Business TQM culture in the world compared with the situation in the Macedonian companies

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Abstract

In this work, it's given analyses of the Macedonian companies about making up a business culture and a comparison with the business culture in the world. As a result of the researches, a new management system is offered that is based on the TQM (Total Quality Management) philosophy. The solution was found in improvement of the management system by accepting the new TQM philosophy and utilization of its strategy, development of the staff and promotion of the processes, and all of that is done earlier, even before the new technology and the separate IT are bought.

One of the biggest changes that the new TQM strategy requests from the Macedonian companies is to change the mentality and quit the old habits and the transitional syndrome. That means that the positive characteristics in the Macedonian mentality should evaluate, and the traditional values should be successfully joined with the cultural values and the current trendy values from the west, which rule the world.

Keywords: *TQM (Total Quality Management) philosophy, management system, traditional values, business culture.*

1. Introduction

Macedonian folks have been living for centuries in an area that verges with the global cultures, religions and civilizations. Many conquerors had their own mental type (through their religion, culture, standards…), and invading methods as well. As the time passed, a defensive mechanism against the foreign and new values was made in these areas, because of the fear of losing the personal identity. That led to isolation and illusion of self-contentment.

This mechanism leads to rebellion against the changes and the learning, and also against the success, because we can achieve success only with changes and learning. The basic problem of Macedonian people is how successfully to join their traditional values with the civilization values and with the current trendy west values that rule the world. The problem with the Macedonian mentality is that they persistently and irrationally object the exterior mental type, instead to analyze and use them. But, when a new mental type is accepted without detailed analysis, they easily and unwisely give up their own traditional type.

In order to find the key to happiness of Macedonian companies and the community, it is important to analyze some characteristics of the Japanese, English and Macedonian mentality and to draw morals.

2. Comparison between the Japanese and Macedonian business culture

The experience for the TQM (Total Quality Management) philosophy in the world compared with the situation in Macedonian companies shows that:

The TQM philosophy had best results in Japan (Sasaoka, 1995). There it's based on the Japanese culture and mentality, and it does adjust to accept the values of the west civilization. The Japanese (Kratsu, 1995) knew their weaknesses and developed the abilities they hadn't and based it on the present values. The universal belief is that they are reproductive and creative a little, but have a noticeable corporate spirit. They developed the team work, without holding it down, but with developing the individualism and creativity. Meanwhile the Macedonians built up collectivism and held down the creativity and the individualism.

Thanks to that, Japan nowadays, beside America is the owner of most of the innovations in the world, as a result to stimulation of cooperation instead of confrontation, which is characteristic for Macedonian mentality. Besides, Japanese are concentrated on common little improvements unlike the Macedonian orientation towards creating something big and spectacular.

One of the important characteristic of the Japanese mentality is (Latzko, 1995): persistence and orientation towards systematic and long-term solutions and results.

We often can notice superficiality, improvisations and short-term solutions in Macedonian tourist companies (Mitreva, 2010). There are positive results only when there are higher aims, which are rare, request a lot of energy and are achievable only with powerful leadership.

Macedonian view towards life is to live the day to the fullest, and it shows lack of vision for the future, because these people possess a lot of vital energy. That is the power of this civilization and its quality, but there is also a lack of elegance towards life and lack of plans for the future. When there is not any vital energy left, the intellect takes the energy.

Japanese experience shows that in order to activate the human behavior, important are (Kratsu, 1995): the persistency, patience and boost of the leaders, and the tuition and motivation of the employees. The concept of controlling the human resources in Japan is based on the following fact: knowing their place and role in the organization, the employees can understand clearly the organization's philosophy and its tendency to realize the organizing aims.

3. Comparison between the English and the Macedonian work culture

In order to understand how the West gathered forces and accepted the Japanese experience (Kano, 1996) that was adjusted to their mentality; it *would be useful to compare some of the Macedonian characteristics with the American ones.*

The Macedonian people have not learned the self-control. They have an active temperament, react quickly on any kind of influence, are not able to control their feelings, and that causes their grumpiness, passionate wishes and a lot of anger when the wishes are not fulfilled. Because of the disability of controlling the emotions, the work is presented far more worse that it really is. These people are intelligent and witty, but they jump to one-sided decisions, without previous calm thinking.

The difference between Macedonian and English goodness is that these people are willing to do anything for the people they care about.

The English are not as willing as the Macedonians, but unlike the Macedonians they are ready to help even people they do not like, but that are in danger. *Macedonians do good things because of love and English do the same thing because they are feeling it is their duty.*

The ability of self-control makes the Englishmen masters of their feelings. These people have calculated exactly what, where and how much should they feel. Because of that balance, they keep all of their feelings together although the same feelings are confronted. They divide their personality to public and private. When they do their job, their duty, they are featureless and spiritless**.** They do not know about stubbornness nor about whim, which are Macedonian characteristics. *Analyzing this (Mitreva, 2010), we come to the characteristics of Macedonian mentality and the approach that should be used for motivational involvement of the potentiality of the employees for building up a business culture and teams.*

The example from the Japanese and the English show how the big nations adjust to changes. Also, it must be mentioned that both nations are traditional and do not deny the values of their tradition, but they just include exterior mental types into their building of a new experience.

The main problem for us and many others is that we have hard time adjusting and accepting the change, which is very important for the punctuality of the business relations. The money is the key priority and the American managers are well known for their time-serving orientation and their

willingness to take a risk only if the financial aspect is tempting. It is of a great importance for Americans to make decisions quickly and decisively (which we have problem to accept), the directness and the concise information with a point. Also we mustn't forget the consistency and the determination as specific characteristics of the American business people. It can be noticed especially in bad business situations, when the managers often tend to look at the cause of the problem as a potential business opportunity that should be for personal usage. There are many other characteristics, but those that I mentioned before are the reason that makes USA the most powerful economic force in the world and gives it strength to survive these turbulent periods of world financials and economic crises (recession). It is more than certain that they will surpass the crises before any other country, and will have minimum consequences (compared to other countries).

4. The influence of Macedonian mentality and the old habits in creating business culture in companies

The problem that Macedonian companies have with employees and team work is two-sided:

- *we have a problem with our mentality which contains emphasized individualism and*
- *we have a problem dividing the old habits from participation into solving the problems, amendments and innovations.*

The lack of desire to have order and discipline into the intellectual world is the same with the one of a common illiterate villager. Here everyone do things on their own. No one shows an interest towards others and a common proverb is: "There isn't anyone without who we cannot work".

Because of these reasons, a medium and limited force and potentiality of people comes onto the surface. This characteristic stops our social development. Macedonian people have been managing on its own during many centuries with its own force and intellect. People were educated by their families and according to the proverb: "Have faith in yourself, think of yourself first and then of others", which led to too much self-confidence and wanting a lot of personal freedom. That is the basic reason for the difficulty to discipline people in our society.

One of the powerful sides of Macedonians is their rebellion against the global strive towards equality, because they want self-freedom and development. As a result to that there is a multiplicity in freedom of thinking, feeling and fondness. Strive of Macedonians towards as more free as possible can be noticed everywhere in the social circles.

The characteristics of Macedonians are: the ability of great zip in key moments, the natural wit of the mind, independence, raw judgment and

temperance. The consequences of self-management and the transitional period caused occurrence of more negative characteristic in our mentality, such as: envy, personal conflicts and consumption of energy in vain, too much individualism and disability of organizing a team-work. The progress during the transition was easier when done with poltroonery and demagogy than with work results.

All of that led to decrease of the creativity and disability for team-work, because of the tenet of determined view point without paying attention to the competence and argumentation. Each initiative was cut down and that will discourage the able workers and encourage the ones who were incapable. The results from all of that caused management crisis, much distrust, the impossibility to stimulate the real values, uncontrolled consumption and waste of capital, indiscipline and stagnation in the organization.

The unfulfilled ambitions of some individuals transformed into envy. There are often signs of envy in the politics, education and science. The envy causes personal conflicts, unavailing waste of the power and disturbs the teamwork, which is not liked a lot among people. Beside our individualism, in important moments we are willing to put through our activities and the results in the end are bigger than it was expected.

The problem with our mentality is that we persistently and irrationally go against the external mental types, instead of analyzing and using them wisely. But when we accept a new mental model without detailed analysis, we easily and unwisely give up our own model. Our basic problem is that we do not know how to successfully connect the traditional values with the cultural values, and with the current west values that rule the world.

Macedonian folks have been living for centuries in an area that verges with the global cultures, religions and civilizations. Many conquerors had their own mental type (through their religion, culture, standards…), and invading methods as well. As the time passed, a defensive mechanism against the foreign and new values was made in these areas, because of the fear of losing the personal identity. That led to isolation and illusion of self-contentment. This mechanism leads to rebellion against the changes and the learning, and also against the success, because we can achieve success only with changes and learning.

The TQM strategy enabled the Japanese to connect the traditional mental model with the new mental model of their traditional east culture, which contains values from the west civilization. We find out from Macedonian people that live and work abroad, that they have successfully collided their talent and individual mental potential with world methods and techniques, which bring us to our big unused potential.

A big part of the Macedonian companies are based on the traditional approach and because of that there is a need to reorganize the work/reengineering of the work (Mitreva, 2010), which means usage of the most important aspect – organization that learns.

5. Necessity of acceptance of the new TQM philosophy in Macedonian companies

Macedonian companies must build new management system based on the TQM strategy which requests less time and money, and can have the same or bigger effects than the big investments into equipment (Beskese and Cebeci, 2001).

In order to survive in the 21 century, the organization has to have three strategies:

- fast improvement and balancing the quality of the existing services and processes;
- reduction of certain parts of the organization with the aim to decrease the costs of the existing services and processes;
- expansion of certain parts of the company and development of new services and elements.

The first strategy represents constant improvement, while the other two represent sudden improvement and new values.

One of the biggest changes that the new TQM strategy requests in our companies is to change the mentality and to get rid of the old habits and transitional syndrome. That means, that the positive characteristics of Macedonians must be developed, and the modern mental type must be accepted.

No one reaches his/her goal if he/she wants to expand his/her knowledge, because the same moment that we reach some top we find out that there are more higher mountains that have to be conquered. This thought should be used by the managers in Macedonian companies, who have to be ready for more learning and to teach their employees the same thing.

6. Conclusion

The conclusion is that to run successfully a Macedonian company will be possible only through: creating business culture from the traditional values and standards, and connecting it with the trendy west values that rule the world; good management teams; good cooperation with the employee; clear standards for rewarding and punishing; clear commands and precise instructions, instead of negotiations with the employees; and all of that is possible only with managers that use the TQM strategy.

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