelland “workers successful motivation has to be primary in the organization, including high achievable goals, with highlight on care for individual success and satisfaction manifested thru right price as a feedback for a good done job? (How good I do my job?) And satisfaction from the behavior (How good I behave?)? Second important is the level of education (professionalism) and the experience. There is no big difference between these two dimensions¹. Education and professionalism are important for achieving the maturity for successful realization of the given tasks, which cannot be achieved without required experience gained during the working process.

Recently, the education, effect of capability, motivation thru success and effect of readiness (wish) are the components of organizational maturity. This way we can come to a conclusion that the concept of maturity is consisted from two dimensions

Job maturity = Ability + Psychological maturity = Willingness

Working maturity is about capability to create something. That can be done with having the needed education and skills. The person (manager) who has a high level of working maturity possesses a knowledge that has to do with things that must be done in practice, he has ability and experience to execute given tasks without directions from others. *Psychological maturity* is about the wish, readiness and motivation to do something. That is done with a trust, self-confidence and responsibility. The manager who has a high level of psychological maturity practically can take a responsibility, has self-confidence and good sense of the aspects of executing the task. No additional encouragement is needed because the manager is executing his task with satisfaction.

Organizational maturity is important because continuously it moves forward the employees, it doesn't allow passive situation. According to Chris Argiris ...this is immature - maturity, and depends on the independence that the managers have and which they like. (Chris Argiris: 1964). This author takes the age as a factor that has influence indirectly on the maturity, more on psychological than chronological, because with higher maturity level better diagnostic evaluation can be done about all the variables that build the picture

¹ False statement: Education does not equal professionalism or experience!

of the style of management, and choosing the right approaches in the performance.

To be able to make the right evaluation of the current situation, we'll need instruments that will measure the organizational maturity, managerial maturity, as well as the other employee's maturity.

Authors Hembleton, Blanchard and Hersey invented a scale for measuring the working maturity and scale for measuring the psychological maturity, the accent is given to five dimensions with their organizational indicators.

a) Dimensions are: 1. Giving support 2. Communication 3. Interaction 4. Active listening 5. Foreseeable feedback

b) Indicators are: 1. Expected support and encouragement 2. Workers involvement in "giving -getting", discussions about work tasks 3. Facilitating the integration between all the employees 4.

Asking for opinion from the other employees, and listening to their concerns 5. Receiving a feedback from the promotion and personal endorsement

3. Problems and thinking about TQM

Everyone in an organization which is, say, five years into TQM will realize that it is not without its problems. Other problems that have been seen blocking the road to TQM include:

- no formal strategy
- failure to provide incentives by recognition
- lack of effective communication
- narrowly based training

The successes of TQM will be measured by a number of features:

- the involvement and recognition by external customers
- reductions in complaints
- improved attitudes at and to work
- reductions in errors, scrap, rework
- increased productivity
- improved conditions

The first step is to convince everyone of their own role in total quality. Employers and managers must, of course, take the lead and one senior executive should have a personal responsibility for quality. The degree of management's enthusiasm and drive will determine the ease with which the whole workforce is motivated. Most of the work in any organization is done away from the immediate view of management and supervision, and often with individual discretion. If the cooperation of some or all of the people is

absent, there is no way that managers will be able to cope with the chaos that will result. This principle is extremely important at the points where the process, touch, the outside customer. Every phase of these operations must be subject to continuous improvement, and for that total involvement is required.

Material and methods of work

The following research methods or technique for data collecting are used:

Method of evaluation and judging,

Method of continuing following.

Method of comparative analysis, and interview with the general, top managers

Research analysis which was used in this research represents total of the components which characterize the subject of researching, and it is consisted of questionnaires, measure instruments, techniques and time frame of the research.

Data were collected from the research conducted in the period 2010-2011 in 10 companies from small agro-business and 7 vineries.

Results and discussion

As the time passes, the changes are leading to more skilful producers that are paying attention to their products from one simple reason – consumers are recognizing the product quality and attribute improvements. In such a way the company achieves a competitive advantage on the market, producing high-quality products and their improvement from time to time (Tab. 1)

Table 1 Correlation dependence between consumer needs satisfaction and profit making

Vinery	Years of existence	Types of wine sorts at the beginning	Types of wine sorts now	% of increase
A	13	5	23	360
B	2	5	5	0
C	3	3	5	67
D	10	9	9	0
E	9	6	10	67
F	7	6	24	300
G	11	7	25	257

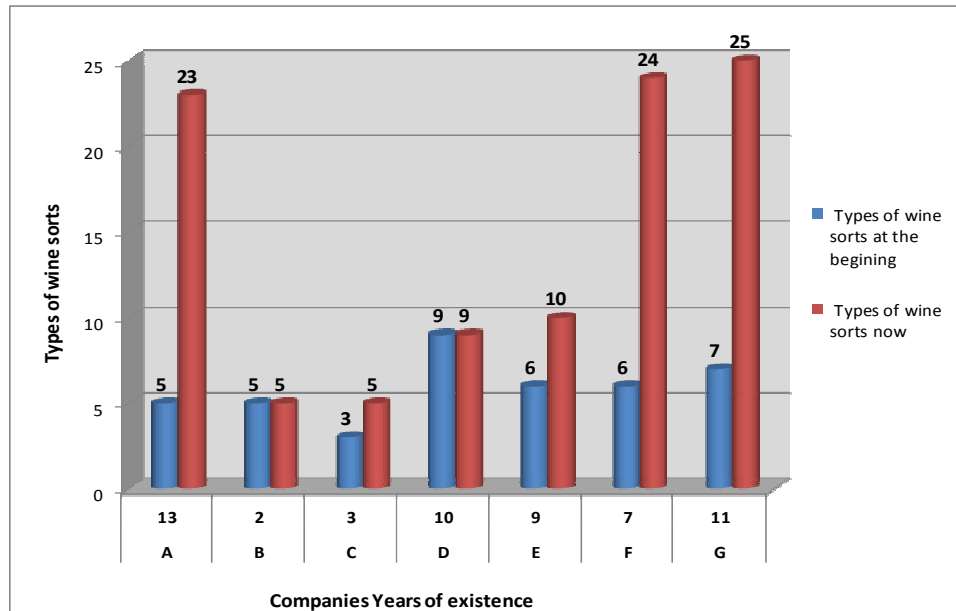
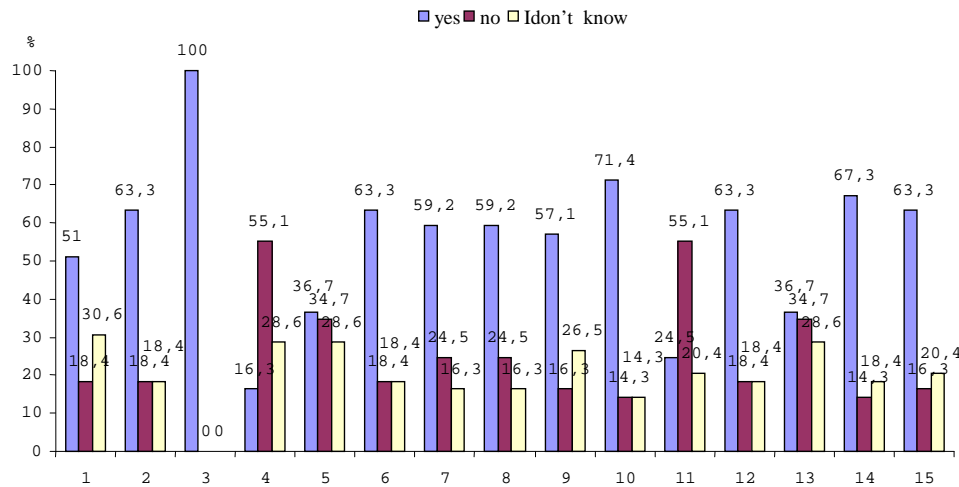


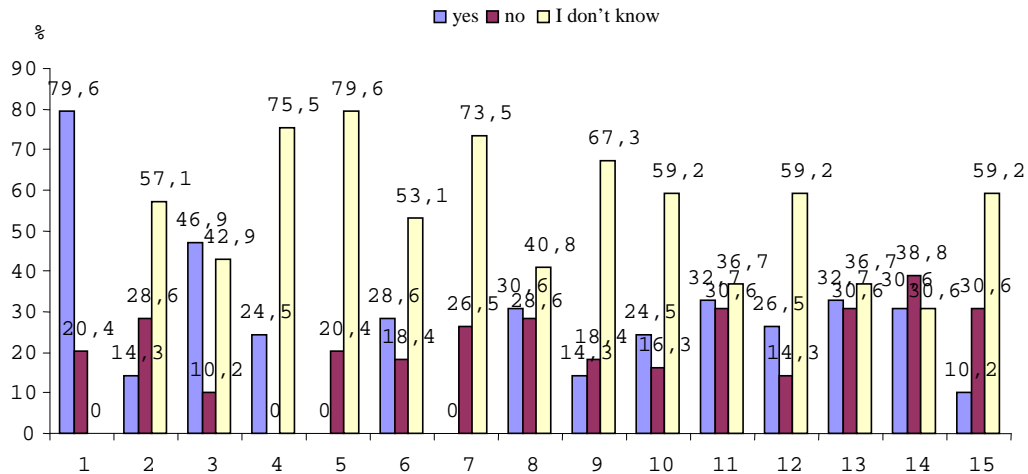
Figure 1 Correlation dependence between consumer needs satisfaction and profit making

Employees in the field of industry mostly men, work experience as fascinating (59.1%), routine and completely satisfied with it. It is creative, challenging, fulfilling and comfortable as they perform tasks (63%)



1. fascinating, 2. routine, 3. satisfying, 4. boring, 5. good, 6. creative, 7. worthwhile, 8. hard, 9. warm, 10. helpful, 11. tiring, 12. challenging, 13. frustrating, 14. simple, 15. fills me
 Figure 2 Data on the characteristics of work in industry and manufacturing

Managers feel necessary because the organization (79%) employees seek advice from them. However, managers are self-critical in terms of their own work. Of these, only one third (32.7%) well you know the work, the same number (30.6%) were not satisfied with the performance of their own tasks, and the rest did not respond (36.7%)

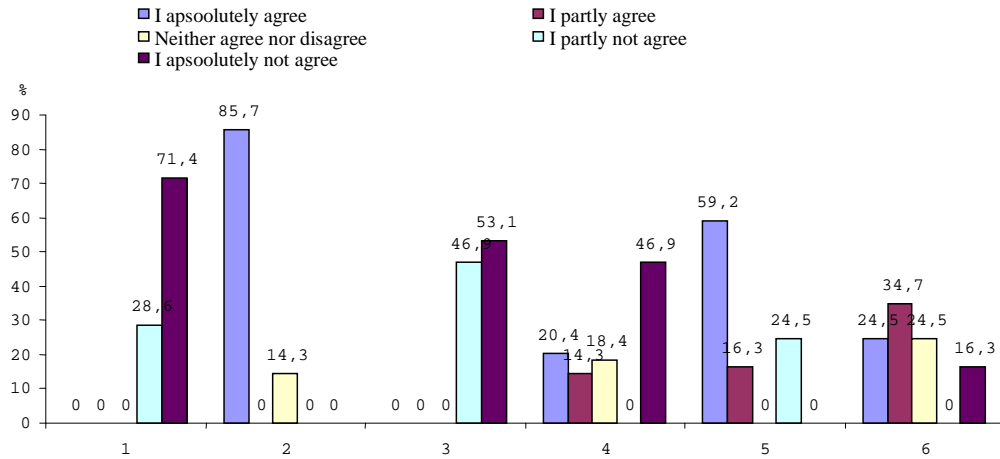


1. me ask for advice, 2. difficult to satisfy them, 3. rewarding good work, 4. managers with their tactics, 5. influential managers, 6. with ongoing events, 7. very temperamental managers, 8. I refer to the work, the ninth are boring, 10. are adamant, 11. well you know the work, 12. poorly managed, 13. intelligently managed, 14. leave me to do what I want, 15. are lazy

Figure 3 Data management in industry and manufacturing

Every manager in a particular situation, participates with their knowledge, skills and abilities, but then withdraws only to realize their duties, will close and friendly relations in the workplace. The question is - who are the real reasons for this situation?? This is because as managers they are made by little, they are relevant factors, which did not allow them to manage as they know and are able (38.77%). In order to maintain relatively good interpersonal relationships among themselves and with other employees, these managers use to reward good work (46.93%), thus creating conditions for participation in the work.

In this period of transition relationship, commitment and job satisfaction is very low (proved by data obtained from research) that leads to demotivation and to reduce organizational effectiveness. No emotional management, which will require close relationships among all employees, no confidence in management. These indicators initiate general reasons that are directly correlated with quality management.



1. do their best to help the organization become more successful, 2 my sense of loyalty to my organization is small, 3. my values and the values of my organization are very similar, 4. I thought it would not work for another organization if such work is the same, 5. I do not have much benefit to tie this organization for life, 6. often happens to me I cannot agree with the policy of the organization, especially when it comes to some important questions for employees
Figure 4 Data on organizational behavior and production industry

Connections exist in shared decision making and the presence of experience and motivation, as indicated by the estimated coefficient Pirsonov.

Table 2 Calculated coefficient Pirsonov

X	Y	x	y	x ²	y ²	x*y
20	19	-33,1	-22,6	1098,45	509,47	748,1
50	56	-3,1	14,4	9,88	208,18	-45,3
50	35	-3,1	-6,6	9,88	43,18	20,7
68	30	14,9	-11,6	220,73	133,90	-171,9
30	21	-23,1	-20,6	535,59	423,18	476,1
77	64	23,9	22,4	569,16	503,04	535,1
77	66	23,9	24,4	569,16	596,76	582,8
372	291	0,0	0,0	3012,86	2417,71	2145,4

N=7

$\Sigma X=372$

$\Sigma x=53,1$

N=7

$\Sigma Y=291$

$\Sigma y=41,6$

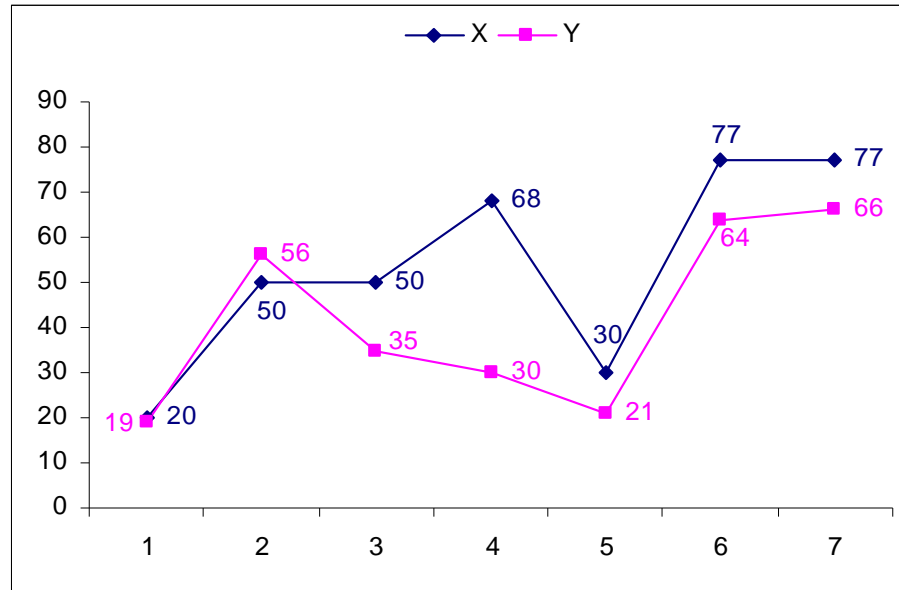
$\sigma_x=20,75$

$\sigma_y=18,58$

$r=0,795$

$p<0,05$

The creation of agreements for mutual benefit and feasible approaches to action creates conditions for open communication from top to base of information and depending on their content is visible in the way of modeling behavior



There is agreement among employees and balance differences emerged. This leads to increased productivity, transforming the management in quality management. A good quality management system involves consideration of all the major areas: marketing, design, materials, plant, process, skills. Clearly, these each require considerable expansion and thought but if attention is given to all areas using the concepts of TQM than very little will be left to chance.

After several years of TQM, organizations may find it useful to carry out surveys to ensure that real commitment at the top is still present. Departmental managers may find the check list useful in reviews. Moreover, the quality council should be interrogated regarding its: commitment, strategies, teamwork, problems and results and development

Summary

Even the most meticulous quality system design will not eliminate the need to consider the involvement of people. Instructions to them must be clear, concise and precise. Those involved in supervision must ensure that the instructions are followed and that the processes and plant are properly used

and maintained, according to the system. The quality management system should be a living thing, not a bureaucracy or a paperwork model, and to make it come to life requires the involvement of every person in organization. This can only be achieved by effective communications about what the system is, how it operates, and what role each individual plays.

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