

TOTAL QUALITY MANAGEMENT IN CORELATION SECURITY MANAGEMENT AS A PREREQUISITE FOR ORGANIZATION DEVELOPMENT

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Abstract: Constant changes in the economic, legal, political and technical-technological environment, have conditioned the need to adapt all parts and functions of the organization to the dynamics of change. Successful change management is crucial for the survival and growth of a company. The dynamism of change causes the creation of strategies of constant innovation. Such innovation is achieved by applying the TQM method, continuous improvements that are the core of this method. The application of TQM is also possible from the aspect of safety, which leads to a better definition of the goals and plans of the organization, as well as to the successful organization, control and improvement of procedures and processes that achieve the set goals and implement the established plans. The implementation of TQM in this area leads to a better definition of goals and plans of the organization, as well as to the successful organization, control and improvement of procedures and processes that achieve the set goals and implement the established plans. This implies that TQM is imposed as a need in the field of security management of the organization, all with the aim that the organization develops and grows smoothly, but also adapts to current changes and needs. The article examines the application of TQM from the aspect of realization of security management roles.

Key words: quality, management, safety, change, change management.

1. INTRODUCTION

The world in the field of production, technology, organization and management has been experiencing rapid and significant changes in recent decades. The changes create the foundations of a new business culture and new criteria for business success. The main goal of the changes is to improve competitiveness and a better market position.

Changes are an integral part of our lives. They are constantly present, last forever and will continue forever. Every disturbance of the balance, the steady flow, that is, the emergence of changes, creates new problems that seek solutions. And the solutions create new problems and so on. This cycle exists as long as there is life. [1]

Changes represent a response and reaction to environmental influences or to the need to impose change on the environment in order to achieve a significant advantage over competitors. Successful change management is crucial for the survival and growth of a company. The dynamism of change causes the creation of strategies of constant innovation.

Constant changes in the environment, economic, legal, political, and especially innovations in the field of product and process technology and information technology, have conditioned the need to adapt all parts and functions of the organization to the dynamics of change. It is necessary for a modern organization to be open to innovation, flexible, creative, with re-examination and more precise determination of the optimal strategy, shaping the organizational culture, decision-making and management. The main goal is to establish an innovative organization in which innovation will not be a rarity or just a periodic phenomenon, but a goal that every employee strives for during each working day.

Such an innovative organization is achieved by applying the TQM method, ie continuous improvements that are the core of this method. TQM is an integrated management system and a set of methods which include, but are not limited to: continuous improvement, meeting customer expectations, long-term strategy, increased engagement of all participants in decision making, teamwork, minimizing resources spent on finishing, effective process planning, comparing results with

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leading competitors , continuous measurement of achieved results, maintaining contact with the external business environment, education, exchange of experience, participation in corrective activities.

From this it can be concluded that the application of TQM is possible in all types of organizations, and that it leads to better quality of products and services, reduction of losses, greater market satisfaction and improvement of financial indicators. Essentially, the work is aimed at bringing readers closer to the facts on which TQM is based.

2. QUALITY

The basic attractiveness of quality is that it is basically a positive concept [9]. No one is against quality and everyone wants to have it. The word quality comes from the Latin word "qualitas" which means that something has good properties, properties or value. Quality means the human effort to do things well and the desire and need for quality is essentially human nature.

Different authors define quality differently, but basically they all start from the need and satisfaction of consumers and the possibility for them to be satisfied. According to Deming, one of the so-called quality gurus and the originator of total quality management, quality is a predictable degree of uniformity and reliability that meets market needs at low cost. Juran, another quality guru, defines quality as convenience to use.

The concept and content of quality were defined differently and had different meanings during the development path. In the beginning, the notion of quality was related mainly to the design or engineering of products, and through that she observed and appreciated the responsibility for the realized production as a whole. Therefore, the basic role and responsibility was seen through the achieved adjustment to the pre-given specifications for that product. Quality meant inspection, which means that all products were controlled and shortcomings were corrected.

After that, "quality" received a statistical determinant, which means that the application of statistical methods measures the deviation of the so-called natural variations from the given standards and thus ensures the control of the production process. After that, "quality" is expanded beyond production, to include all functions, which means that it develops the concept of complete quality control.

Today, the concept of "complete quality" is being developed, which represents a comprehensive approach, continuous improvement of everything, involvement of all jobs and all employees and customer satisfaction. Continuous interaction between customers-production and other parts of the organization (customer - marketing - engineering - production - control) is necessary, and quality is seen as a continuous improvement of a stable system.

Quality management should cover all aspects of quality, from process design, through process implementation and resource use. All efforts to achieve quality must be guided by corporate quality policy as well as a system of planning and control with adequate involvement of all employees. The area of quality is one of the key areas in which the manager makes his decisions and is directly responsible for the quality of all segments and processes in the organization or part of it.

Theoretically, the possibilities for applying quality are limitless. In each specific situation, even in organizations dealing with security services, ie the part of the organization in charge of security issues, the application and role of this concept depends on the ability of the organization to be able to do so and to apply it. The fact is that each model has its limitations. By using principles, methods, procedures and quality tools, all aspects of business can be influenced. It is the new concept of total quality that should respond to all these requirements and enable the achievement of a competitive advantage in the given conditions by changing the way of working and doing business.

Total quality is a comprehensive concept that combines technical, market, economic, organizational and ethical aspects of business. According to its approach, total quality is, therefore, at the same time the top level of the concept of quality improvement on the one hand and the top level of the concept of management on the other hand. That is why it is said that total quality is the best

management method because at the same time it satisfies customers, restructures the organization and increases productivity and profit by reducing costs.

3. TOTAL QUALITY MANAGEMENT

TQM is a systems approach to management that aims to continuously improve value for the customer by designing and constantly advancing organizational processes and systems [4]. The overall goal of TQM is based on continuous improvement. Such an approach in modern society is necessary in order to achieve a competitive advantage. The word total or total expresses the idea that all employees, through every function and level in the organization, strive for quality.

The word quality suggests excellence in every aspect of the organization. The management of the organization indicates that it strives for quality as a consequence of the quality management process. Such an organization strives for constant change to meet new customer requirements, creating new needs and improved values for customers.

3.1. Edvard Deming`s TQM

Edward Deming was one of the pioneers in the creation and popularization of quality management in Japan in the early 1950s. Today, he is considered a national hero in Japan. He is the creator of the famous Deming Quality Award, which was established in Japan in 1951. This is considered to be the first TQM approach in the world. Deming defines quality as a predictable degree of uniformity and reliability that meets market needs at low cost [9]. He developed the Statistical Process Management System (SPC).

Deming in its approach to quality management considers two approaches to change:

- Changes caused by external influences that are defined as uncontrolled or special factors.
- Changes that can be managed and that result from the process itself and its organization.

In Deming's opinion, quality improvement begins with the identification of these two types of change. The next step comes down to eliminating the specific causes of irregularities and concentrating on the changes and causes of the irregularities that can be managed. Identification and elimination of special causes is done by applying the method of statistical quality control of the process with the use of different types of control charts. Process improvement by applying business process redesign is done in order to meet and meet the requirements of as many users as possible.

One of the often cited approaches that is the basis for explaining quality management and its improvement is the Deming PDCA (Plan-Do-Check-Act) cycle. The usual way of graphically representing this cycle in the form of a circle or a dot speaks of the connection of these activities in the process of dynamic quality management. At the same time, the PDCA process should be understood as a process of acquiring knowledge. It can be applied to individual processes in the company, as well as to the company as a whole. the PDCA process should also be understood as a process of acquiring knowledge.

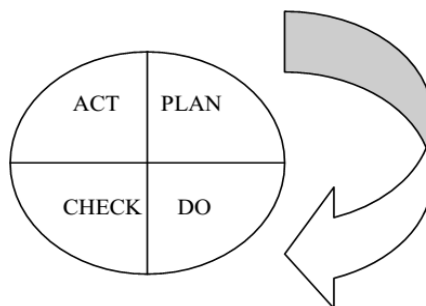


Figure 1 - Deming`s PDCA cycle [7]

First phase: PLAN (planning) - refers to the study and analysis of the existing situation, the collection of appropriate data to understand the needs of the environment, the situation in competing companies and processes in order to develop an action plan. All this is done due to the need to notice changes, define problems, determine the causes of problems and develop action plans to solve problems.

Second phase: DO (implementation) - The proposed improvements are checked and the obtained results are collected. All employees undergo training related to the application of methods and techniques in quality improvement. Determine the basic indicators of success in the process of quality improvement and form a project team that will manage the process. Once the plan has been formulated, resources identified, responsibilities identified and staff trained, the first steps taken to improve.

Third phase: CHECK (control) - A pilot project is executed and data on the values of performance indicators are collected. The collected data are analyzed, which are compared with the expected results and conclusions are drawn. Due to possible problems and errors and because it is necessary to provide a basis for further improvements, this phase should be carried out correctly and accurately with the application of appropriate analytical techniques and tools. **Fourth phase: ACT** (action) - The implementation of proven improvements is approached. There are two possibilities, to accept or reject the proposed solution. The work procedures of the accepted solution are standardized and employees must know exactly how they will apply them in future work. Due to possible problems and errors and because it is necessary to provide a basis for further improvements, this phase should be carried out correctly and accurately with the application of appropriate analytical techniques and tools. **Fourth phase: ACT** (action) - The implementation of proven improvements is approached. There are two possibilities, to accept or reject the proposed solution. The work procedures of the accepted solution are standardized and employees must know exactly how they will apply them in future work. Due to possible problems and errors and because it is necessary to provide a basis for further improvements, this phase should be carried out correctly and accurately with the application of appropriate analytical techniques and tools.

Fourth phase: ACT (action) - The implementation of proven improvements is approached. There are two possibilities, to accept or reject the proposed solution. The work procedures of the accepted solution are standardized and employees must know exactly how they will apply them in future work.

It is necessary to repeat the cycle a certain number of times under different circumstances and conditions in order to determine the accuracy of the obtained results. PDCA is a continuous cycle that is constantly repeated and thus improvements become a part of everyday life. In that way, the organization gets better acquainted with its own functioning, and thus with customer requirements. Basic principles of TQM.

For efficient implementation and enforcement of TQM it is necessary to adhere to the following principles: [4]

Concentrating on customer needs: Customer needs are integrated into business activities; The customer was provided with more than expected; Customer satisfaction is a priority; Changes in customer demand are systematically monitored so that improvements can be introduced in a timely manner; The aim is to prevent errors and not to eliminate errors.

Defining goals: The mission and vision are developed at all levels of the organization and strive to develop inspirational management to define clear and realistic goals; Managers by their behavior fully strive to meet goals; Commitment to the results in achieving the goals that underlie the satisfaction of all stakeholders in the organization was expressed; Emphasis is placed on the process of quality improvement.

Involvement of all employees in the process: Full engagement of all employees; Teamwork is approached that leads to a higher level of knowledge and sharing through communication, respect and trust; Skills are developed through learning through concrete examples; Employee training is provided; Entrepreneurial spirit and leadership qualities are developed at all business levels.

Actions are taken on the basis of existing facts: To function on the basis of facts and not according to feelings and rumors; Analysis of the cause of the problem is performed by measurement; Data related to goal setting are regularly collected, processed and analyzed; All activities are subject to control through data verification.

Process orientation: Internal users are analyzed; The process is more important than the obtained results, the significance of the achieved results is analyzed; Process efficiency is measured; Standardization is approached as the ultimate goal; The process is constantly improving.

The greatest importance is attached to continuous improvements: Each employee improves himself and improves his own work and helps to improve others; Each problem is seen as a chance to improve the process; Multidisciplinary business development teams are being developed; The work environment is such that continuous improvement is a way of life; Behavior of the entire organization as socially responsible - which means overcoming the narrower legal framework in which the organization operates and an active attitude towards the expectations of stakeholders as well as society as a whole; The organization as a whole is improving, not just individual parts.

3.2. Edvard Deming`s TQM

Basic elements of TQM implementation Success in implementing total quality management in a company is conditioned by the existence of 8 basic elements [10]: ethics, integrity, trust, training, teamwork, leadership, recognition and communication. According to their function, the listed elements are divided into four groups [6]: - Basic: ethics, integrity, trust; - Constructive: training, teamwork, leadership; - Binding: communication; - Supreme: recognition.

Basic elements

Total quality management is created on the basis of ethical principles, mutual integrity and mutual respect, based on openness, trust and honesty. Such a combination of elements is the key to the success of its implementation. Each of the elements makes a unique contribution to the implementation of the principles of this philosophy and its concepts [10].

Ethics – It is divided into organizational and individual ethics. Organizational ethics are based on business rules of conduct and the attitude of employees towards codes of conduct. Individual ethics refer to the personality and its respect for ethical principles. Integrity – is based on honesty, morality, impartiality, loyalty, facts and sincerity. The key characteristics of products or services are those that the user wants and expects to receive. Trust – stems from the previous two elements (ethics and integrity) and is a very important component of total quality management. Trust is associated with the full involvement of all employees in the organization in the quality improvement process. Trust encourages a sense of belonging to the organization, and therefore greater employee engagement [2]. It also requires making business decisions at a higher organizational level, taking risks in quality improvement by the individual and creating a work environment in which continuous improvements do not lead to competitive relations between employees.

Building blocks

By establishing a strong connection between ethics, integrity and trust, building blocks lead to the recognition of the organization. Training – the necessity of training in order to achieve high productivity. Employee training refers to the improvement of personal skills, teamwork, problem-solving skills, decision-making, and the analysis of indicators and characteristics. “The ultimate goal of continuous training and employee training is the efficient operation of the company” [3]. Teamwork – teamwork is the basic key to successful business. Working in teams achieves faster and better problem solving. Teamwork contributes to the continuous improvement of processes and working methods and operations. Working in teams, employees more easily approach problem solving and, working together, reach the desired solution. Leadership – exists in all parts of the organization and therefore represents the most important element. Leadership in total quality management requires a manager who has a vision, an attitude accepted by the company's employees, and appropriate human values. Successful business is achieved only if managers manage their employees in the right way. The leader must be sure that the strategy, values and goals in the entire organization set in the right way [5]. Connecting elements Communication – communication is the link between all elements within quality management. It is always necessary to understand the idea that the sender is conveying to the recipient. The success of the application of the above principles depends on communication between members of the organization, suppliers and customers, followed by mutual communication between

members of the organization [5]. It is necessary that the exchange of information is concise, unambiguous and timely.

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Supreme Elements

Recognition – employees generally strive to find ways to make themselves and their work teams stand out in a competitive way. The main task of the manager is to find the right collaborators, which will increase their own importance, positive atmosphere, quality and productivity.

4. SAFETY MANAGEMENT AND TQM AS A MODEL FOR REALIZING THE ROLE OF SAFETY MANAGEMENT

Prevention and mitigation of the consequences of external and internal threats are always current problems in almost every organizational system. Therefore, if not all, then most organizational systems must be designed to include security in their plans. In doing so, people working on the development of security management must also take into account other goals of the system, that is, to choose alternatives that offer additional benefits to business owners. That is why it is of great importance to view security in the context of a wider system. So, in a broader sense, security management represents the special work of all managers in various social structures, which is directed at the realization of the security function as one of the basic functions of every organization [7].

In a narrower sense, security management represents the special work of managers in security institutions, which is directed at the realization (achievement) of their human and other resources in order to achieve (achieve) the goals (desired state) of security.

The importance of security management in every organization is to increase the "vitality" of the organization, i.e. the ability to survive in different circumstances [7], and thus enable the prosperity and growth of the organization. Security management in the organization also influences the strategic decision-making of the organization. Although it does not make strategic decisions, security management significantly influences their making by providing top management with information and assessments on the basis of which strategic goals are defined and operational decisions are made about the security objectives of the organizational system, ways and means to avoid adverse impacts coming from the environment or the organizational system itself, or to reduce their harmful impact. This imposes the need for security managers to fully understand the business that the organization is engaged in and to know and apply management functions. This means that their "knowledge extends to the essence of the products and services provided by the organization", and security management is viewed as a process that is integrated into other functions of the organization. As a result, security management is moving to the top of organizational management and represents a fundamental segment in strategic planning.

The subject of security management includes its roles (competences) and functions (activities). The essence of security management is its roles, namely [7]:

- representing and advocating for the security organization,
- organizing and ensuring the efficient and lawful performance of security tasks,
- managing human and other resources of security entities,
- establishing, building and improving partnership relations between security entities and citizens and other security entities in the local community, and
- building and improving conditions for respecting and exercising human rights and freedoms.

Each of these roles has its own unique significance in the implementation of security management, and security managers must fulfill them fully and together. This is their purpose – the reason for their existence as bearers of security management.

From the perspective of the entire security organization, when integrating the concept of TQM as a model for realizing the roles of security management, it is possible to consider and apply the following elements of TQM:

- Leadership is essential for the role of representing and advocating for the security organization in order for the organization to be successfully represented and to participate in the part of the social sectors that deal with the field of security. Leadership in TQM requires a manager who has a vision, an attitude accepted by the company's employees and appropriate human values. Successful business is achieved only if managers manage their employees in the right way. The leader must be sure that the strategy, values and goals in the entire organization are set in the right way. [14] In addition, in order for this role to be successfully realized, there needs to be good internal and external communication both with partners and, above all, within the organization. The task of leaders is to establish a value system for quality in security and to incorporate it into the structure of the organization, in order to bring added value to the organization in this segment as well.
- To organize and ensure the efficient and legal performance of security tasks, it is necessary to apply continuous improvements and strive for excellence, i.e. strive for top quality and reliability, by implementing an integrated and process approach and systematizing the organization with full implementation of the Constitution, laws, regulations and standards, both domestic and foreign, which are correlated with the subject of the organization's work in the field of security.
- For successful management of human and other resources of security entities, it is necessary to achieve full engagement of all employees (each in their part of responsibility) and strive, whenever possible, for teamwork that leads to a higher level of knowledge and synergy through communication, respect and trust. At the same time, it is necessary to create such processes that will optimally select, allocate and use other resources of security entities.
- For successful establishment, development and improvement of partnership relations of security entities with citizens and other security entities in the local community, it is necessary to foresee in the goals of the organization and create in the plans the conditions for the organization to open up to users (citizens) and obtain feedback from users, which must be used to see the good and bad sides of the established goals and plans so that they can be corrected or improved. The organization must view other security stakeholders as business partners and must emphasize the development of partnerships that add value to the organization, as they can provide additional information about both the security environment (challenges, risks and threats) and user needs that the organization itself has not recognized. This also creates conditions to improve the goals, plans and processes within the organization.
- In order for organizations to build and improve conditions for respect and exercise of human rights and freedoms, it is necessary for an organization to behave in a socially responsible manner and to fulfill its obligations under laws and regulations. This implies that organizations should fully implement and respect the legal frameworks in which they operate and have an active attitude towards the expectations of interest groups as well as society as a whole in relation to the respect and exercise of human rights and freedoms.

5. CONCLUSION

The management of every organization pays special attention to security as a basic condition for survival and prosperity. Different organizations have different security challenges, risks and threats, so the risks to which the state as an organization is exposed differ greatly from the challenges to which a business enterprise, public service or cultural institution is exposed.

The different risks and threats to which an organization is exposed, as well as the responsibility that the organization has towards the environment in terms of security, have a decisive influence on security management, i.e. the way in which decisions related to security will be made. The way in which management deals with security issues depends primarily on the general goals of the organization. The application of TQM is possible in all types of organizations, including from the security perspective, as it leads to better definition of the organization's goals and plans, as well as to successful organization, management, control and improvement of procedures and processes that achieve the set goals and implement the established plans.

The application of TQM from the aspect of realizing the roles of safety management can result in successful change management, which is of crucial importance for the survival and growth of a company. Analyzing the elements and basic principles of TQM, it can be seen that certain segments can be applied or already recognized in the application of safety management. Total quality management can be a useful tool for safety managers in meeting the safety needs of both citizens and companies in all three social sectors (state, business and non-governmental).

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