

# Considerations Concerning the Redesign of the Management System at the Level of the Organization – Quality Perspective

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## Abstract

*The success of an organization is achieved by its ability to meet the needs and expectations of its customers and other stakeholders in the long term and in a balanced way. Lasting success can be achieved through effective management of the organization, through environmental awareness within the organization, through learning and applying appropriate improvements, innovations, or both.*

**Keywords:** *management style, organizational management, organizational change*

**J.E.L. classification:** M1, M14

## 1. Introduction

The manager's role is to manage unorganized system and to allow addressing and solving problems during the current activities, in order to allow continuous improvement of results (reduction of expenditures and costs, increasing productivity, reducing the time of delivery, increasing flexibility in meeting customer requirements, etc.-all these improvements having the effect of increasing competitiveness). A manager has to manage the continuous improvement of internal processes in an organization. The manager must possess the necessary skills and to be able to meet the requirements of the occupation: attention, skill, honesty, team spirit, power analysis and decision, adaptability to new situations, resistance to stress factors and fundamental skills: teamwork, continuous personal development.

## 2. Quality management system

From a quality point of view taking into account managerial systems and changes, ISO 8402 defines quality as "the ensemble of characteristics of an entity, which gives it the ability to meet the needs expressed or implied". According to this definition (Abdullah, M. M., Uli, J., & Tari, J. J. , 2009):

- quality is not expressed through a single feature, but by a combination of characteristics;
- quality is not alone, it exists only in relation to customer needs;
- quality is a continuous variable and not discrete;
- quality must be satisfied not only with the expressed needs, but also the default.

Quality management represents a set of activities aimed at the achievement of goals through optimal use of resources. This ensemble comprises planning, organizing, coordinating, monitoring and quality assurance. Quality management in all management processes within the company proposes a series of "strategic objectives": economic, social, technical, commercial, which is achieved through "operational objectives". The latter would be: obtaining products and services of appropriate quality requirements, the quantity applied for, the time agreed and that must be available at place or desired market, however, in conditions of minimum costs (Doring, H., Downe, J. and Martin, S.J., 2013).

Figure no. 1. Quality management system (processes)



Source: Personal interpretation of the data

To operate successfully in the competitive market environment, the organization needs to be coordinated and controlled systematically and transparently. For this purpose, the companies can implemented a QMS system for the continuous improvement of performance and customer satisfaction, and other interested parties. Management activity includes organization and quality management. The eight quality management principles are (Hvid, U. and Andersen, S.C., 2013):

- customer orientation of the organization depends on its customers, companies should meet, understand and exceed customer expectations.
- leadership, leaders establish unity of goals and vision of the organization. They must create the conditions for the involvement of staff in achieving the objectives of the organization.
- staff-staff Involvement is the essence of the organization and the manager abilities to be use employees for the benefit of the organization.
- approach based process, the desired result can be obtained when the activities and related resources are run as a process.
- management system, like approach to identifying, understanding and driving linkable processes as a system, bringing the effectiveness and efficiency of the organization in achieving the objectives.
- continual improvement.
- approach based on facts in making decisions, decisions are based on data analysis and information.
- mutually beneficial relations with suppliers.

In order to apply the principle of leadership a person should be proactive and to lead by example; understand and respond to changes in the external environment; to take into account the needs of all stakeholders (clients, owners, staff, suppliers, communities, society as a whole); to establish a vision for the future of the organization; to establish common values and ethics organization models; to build and to eliminate fear; to provide the necessary resources and personnel with the freedom to act with responsibility and liability; to inspire, to encourage staff to recognize contributions; to promote open and

honest communication; to educate, to build and guide staff; to establish daring goals and targets and finally to implement strategies for these goals and targets (Le Moigne, R., 2013).

### 3. Quality Perspective

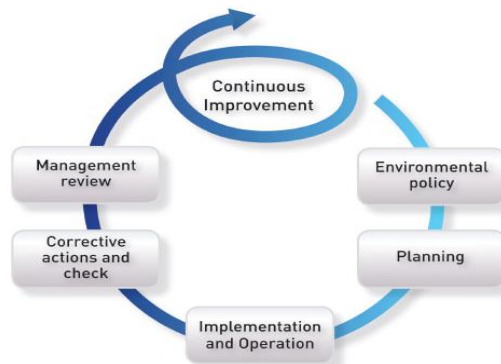
Identifying and understanding the leadership related processes as a system contributes to the effectiveness and efficiency of the organization in achieving its objectives. The benefits of understanding can be (Shahin, A., & Debestani, R., 2011):

- integration and alignment processes will allow a better achievement of the desired objectives;
- ability of concentration on key processes;
- providing confidence to interested parties on the existence, effectiveness and consistency of the organization.

The application of the principle of the precautionary approach as a system of management can lead to:

- the structuring of a system whereby the organization's goals to be achieved effectively and efficiency;
- understanding the interdependencies between the processes in the organization;
- structured approach to harmonization and integration processes;
- achievement of a better understanding of the roles and responsibilities needed to achieve common objectives and to reduce disruption;
- understanding the organization's capability and setting priorities for action in accordance with the material constraints;
- define specific activities within the system;
- the pursuit of continual improvement of the system through measurement and evaluation.

*Figure no. 2. Quality process (management perspective)*



*Source: Personal interpretation of the data*

The continuous improvement of the organization's overall performance should be a permanent objective of the organization (Sousa, S., & Aspinwall, E., 2010). The main benefits for the organization should be:

- performance advantage by improving the capability of the organization;
- subordinating the activities of improvement from all levels of the company to the strategy of the organization;
- ability to react quickly and flexibly to opportunities.
- application of the principle of continuous improvement may result in employing a consistent approach across the organization to continuous improvement in performance.

The adoption of a quality management system should be a strategic decision of the management at the highest level of an organization. Design and implementation of a quality management system for an organization are influenced by the goals of the products/services the company provides, the existing processes, as well as the size and structure of the organization.

Systems exist everywhere and affects every aspect of our lives. Looking from a management perspective, the recovery of an initial investment can be accomplished in a timely manner and delivered on-time if the service providers want to understand their role in the supply chain (products and services), so they can meet their customers ' needs. The fulfillment of these tasks becomes possible as business (organization/company) uses a quality management system to determine the needs of each parties involved (owners, employees, customers, suppliers, authorities), to transform these necessities in the internal requirements, to provide the necessary resources, to meet the requirements and to review the performances; and this cycle will have to be repeated continuously to ensure permanent improvement of activities. This theory seems simple in its essence, but as we know all those involved in the management of a business, the complexity of the real world is in fact much more difficult. Many problems that companies/organizations encounter nowadays come from thinking and systemic anti-action. To prevent such a trap, it is important that each manager to define the organization/company as a system whose necessity is to fulfill the requirements of: owners (employers, legal owners) continue to improve and ensure the entire system (Van Dooren, W., Bouckaert, G. and Halligan, J., 2010).

A management system consists of four main elements:

- policy and management objectives, with the role of the guide-management
- responsibilities, defined so that everyone involved knows what are the needs and demands of the company
- defining processes, which establishes connections to people with organizational goals
- distributing and analyzing data (documents and recordings), so as to ensure the improvement of organizational performance

Each organization/company is unique, having its own identity and organization, so although each organization has a management system based on the four main elements, cannot have two similar management systems. Every organization/ company must develop its own quality management system, so that it can be used continuously and improved. A management system which is properly designed and developed as tool at the disposal of the organization, is used to communicate and the interdependence of individuals, and processes in order to enable decision making under a correct analysis, making possible for the company to increase profits.

*Figure no. 3. Managerial systems*

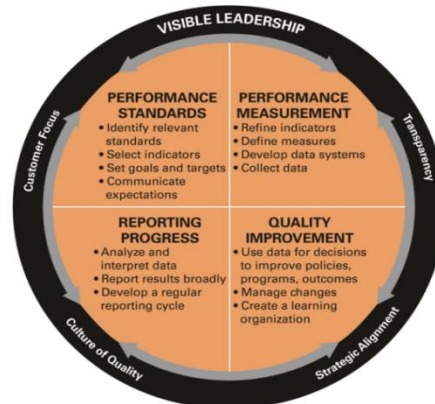


*Source: Personal interpretation of the data*

Looking from a performance management perspective for the redesign at the level of the organization, the performance management represents the amount of strategic interventions that influence the long-term

work of the organization, resulting in improved economic results, a set of actions designed specifically to improve the results the employees, departments and of entire company. As part of this management system, assessment of performance represents a periodic retrospective analysis of the results obtained as a result of the performance of the proposed strategies. Besides evaluation, performance management includes (in a simplistic schema): defining the roles of each department/individual, fixing performance indices (what exactly defines performance); performance standards (which is the optimal level indicating performance); communication of roles and standards, indices and, last but not least, providing an environment for success (X. Zu, L. D. Fredendall, and T. J. Douglas., 2008)

Figure no. 4. The performance management system



Source: Personal interpretation of the data

#### 4. Conclusion

A quality and performance management systems represents the security business optimization in terms of sustainability in the environment in which the company operates. In general, a quality and performance management must not be viewed as a luxury, but as a key capability, a central piece at the organizational level, generating competitive advantage.

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