

Quality-Access to Success

Journal of management systems, 6 issues per year

Publisher:

Romanian Society for Quality Assurance

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English version, Quality-Access to Success, is indexed in:

WEB OF SCIENCE – ESCI, SCOPUS, EBSCO, PROQUEST and CABELL'S

Journal address:

Str. Theodor Burada, nr. 6, sector 1, Bucharest – 010215, Romania

Tel: 021.313.63.35; Fax: 021.313.23.80

Subscriptions:

Tel: 0731.300.120, 021.313.63.35, 021.310.14.95

Fax: 021.313.23.80

E-mail: tudor.maruntelu@srac.ro

Website: www.calitatea.srac.ro; <http://www.srac.ro/calitatea/en/index.html>

Pre-press, print, expedition:

S.C. Interbrand Impex S.R.L.

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ISSN 1582-2559

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The Need for a Quality System in a Company for Bread and Bakery Production in Macedonia

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Abstract

Changes in the business environment of companies require raising the quality standards as a result of the increased demands of buyers/users and all interested parties. Sustainable competitive advantage and resource optimization is achieved by quickly adjusting the changes and requirements. In this paper, a research was carried out to apply the philosophy of TQM to a bread and baking company and its impact on the overall performance of business processes. The results of the survey showed that the quality system affects the achievement of the company's goals. In order for quality to become an integral part of the organization's structure as a whole, it is necessary to implement the new quality philosophy in all segments of the organization. Therefore, the philosophy of TQM plays a key role, and optimization of business processes is the basis for functioning in the business community.

Keywords: quality processes, employees, quality system, TQM philosophy (Total Quality Management).

1. Introduction

Total Quality Management (TQM) is a philosophy based on continuous improvement in the performance of processes in an organization and in the quality of the products and services that result from those processes. TQM is a paradigm management based on the principles of full consumer satisfaction, employee involvement, continuous improvement and long-term partnerships with suppliers and customers (Casadesus & Gimenez, 2000; Beskese, & Cebeci, 2001; Mitreva et al., 2014).

Quality proponents identify several critical principles for successful practices in TQM philosophy through: commitment to top management, customer focus, long term relationship with suppliers, defined standards, and training for quality-oriented employees. All this is achieved with a focus on employees, production with zero defects, a process of continuous improvement and quality measurement (Shepherd, 1998). Top management is the main driving force behind the implementation of the philosophy of TQM, the creation of values, goals and systems to meet buyers'/customers' expectations and improve the road to excellence (Zairi, 1999; Stenberg, 1999; Sohal, et al., 1990). The integrated methodology for designing and implementing the TQM system is consisted of several methodologies: Subsystem Methodology – internal standardization; Subsystem Methodology – Statistical Process Control (SPC); Methodology for analyzing the total costs of a given process; Methodology for the subsystem – education; Methodology for assessing the success of the projected and implemented TQM (Audit) system (Mitreva, 2011). In the continuation of this paper, emphasis will be placed on the application of the Methodology for the subsystem – internal standardization in the company for bread and bakery production in Macedonia, which will lead to the optimization of the business processes as one of the basic pillars of the quality house (Mitreva et al., 2015a).

2. Literature review

Each company can develop its own quality systems in order to provide principles, procedures and processes that are appropriate and adaptable to its business operations (Casadesus & Gimenez, 2000; Beskese, & Cebeci, 2001; Mitreva et al., 2014; Nitin, et al., 2011). These procedures are necessary because the mobility of workers is crucial in ensuring quality and continuous advancement. Designing a quality system begins by identifying the wishes and needs of buyers, and ending with measuring their satisfaction / dissatisfaction. In each company it is necessary to have a quality center, an IT center, qualified and motivated employees (Mitreva, 2011; Mitreva et al., 2015a). For that purpose, it is necessary to set up several teams: a team to develop a standard operating procedure for all business processes, a team to develop statistical process control in business processes, and a team for analyzing the cost of quality, *Figure 1*.

The appearance of the ISO 9001 standard and TQM (Total Quality Management) in the world led to a massive application of this strategy (Beskese & Cebeci, 2001): on the one hand it was set as a market strategy to meet buyer / customer's needs, and on the other hand, as a superior style work to promote competitiveness and efficiency, reduce costs and long-term sustainable development. The new approach to quality requires new activities in the field of education of employees, introduction of standardization of all processes, introduction of statistical process control due to faultless operation, new approach in the cost analysis. All this requires a scientific, methodological, planning approach, perseverance and systematicity. At the same time, it means a drastic change in the behavior of employees, radical changes in the organizational setup, a clear definition of the rights, obligations and responsibilities of each individual.

Standardization in the management system is becoming a key task for managers and a priority issue for the survival of the

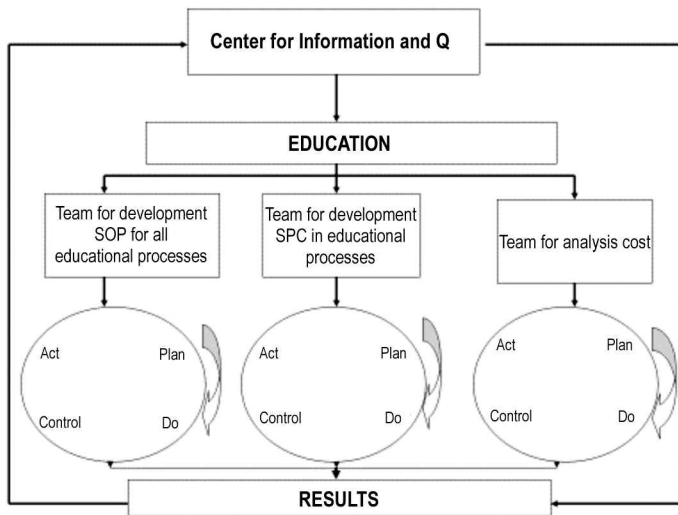


Figure 1. The integrated methodology for designing and implementing TQM systems in companies (Mitrev, 2011)

organization in the twenty-first century (Casadesus & Gimenez, 2000; Beskese, & Cebeci, 2001; Mitreva et al., 2014). Besides the owner of the organization who is mainly interested in the profit and the quicker fertilization of his invested capital, the various stakeholders: buyers, the community, the employees, the suppliers and the community, in an organized way, are pressuring and asking for requests. The requirements relate to the organization adapting its management system to different standards to make sure that their expectations are met (Mitreva & Filiposki, 2012). But in order to fulfill the global and European demands, major radical changes in the resolution of the problems should be approached. It is about reengineering, a new way of thinking about the causes, and not just about the consequences. The strategic management of the company with its goodwill and persistence should include its own human resources, by creating teams from all profiles, integrating their knowledge to achieve full quality control in all processes of enterprises, with the lowest operating costs (Mitreva et al., 2014).

The application of the new TQM strategy (Mitreva, 2011) means the design of a good documented quality system covering all business processes of the company and is an indispensable basis for the successful application of statistical process control (SPC) and efficient teamwork that could not otherwise be set up in case of a poor quality system. In this way, it is ensured that the attitudes of top management are implemented in the quality policy and creates the climate and information base on which teamwork can develop.

3. Methods in the research

In this paper, the methodology for designing and implementing internal standardization is applied as part of the integrated methodology for designing and implementing TQM systems in companies (Mitreva & Filiposki, 2012). This methodology has been found in practical applications in several Macedonian companies, thus demonstrating the universality and efficiency in its application (Mitreva, et al., 2015; Mitreva et al., 2016a; Mitreva, et al., 2016b; Mitreva, et al., 2016c).

In developing countries, which include the Republic of Macedonia, there is a need to introduce a new movement, i.e. a new culture in the production and service enterprises. In this way, it will build a new value system and apply a long-term buyer / customer strategy. However, the difficulties in implementing the TQM (Total Quality Management) philosophy depend on many factors, above all the vulnerability of developing countries, international market barriers, unfair competition, insufficient

education and motivation, and fear of change.

The subsystem methodology – internal standardization is part of the integrated methodology for designing and implementing the TQM system in companies (Mitreva, 2011). This subsystem creates management from a tactical level (in larger companies), and in the smaller ones, the choice may be from among the managers of operational or strategic level, introducing the quality policy as the foundation upon which the quality system is being developed in practice.

In this phase of the design and implementation of the TQM system, on the basis of the strategy and realization plan created by top management, reengineering or radical redesign of business processes is planned in order to achieve integrated quality management with the lowest operating costs. Success from designing and implementing the TQM system can only be achieved if business processes are projected and realized with optimal resource utilization, so that things can be done best from the first time, without defects, without time losses, and to the satisfaction of all users (Mitreva, 2011).

The process of designing and implementing the internal standardization is shown in Figure 2.

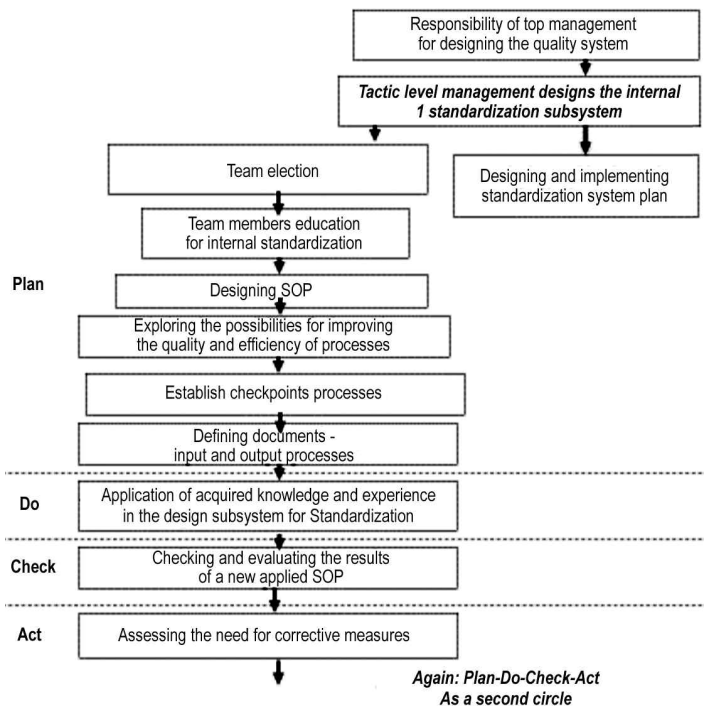


Figure 2. Flow of the process of designing and implementing the subsystem of internal standardization (Mitreva & Filiposki, 2012)

The SOP defines the flows of business processes and on this basis defines the obligations and responsibilities of all employees. Processes must be simple and efficient (more things are combined into one). The process should be carried out in a natural and shortest way, aimed at results, not on tasks, by specializing in the person performing the task.

The number and scope of these procedures (SOPs) depends on the number of activities in the given process. Whatever the number of SOPs, they need to be connected, that is, the output of a process should be input to another. The procedures achieve order and discipline in the work, because the right communication between the employees in solving the problems related to quality is accomplished.

The best way for SOP to be graphic displayed is with a block diagram, which indicates all the stages in the business process, the people performing the activities, as well as the incoming and outgoing documents. In this way, it is easy to see all the flaws and can quickly react to the elimination of the causative agents of the same. Block diagram is the simplest and most practical

way to describe the business process.

When building a SOP for a given process, the following activities are necessary:

- ❑ identification of all stages that affect the quality of the process and the operation as a whole, in which all formally adopted rules of conduction for all employees must be covered;
- ❑ identifying all the necessary information for the operation of the process, in the form of input and output sizes;
- ❑ determining the objectives of the process – limits of the allowed deviation;
- ❑ determining the necessary resources for the functioning of the process – people, materials, infrastructure, documents;
- ❑ defining the performance of the process – projected, necessary, and other characteristics as the basis for overseeing the functioning of the process;
- ❑ definition of measurement sizes (criteria), limits of permitted deviation, as a basis for evaluating the quality of the work process.

The criteria and methods necessary to ensure effectiveness of the operation and management of the processes should be measurable and all activities necessary for achieving the planned results of the process should be incorporated in the documentation of the quality management system (rules of procedure, SOP and guidelines).

4. Analysis of the results

In the company for bread and bakery production, a research has been done related to the analysis of operating costs and optimization of business processes by applying the appropriate methodology. The survey found that optimization of business processes is not possible if a good quality system is not projected. In this way, all parts, processes, phases and properties are distinguished which lead to a decrease in the quality of the final product and thus to the overall operation of the company. In order for quality to become an integral part of the organization's structure as a whole, it is necessary to implement the new quality philosophy in all dimensions of the organization. Therefore, the TQM philosophy plays a key role, and the optimization of business processes is the basis for functioning in the business community. In such a working environment, they are all valued, equal, have the opportunity to express their personal opinion, are part of organizational teams, and constantly make efforts in perfecting and upgrading the methodology for control and quality development. Through this approach, it is possible to increase productivity, reduce costs and provide complete insight into the operation.

The methodology of the subsystem – internal standardization is applied in the company for production and sale of products from the bakery industry for daily use. The organizational structure of the company and the way of functioning of the working sectors is shown in Figure 3.

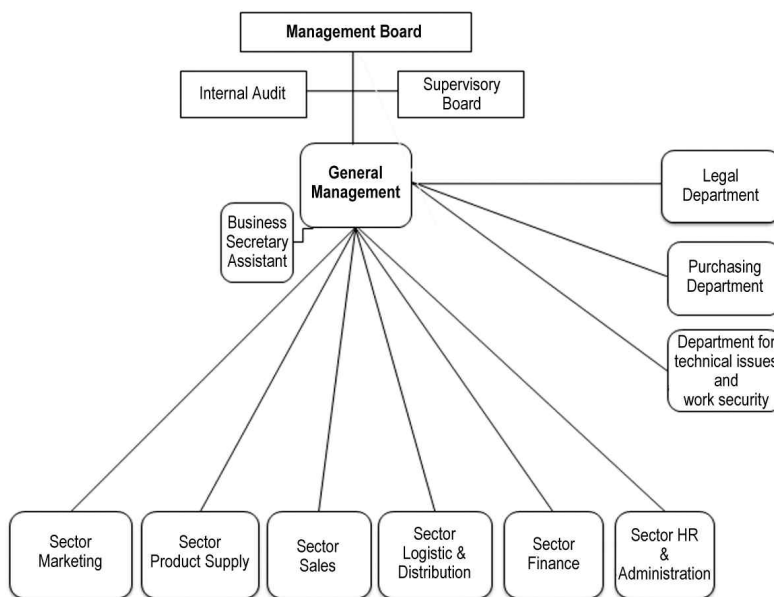


Figure 3. Organizational structure of the company for bread and bakery production

The company is organized into sectors as internal organizational units. The sector as an organizational form is consisted of a set of divisions, lines, services, departments and working groups through which the business process of several related functions or multiple parts is carried out. One of the measures for the success of the company is a quality represented product, and the level of quality is conditioned by the needs of the buyers. Needs are divided into listed and implied needs. The stated needs include quality bread and baked goods in accordance with all prescribed standards, and in the implied needs is the ability to "kill" the hunger, i.e. to exist.

The company for bread and bakery production, in relation to competitors produces products that are suitable for use, but manufactured for different category of consumers. These productions in terms of competitiveness differ in their characteristics, performance, size, quality and costs, as well as compliance. Conformity is directly measurable, although sometimes it is not in detail related to the buyer's perception of quality or performance (it is thought of the relationship of quality to the

confidentiality of customers / users). When a business process is carried out under certain conditions it affects the sales and the company's external image. Quality is a category that should be present in all business processes so that the work can be completed in a timely, accurate and precise manner. For this purpose all activities should be described in detail. The desired level of quality is achieved through the rational utilization of available resources, planning, organizing, staffing and control in all business processes. The application of internal standardization dictates a new pace of operation through standard operating procedures (SOPs). Operational procedures facilitate the operation of enterprises by creating a detailed description of business processes through pre-set steps, determine the purpose or objectives of those processes and determine the participants and the standards on which it relies. Since it is a production company, managers with their team are carriers of innovative solutions and entrepreneurial considerations. The production department consists of a production complex – a bakery, a division one with two production lines, a division two

with one production line, a division three (mill) and a division four (quality systems), *Figure 4*.

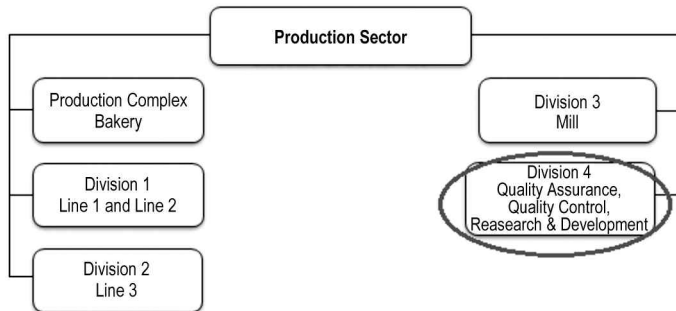


Figure 4. Organogram of the Production Department

Below is the organizational structure of the production complex – bakery, *figure 5*. Within the production complex, the maintenance service and the technical secretariat service function. The bakery is consisted of division 1 in which 2 production lines operate and division 2 which has a production line number 3. Line 1 is intended for the production of standard breads, and line 2 for the production of special breads. Line 3 is intended for the production of toasted bread and duplex. Work operations are managed by technologists, machine maintenance engineers, production planning managers and employees for manipulating work operations in flour silos, *Figure 5*.

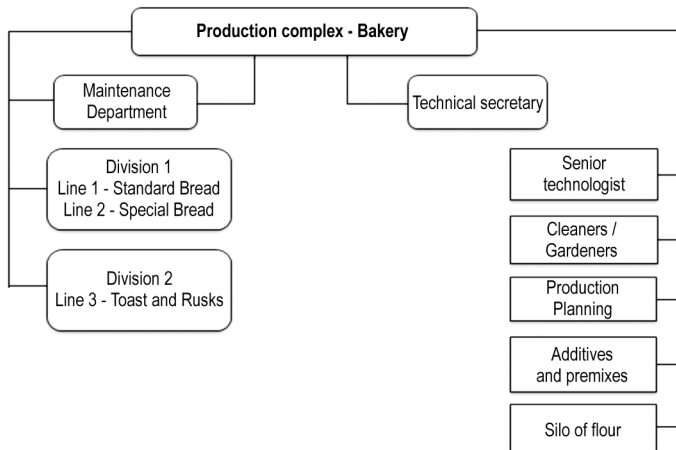


Figure 5.

Organogram of the production complex of the company

Division 3 (from *Figure 4*) has a special part – a mill, which serves for grinding wheat, as well as obtaining and packing flour. Its organizational structure is shown in *Figure 6*.

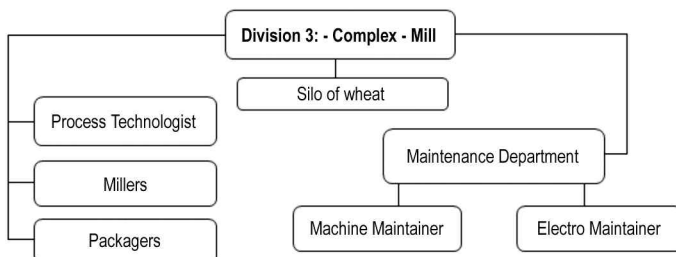


Figure 6. Organogram of the division three – mill

In the segment of the division three – a complex grinder operates the maintenance service with mechanical and electrical maintenance, wheat silos, and from the professional staff in this division there are technologists, millers and packers. In the area of division four (in *Figure 4*) there is the service for quality assurance and quality control, as well as research and development of new products. Technologists for quality assurance and control, product research and development tech-

nologists, laboratory technicians, supervisors, managers and employees implementing various operational procedures are represented in this section of the professional staff.

The design of the subsystem – internal standardization in the bread and bakery production company as part of the TQM system is teamwork and in areas where the rules of teamwork are not respected can be considered unacceptable. The team must not be a place where individual initiatives are crushed or they are appropriated by the team leader. At the same time, the methodology followed in the paper must ensure that decisions are not blocked due to excessive individualism, excessive expectations, lack of flexibility and consensus building in attitudes, because the contemporary interpretation of the importance of the system after TQM and people in achieving the goals of the total Quality management is: coordination between the system and people.

4.1. Application of internal standardization and quality assurance in the company for production of bread and bakery products

The current situation in the company was analyzed through one of the four pillars of the house of quality – the application of internal standardization (Mitrevna & Filiposki, 2012).

The design of the subsystem – internal standardization in the company for production of bread and bakery and its implementation showed that a quality system has been introduced to the ISO 9001:2015 standard, which means that the company has knowledge of the quality values and knows how to do it. There is a firm determination of the top quality management, there is a definition of the organizational structure, there is documentation for the quality system and there are trained people. The following is an operational procedure for the development of a new product, *Figure 7*.

This standard operational procedure for the development of a new product is realized through several steps in which the procedure is described in detail. The procedure is designed such that each of the employees to becomes familiar with their work tasks and responsibilities.

❑ Step 1. Idea – a proposal for new product development.

This idea – proposal can originate from the marketing sector for the purpose of increasing the range of products or on the basis of a research conducted by the clients for examining their reaction in the production of friedman's bread.

❑ Step 2. Prepare the recipe.

The formulation is prepared by an authorized person – a graduated technologist. It contains all the necessary raw materials, a unit of measurement and a ratio of mixing with prescribed proteins, carbohydrates, fats, nutrients, vitamins and calories.

❑ Step 3. Examination – laboratory analysis.

Once the recipe is prescribed, the test is subjected to laboratory tests and analyses. The quality of the flour, the water quality and the premixes that are added are examined. After obtaining the first results, it is decided whether it can go to the next step or a new trial is under preparation for further testing.

❑ Step 4. Examination – Industrial analysis.

In order to produce bread, in addition to laboratory analyses, industrial analyses are also carried out. The results of the conducted industrial analyzes should correspond to the prescribed sanitary requirements for qualities of chemical composition, and the product should be made according to standard technology.

❑ Step 5. Selecting the packaging.

Packaging plays a key role in presenting the product. The purpose is to design the packaging primarily with a protective

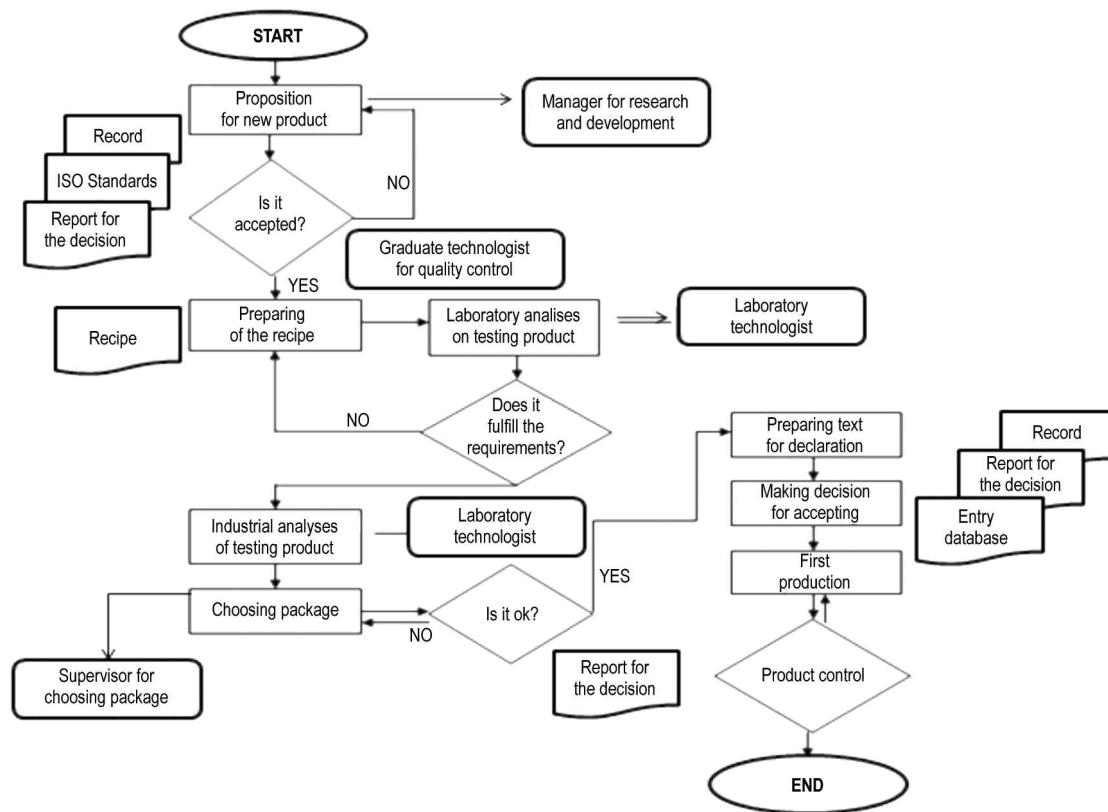


Figure 7. Standard operating procedure for new product development

function, and then it serves to promote the produced good. In this case, the marketing sector together with the product development sector decides to create suitable packaging.

❑ **Step 6. Prepare text for a declaration.**

The text for the declaration contains contractual standards and norms for the given product. Declarations are of great importance because they take a role in creating a company's quality policy. Once the text for the declaration is adopted, the series of first (zero) production starts.

❑ **Step 7. First production.**

After the laboratory and industrial analysis of the samples, the production sector approaches the realization of the first series of products.

❑ **Step 8. Product control.**

The control service aims to determine the indicators of nutritional and biological value and to give an estimate if the series of manufactured goods meets the prescribed requirements on the market.

The beginning of the process of introducing the quality system is directly related to the determination and the willingness of the top management to improve the quality of their operations, and then enable the competitive advantage of the market.

This company has shown that the application of the quality management system has the following benefits:

- the quality of the products / services that satisfied the requirements of the customers / users is ensured;
- the quality of business processes is improving;
- coordination between the strategic and operational management of enterprises is achieved;
- the quality management system according to the ISO 9001 standards represents the basis for continuous improvement of the quality, applying the TQM strategy;
- introducing order and discipline in the operation.

In order for the quality system to be effective and efficient for

the company, it is important for employees to get clear and precise SOPs for each activity, there should be criteria for assessing good results, not only for specific and complicated matters, specific solutions, or specific requirements of buyers / users. In addition the matrix of business processes based on mutual communication in the company is attached.

Business processes in the company are interconnected thanks to internal and external communication. The matrix of responsibilities displays the links between employees, suppliers and users / buyers and helps transform resources into finished products. In fact, the matrix of responsibilities helps maintain the quality of the company and optimize business processes.

Suggested techniques for motivating employees in the company for production of bread and bakery products

The company for production of bread and bakery products has found ways that influence the personal motivation of employees and their potential. The system of motivation in this company is based on the right to earnings, salary allowances, benefits, the right to paid annual leave, paid seminars for the retraining of employees, awards and recognitions. However, in order to achieve a pro-active promotion of business processes, techniques for motivating employees are proposed.

Valorizing the creativity of employees for their work

Employees want to take an active part in finding appropriate solutions at a given moment. For that purpose it is necessary for management to give space to the employees to give personal opinions, suggestions and proposals. In this way, employees are given the knowledge that their work and their involvement in the process are valued.

Achieving the multiple effect of professional development through the acquisition of new skills

Motivation through employees is additionally achieved through the engagement of employees when visiting various seminars, trainings and workshops where they exchange different experiences, attitudes, opinions and skills that in the near future would be of great benefit to them.

FOOD SAFETY MANAGEMENT

Table 1. Matrix of the responsibilities of the employees in the company based on communication

Processes	Production	Purchase	Marketing and Sales	Development	Storing and transport	Quality	Costs
Production	Communication between employers	Planning and purchase of the necessary materials and it's documentation	No need of communication between these two processes	Informations about technical and technological documentation	Strategies for inventory management and product distribution process	Performance of the process and final control	Reports for making costs
Purchase		Communication between employers	Making communication when it's necessary	Changing informations on the purchase process of coordination	Communication is making by the product processes	Quality control of raw materials and auxiliary materials	Reports, receivers, in and out invoices
Marketing and Sales			Communication between employers	Market research and measurement of the customer's reaction related of a new product development	Receiving products, reversing products, delivering products	Making communication when it's necessary	Financial indicators of marketing and sales
Development				Communication between employers	Exchange of documents for products delivery	Making communication when it's necessary	Making communication when it's necessary
Storing and transport					Communication between employers	Control reports	Delivery invoices
Quality						Communication between employers	Informations for audit, in and out checks

Creating a favorable working atmosphere

Creating a favorable working atmosphere among employees implies presence and feeling of tolerance and compromise, adaptation to change and a reversible relationship between employees and top management. Also, the favorable working climate allows for easier adaptability of new members, that is, team members.

5. Conclusion

From all of the above, it can be concluded that the management of business processes is prescribed as a serious obligation of top management and is crucial for the company. Optimization of business processes leads to the improvement of the quality of operations as a prerequisite for a successful business perspective that has led to a decrease in bread volume.

This methodology has been applied in several Macedonian companies, whereby the defined quality has been achieved, the customers / consumers from defective products have been protected, thereby increasing their competitiveness on the market, profitability, quality improvement, defects and operating costs, the satisfaction and participation of employees in decision-making has increased. This point to the fact of the universal application of this methodology in practice (Mitreva, et al., 2015; Mitreva et al., 2016a; Mitreva, et al., 2016b; Mitreva, et al., 2016c).

This raises the question of what is very important: Why do we need a quality assurance system?

The quality assurance system, in line with international standards, must be oriented towards the set goals of the business philosophy and strategic management of the organizations. The quality system, and especially the quality of the processes, should not be built on an "airless" space, without having established a firm and stable relationship with the basic goals of top management (Casadesus, & Gimenez, 2000; Mitreva,

2011). Competitive advantages are often decisive in the development and use of the quality assurance system. The danger may arise when, in the implementation of the system, that is, in each business process, the business philosophy of the enterprises is not represented. In such working environment, all are valued, equal, have the opportunity to express their personal opinions; they are part of organizational teams and are constantly making efforts in improving and upgrading the methodology for control and development of quality. Through this approach, it is possible to increase productivity, reduce costs and provide complete insight into the operation.

Acknowledgement

This study is a part of the research project "Developing a model for performance improvement of business processes by an application of benchmarking strategy based upon examples of innovation", (Ref. No. 17-1395/1).

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