

COMMITMENT TO QUALITY IN AGRIBUSINESS

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ABSTRACT

A sound quality policy, together with the organization and facilities to put it into effect, is a fundamental requirement, if an organization is to begin to implement TQM in agribusiness. For an organization to be truly effective, each part of it must work properly together, recognizing that every person and every activity affects, and in turn is affected by, others. Every organization should develop and state its policy on quality, together with arrangements for its implementation. The contents of the policy should be made known to all employees. The preparation and implementation of a properly thought out quality policy, together with continuous monitoring, makes for smoother production or operation, minimizes errors and reduces waste in agribusiness. Management must be dedicated to the ongoing improvement of quality, not simply a one – step improvement to an acceptable plateau. These ideas must be set out in a *quality policy* which requires top management to establish an ‘organization’ for quality, identify the customer’s needs and perception of needs, assess the ability of the organization to meet these needs economically.

Key words: commitment, TQM in agribusiness, making a profit, quality policy, top management

Introduction

Today’s business environment is such that managers must plan strategically to maintain a hold on market share, let alone increase it. Consumers now place a higher value on quality than on loyalty to their home – based producers and price is no longer the major determining factors in consumer choice. Price has been replaced by quality and this is true also in industrial, service, hospitality, and many other markets. This applies particularly to private organizations. For an organization to be truly effective, each part of it must work properly together, recognizing that every person and every activity affects, and in turn is affected by, others.

Everyone, from executives to the youngest and newest entrants in the organization, has a part to play in TQM, and one of the principal aims of an effective quality policy is to ensure that quality becomes everyone’s concern. Management must be dedicated to the ongoing improvement of quality, not simply a one – step improvement to an acceptable plateau. These ideas must be set out in a quality policy which requires top management to:

1. establish an ‘organization’ for quality;
2. identify the customer’s needs and perception of needs;
3. assess the ability of the organization to meet these needs economically;

The goal of the organization is to achieve superior external and internal customer satisfaction levels. Each employee’s commitment to quality improvement and management’s further commitment to implementation of supporting managerial and operating systems to essential to realizing the goal.

Material and methods of work

For getting the relevant information used focused interviews with 10 managers from different levels, „do managers want to improve their activities, the company, the prospects for success?., It

cannot be said too often that to be successful TQM must involve everyone in all departments. It creates in turn responsibilities for interaction between the marketing, design, producing, purchasing, distribution and service functions. Within each and every department of the company at all levels, starting at the top, basic changes of attitude will be required to operate TQM. If the owners or directors of the organization do not recognize and accept their responsibilities for the initiation and operation of TQM, then these necessary changes will not happen.

Were used method of comparative analysis, method of evaluation and judging and method of continuing following .

Results and discussion

All the company’ s employees must have a positive commitment to quality and respond quickly and effectively to achieve the performance standards required of them and to ‘get it right first time’. Managers, working created four basic principles:

- The definition of quality is conforming to requirements, having specified very carefully the needs of our customers, our suppliers and our own processes.
- The system of quality management concentrates on prevention, looking at our processes, identifying the opportunities for error and taking action to eliminate them.
- The standard of quality is ‘no failures’, everyone understanding how to do their job, the standards required, and doing it right first time.

From the statements of managers perceive the fact that total quality is meeting customers’ requirements both external and internal, for all products and services and all the time. Managers know that it requires total involvement of all employees, total management commitment, customer and supplier working together and objectives, standards and systems which conform to the commitment to total quality. The implementation involves conforming to requirements, prevention not detection, getting it right first time and measuring quality performance (including costs). It comes to the conclusion that managers know what and how to do to improve quality. Missing the way of practical implementation. They are exerting control and check, but any inspection or checking process will be nothing more than a filter, dividing the failure between external failure

Detection filter

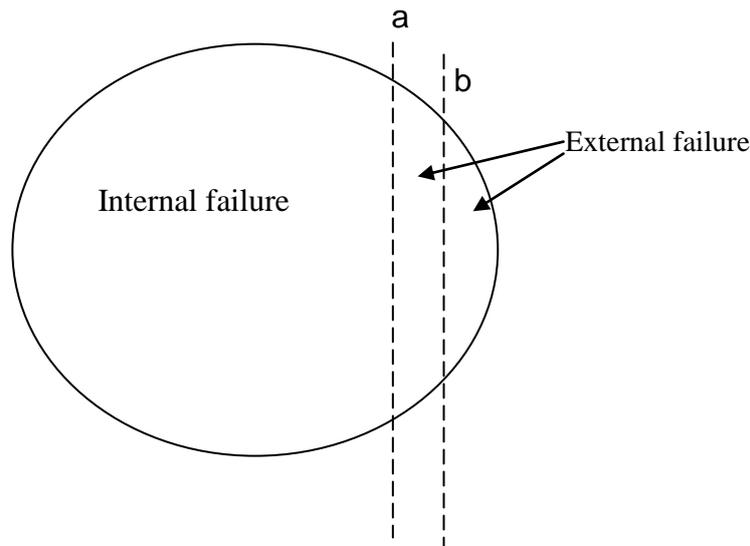


Figure 1 The acceptance of failure and its detection¹

¹ John S. Oakland, Total Quality Management, Heinemann Professional Publishing, 1989, OxfordOX2 8Ej, pp. 22

The replacement of detection by the totally different strategy of prevention, through better input and process control, will apply pressure to the outside of the failure circle causing a shrinkage of both internal and external difficulties. As the circle contracts further and further through adoption of never- ending improvement, the picture becomes one of a target, the center of which is zero failure- error- free transformation processes. If the concept of zero failure is not adopted, at least as the target, then it certainly will never be achieved. The approach must focus on developing the prevention mentality. It is easy to underestimate the effort that is required to change attitudes and approaches. Many people will need to undergo a complete change of ‘ mind- set’ to unscramble their intuition which rushes into the detection/ inspection mode to solve quality problems.

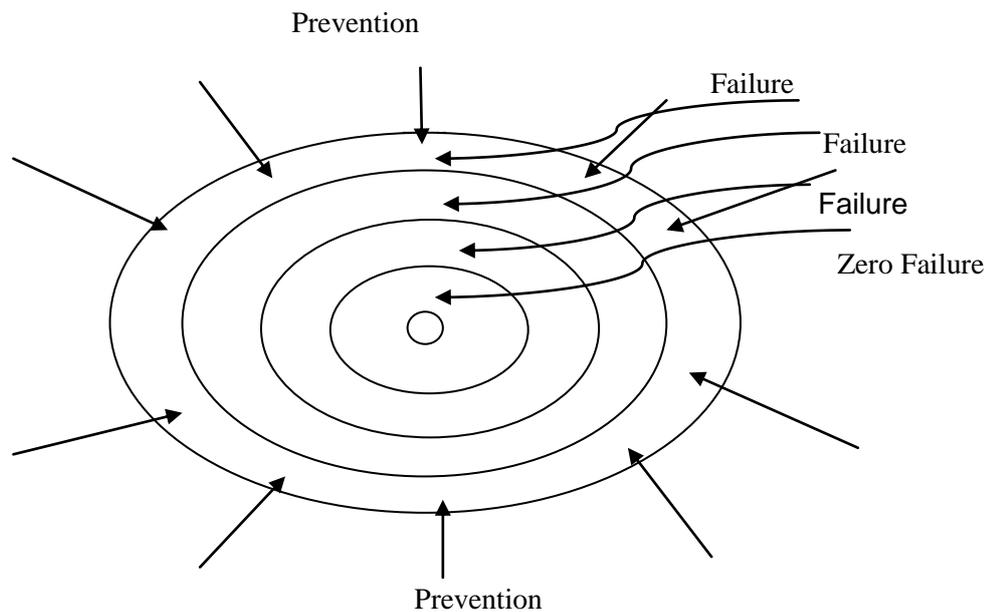


Figure 2 The prevention of failure

Summary

The management of many firms may think that their scale of operation is not sufficiently large, that their resources too slim, or that the need for action is not important enough to justify implementing TQM. Attempting to control performance through systems, procedures, or techniques external to the individual is not an effective approach since it relies on ‘controlling’ others; individuals should be responsible for their own actions. An externally based control system can result in a high degree of concentrated effort in a specific area if the system is overly structured, but it can also cause negative consequences to surface.

The views of managers in this area, to encourage reflection on issues: Is the standard of quality management adequate and are attempts made to ensure that quality is given proper consideration at the design stage? Do job instructions contain the necessary quality elements, are they kept up- to- date, and are employees doing their work in accordance with the instructions in the most economical way?

Managers are under consideration!!!

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