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Quality Determinants of Organizational Safety

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Abstract:

Purpose: *The article shows the quality conditions of organisation security in various areas, including the development, implementation, maintenance, improvement and auditing of the quality management system based on the ISO 9001 standard, taking into account soft and hard quality improvement factors in the organisation.*
Design/Methodology/Approach: *The purpose of this research was to identify the areas of qualitative activity that affect the stability of the organisation's development and thus its security. The theoretical and cognitive goal was a substantive review of the literature on the subject and scientific studies in the field of quality management in the sense of stable development. The research goal was to identify barriers and limitations in the area of development and achievement of quality goals. The authors analysed and assessed the quality management system in the organisation in three aspects, development and implementation, maintenance and improvement, and audit.*
Findings: *The process of developing, implementing, maintaining, improving and auditing the quality management system affects the security level of the organisation. Owing to that, it is a modern tool focusing on introducing organisational order in the company, both in terms of structure and creativity of all employees.*
Practical implications: *The article identifies the qualitative security of the organisation activities and processes supporting business activities. The authors addressed this topic in the context of the culture of quality, security and excellence.*
Originality/Value: *The authors present the quality management system as a modern and effective quality improvement tool that requires many activities and far-reaching changes, which brings undeniable benefits in the organisational and economic sphere. The culture of quality, security and excellence as well as the employees are the foundation for the effective and efficient implementation of quality management concepts, models of excellence and specific pro-quality approaches, for the development of the organisation and managing the multidimensional risk of its functioning.*

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1. Introduction

Nowadays, we observe a very fast pace of changes in social needs in terms of consumption of goods, education, health protection, and environmental protection. The market is characterized by an excess of producers - offerors of products and services, easy sourcing of goods, with very limited material resources of consumers. These elements mean that both the creators of goods and their recipients focus their attention on quality.

There are many reasons for introducing a quality management system. We can include among them, market requirements, increasing competition, customer expectations, the need to use active marketing, maintaining a favorable image of the bank in the eyes of customers, harmonization, standardization and unification of regulations, contractors demand evidence of ordering all areas of activity confirmed by the certificate (Wyrębek, 2010).

Striving to implement a quality management system has become a principle commonly used by companies all over the world, as it can ensure their safe operation. ISO 9001 focuses on three basic aspects, i.e., the implementation of quality control, proper documentation of the processes taking place in the organization and ensuring that the emphasis on proper quality is applied by everyone in the organization. Although the ISO 9001 standard does not emphasize the key elements of business, their basic philosophy is to improve the functioning of the organization by improving the company's management processes. It is a means that enables enterprises to prove that they do what they declare - and declare what the client "dictates" to them.

It is the understanding of customer requirements that is the key to quality. The ISO 9001 standard has become a common understanding of a common goal - universal quality, and entering the path of meeting the requirements creates conditions for undertaking wide-ranging pro-quality activities, which, when fully developed and integration will give measurable effects.

An important organizational and cognitive problem in the management of modern organizations in terms of organizational security and sustainable development returns again to studies and practical solutions, due to the increasing number of various crisis states affecting the stability of the organization's functioning.

The purpose of this research is to identify areas of qualitative activity that affect the stability of the organization's development and thus its security. The implementation of the assumed research goal was possible thanks to the implementation of partial goals in the area of theory - cognition and research. The theoretical and cognitive goal was to analyze the literature on the subject and scientific studies in the field of quality management in the sense of stable development.

The research goal was to identify barriers and limitations in the area of development and implementation of quality objectives. Hence, the analysis and assessment of the quality management system in the organization was important in this respect in terms of development and implementation, maintenance and improvement, and audit. The scope of scientific inquiries predicted by the authors and the expected research result prompted the formulation of the main research problem resulting from the adopted main research goal in the form of the following question:

To what extent does the process of developing, implementing, maintaining, improving and auditing the quality management system affect the safety level of the organization?

Theoretical and empirical methods were used to achieve the objectives of the development and solution of the presented research problem. Scientific methods such as analysis, synthesis, abstraction, generalization, comparison, analogy and inference were adopted for the theoretical methods that were used at each stage of the research process and for solving research problems. These methods were used in the course of research on the literature, source documents and statistical data.

2. Security in the Area of Development and Implementation of Quality Objectives

The priority goal of the company is to meet the needs and expectations of customers in terms of production and provision of services. In order to achieve all this, one should strive to improve the quality of manufactured products and services so that the company's profit is associated with experience, professional service, reliability and stability of the company.

Goals are achieved through (Konarzewska-Gubała, 2003):

- professional service for all clients;
- involvement of experienced and competent employees;
- providing the necessary resources and means to implement the requirements;
- achieving quality goals through constant optimization of work organization and improvement of defined processes;
- continuous improvement in reducing the impact of the company's operations on the natural environment (including minimizing the emission of all harmful factors, minimizing fuel and water consumption for technological purposes and managing post-production waste);
- application of modern technologies;
- undertaking measures to constantly reduce the number of accidents at work, occupational diseases and near misses among employees;
- continuous development of employees' qualifications, knowledge and awareness of the applicable requirements and specific goals;

- using materials from selected suppliers who meet our quality requirements;
- undertaking activities related to the development of the enterprise, its continuous improvement, in particular the integrated management system.

When determining the goals, the requirements for the product, compliance with the requirements and other requirements, significant environmental aspects, including pollution prevention, as well as hazards and the results of the occupational risk assessment are taken into account.

When setting goals, the financial and business capabilities of the enterprise as well as the point of view of interested parties are also taken into account and, if possible, and periodically reviewed and updated with the participation of management, employees and their representatives (Wyrębek, 2013).

The tasks of the management of each organization include, commitment of all employees to meet the requirements, provision of resources, initiating a difficult, time-consuming process of necessary cultural changes in the company, ensuring the best effectiveness of the implementation of the quality management system.

It is also the task of management to establish measurable qualitative assumptions. Basic conditions should be considered here, such as, customer satisfaction, which is the result of morality and professionalism, continuous improvement of the quality level of the service offer, taking into account the requirements related to environmental protection; offering the service quickly.

The implementation and proper functioning (maintenance and improvement) of the quality management system requires the involvement of the management (Ciekanowski *et al.*, 2017).

3. Quality Areas of Security Resulting from ISO Standard 9001

ISO Standard 9001is the base for implementation and certification of quality management system. The norm is universal. It does not contain requirements concerning a product (it is not a technical standard) but relates to management requirements. These requirements enable implementation of quality management system in manufacturing enterprise, service enterprises and also in public administration.

These provisions that raised doubts and required explaining were written in a clearer and unambiguous way. The phrasings were changed in places where they could be interpreted wrongly. Some phrases were presented in a more logical and clear way for example those concerning the control over records, internal audits, controls over an incompatible product. In many points remarks facilitating understanding and

explaining requirements were added for example processes carried out outside, control over documents, human resources, work environment, customers perception as to weather the company meets their expectations.

However we have to remember that information given in remarks are not requirements. They are only to facilitate understanding and explanation of requirements to which they apply. ISO 9001 is largely based on TOM conception and is guided by similar principles (Frąś, 2006):

1. Focusing on a customer – taking into account current and future needs of a customer in order to meet them.
2. Leadership means that management staff is responsible for shaping policy, goals, strategy, and set directions of development. The top management is also responsible for motivation and involvement of all employees into the development of organization and creating favorable conditions to achieve it.
3. Engagement of all the staff – only full engagement of all employees into implementation of strategy and goals of organization provides for exploitation of its potential to achieve desired benefits.
4. Process approach-all activities treat (manage them) as interrelated and interactive processes.
5. Systematic approach to management relies on identification, understanding, and managing interrelated and treating them as a system (a collection of interrelated and interactive elements).
6. Continual improvement – means constant, unstoppable, regular activities in order to increase customer's satisfaction and other parties. The methods imposed by Standard are invaluable(internal audit, preventive and correctional activities and others) methods and tools about which the Standard does not mention (Kaizen, 5S, Six Sigma, FMEA,QFD).
7. Fact-based attitude – in decision process we should base on tested and logically analyzed information.
8. Mutually positive relations with supplier's. Relations of the organization and its suppliers are constructed in a way that results in mutual benefit. Relations should allow us to react quickly in case of fast changing market situation and needs of customers. It enables to increase profitability of the organization and its partners.

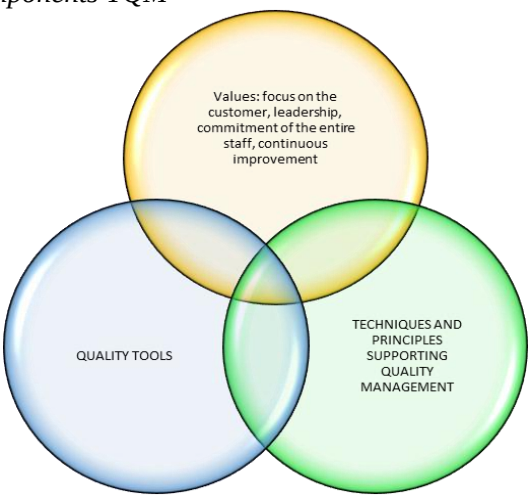
The system of quality management should include all processes in a company. For this purpose we should:

- create, implement and maintain company policy which is the task for top management. This policy should include goals of the company, obligation to continual improvement and to observe rules of quality management system.

To ensure that the company policy is updated periodical reviews and upgrading should be carried out;

- apply process and systemic approach – identify processes and their interrelations, control and manage them;
- conduct continual improvements -make measurements, analyze and control results and react to situations where incompatibilities appear (or may appear);
- define requirements and customer expectations –build channels of communication with a customer to know better their needs, and define their level of satisfaction;
- managing HR in an effective way- company resources should provide fluent running of all processes.

Figure 1. *Basic components TQM*



Source: *U. Hellsten, B. Klefsjo, 2000.*

4. Security in the Research Area and Implementation of Management Quality System

Implementation of quality strategy requires creation in company effective workplaces. It manifests through, participation of employees in management process, internal service environment (concept of internal customer), proper communication, open planning system, self-control, responsibility (Żmigała, 2008).

In the concept of quality the work relations should be characterized by competence, responsibility and communication. Introduction and certification of the system comes across a lot of problems from workforce. Mostly these barriers are of psychological nature among them there is the fear of the "new", too little engagement of the company's top management, reluctance and lack of knowledge about quality system.

Removing these barriers is done through packets and trainings of quality programs both vocational and general. They allow workers to increase their knowledge and strengthen self-esteem. Another important role of trainings is shaping of pro-quality awareness. It increases motivation and involvement of employees and this increases confidence in their company and improves working environment of an individual and team work. It promotes responsibility and individual decision taking.

In the quality system all employees should have necessary amount of information in order to take the proper decision. The quality system protects an employee from stress as it eliminates uncertainty of activity. Precise location of a workplace in the structure of a company causes that everybody knows what to do and their scope of duties which increases their responsibility for own activities.

Employees appreciate social relations in their company, atmosphere and perceive their activities as interesting and creative. More and more of them is aware of doing according to the rule, "do something right for the first time and each time after that". Increasingly important matter is the increase of respect among people, respect to their competence, and treatment a workmate at their workplace, in cooperation chain as a very demanding customer. Each employee is employed once as a supplier once as a customer.

Care for quality should be their common business. The issue of employee's motivation takes an important part in the quality system. To motivate properly the management should apply financial incentives and perks – with emphasis on the latter. An employee involved in work performs it better, faster, more efficiently and with bigger satisfaction.

The quality management system should be built in the form of managerial processes-main and supportive. Implementation of identified processes ensures achievement of accepted quality goals. The system includes all processes in the company. Pursuit of quality management implementation became a rule universally used by companies all over the world.

Customer satisfaction is a fundamental benchmark of majority institutions and companies' existence. Thus the authors of new standard devoted a lot of time to customer, and significantly broadened requirements for top management. It concerns involvement in development and improvement of quality management system, planning of quality goals and management system, defining powers and staff responsibility.

Significantly increased scope of duties and powers of management representatives concerning quality and rules including HR management. However all arrangements of the new law put customer in the centre among organizational structures of a company and in the quality assurance system. There is a detailed description of company-customer relations and their expectations. Already at the basic part we can

see the superior position of customer. The input of all processes of a company from the beginning is based on reported by customer's requirements and requests (Wyrębek, 2012).

A company before starting production process, creation, first analyzes the market and customer needs. Based on this feedback a company creates processes of production or service performance. After checking if a customer is satisfied with the product, service and if they come back to a particular supplier it gains information for improving processes through deeper knowledge of customer requests. At this time only this norm is the base for certification process. Its main goal is regulation of relations between a company and a customer. This how the company adjusts these areas is left to the company's decision.

Certification of quality system increases its market credibility and consequently results in bigger customer's trust. Possession of the system improves competitiveness of products and enables quick adjustment to ever-changing consumers' needs.

A customer and their needs are the most important prerequisite to undertake activities concerning certification of quality system in a company. Implemented and certified quality system brings a company benefits both in external aspect and perception of a company in its surroundings.

Effects in organizational area and technology of implementation of quality management system results in delivering on the market goods of proper quality level for particular customers. This is one of the fundamental goals of company activities.

5. Security in the Area of Maintenance and Improvement of Quality Management System

One of the basic effects in organizational area is its continual improvement. It results from awareness of the fact that improvisation leads to nowhere and a requirement of a success is regular and hard work. Introduction of a particular procedure to follow makes evasion of responsibility impossible and causes that everyone is responsible for themselves. Clearly defined scope of duties creates inside a company a precision of competence at each workplace.

Strategic planning of continual quality improvement includes all aspects in a given organization. Quality planning involves adding together customers' needs, basic processes and general results. Quality planning is an element of quality improvement process. There are: planning of quality; organizing of quality; constant measurement of quality; return to planning to improve quality.

If at the stage of checking turns out that there are incompatibilities between intentions and effects it is necessary to use corrective action in order to remove them.
The cycle of improvement of quality of work called the Deming Cycle or P-D-C-A model is a method that enables proper solution of each problem on the way to quality improvement. According to Deming only simple methods and obvious tools allow a company to achieve intended effects. The more complex the method is the less chance it has to achieve positive results.

Figure 2. *Cycle PDCA*

Source: *Asaka, T., and Ozeki, K., 1990.*

Solving problems on the way to quality improvement should be constantly monitored as far as possible in the course of its implementation. Continuity of quality improvement is only possible where there are appropriate measurement systems enabling monitoring of its execution. Orientation where we currently are requires measurement of execution and achievements. Measures decide about taking right decisions in the process of continual improvement. Effectiveness of measures depends on how simple, obvious, explicit and easily and on demand accessible. Measures to be useful should be uncomplicated, comparative, compatible and checkable.

The aim of measures is evaluation of execution a particular, accepted by a producer program or a service provider. In market economy the proper measures are those that compare the inputs and outputs. To these kinds of measures of execution of quality improvement belongs:

- input measures - indicate how much work is necessary to execute a program;

- employment rates – inform how many jobs, part time jobs and contracted jobs are necessary to execute the program;
- productivity measures, show how many products or final services will be created by this program;
- measures of program performance compare results and costs or manufacturing costs of a product before and after implementing the program;
- efficiency measures determine to what extent a program achieves a goal;
- cost-intensive measures of effects compare spendings on execution of a program and its results and indicate the cost of achievement intended effectiveness;
- measures of cost efficiency inform about benefits from inputs on execution of a program.

Organization by using these measures may evaluate influence of quality of products on its financial results now and in the future. Cultural changes necessary in many organizations are of particular importance in implementation and improvement of quality.

The aim of these changes is replacement of old reactive management style by new management through constant improvement. Quality management requires constant improvement of managing quality. Quality management also requires major reevaluations, change in thinking of all employed and creation of a new market – oriented and quality-oriented awareness and hope that these changes result in development of organization.

Quality may be evaluated both from the manufacturer's point of view and consumer's. Manufacturer may define quality as one of variables that shapes profits and competitiveness of a company so as the management system could operate smoothly. In organization must be present the need of identification, documentation, analysis and cost quality optimization.

The aim of every company is cost minimization, including prevention of poor-quality products and thus poor-quality costs. They include complaint losses, warranty and loss of orders. Lowering of these costs result in big savings. Quality assurance system eliminates faulty products already during planning not allowing faulty product on the market, ensures high quality of products, prevents losses resulting from defectiveness and limits the rest costs due to poor quality. Systematic improvement of production quality leads to productivity growth, market share and increased investments.

The rank of prevention costs in the structure of quality costs is meaningful. They include costs of control and evaluation of products, research costs, investments and spendings related to development and implementation of quality system. Loss analysis on shortcomings discovered outside and inside allows for indication of ways

to minimize them and increase profits of a company. Indispensable outlays on prevention policy prevent faulty products and proper information system allows for location of places with biggest losses.

A company run by ISO9001 requires implementation a proper quality system among sub-suppliers. It enables to eliminate costs on control of supplied elements and save time.

In conditions of hard competition products quality is essential element of shaping prices on which depend company negotiation possibilities. The subject of negotiation is product effectiveness in its exploitation and attractiveness for the buyer. Implementation of quality management system results in lowering general production costs and thus increased growth of difference between the price and production costs and the same growth of company's profits.

Well working quality system causes that management behavior and employees form a technological, operational sequence additionally all factors are well- thought and orderly.

Implementation of quality system provides the right atmosphere for quality projects in a company. It means permanent interest in the system and constant pursuit to improving quality from all the staff. Crucial role plays here management staff responsible for breaking thinking system towards pro-quality thinking. A system of trainings and motivation serve this purpose.

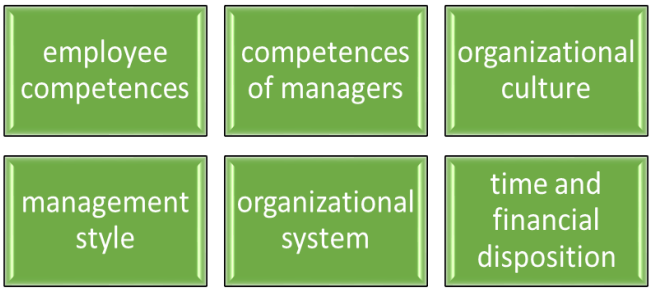
A very important place in the quality management model plays promoting innovation which is the source of market success. Innovativeness displays in dynamic increase in the number of new and modernized products and the level of innovativeness of a product, applied technologies decide about the level of risk. Innovations resulting from introduction new generation of products need adjustment to new conditions and proper analyses of possible applications of technical – technological solutions. They provide development of the company, standing out among competitors, providing grounds to leadership on the market or in one of its segments. Consequently it means development of technological leadership strategy which guarantees success no a competitive market. Certification of the system assuring quality brings a lot of benefits thus more and more companies strive for confirmation of system's compatibility with ISO 9001. It is a very important market tool especially that is issued by independent certification organization of recognized authority.

Certification plays an important role in people's awareness. Human potential is the most valuable asset of an organization and its effective management the key to success. In the concept of quality management a lot of effort is devoted to human factor. The process of improvement of quality in organization is determined not only technical and organizational solutions but also quality of human resources. The

company's employees should be properly motivated, involved in work, aware of the fact of continual improvement of quality.

Factors that make constant improvement possible: involvement of the whole management staff; preparation of strategic plan of quality improvement, training of employees in effective solving of problems, preparing adequate measure system for controlling constant improvement, development of the measure base of customer satisfaction, removing cultural barriers in order to improve quality.

Figure 3. *Key soft factors of continuous quality improvement*



Source: *Witt, J., and Witt, T., 2010.*

Introduction of quality management system into a company brings changes in awareness of its employees. They feel responsible not only for their work but also for improvement of work in the whole organization, they are satisfied, increase their skills and first of all they have strong feeling of self-esteem.

Certified quality management system brings a company a lot of benefits both in internal and external aspect. Possessing of this system slowly becomes a standard and on competitive market decides about existence of a company.

6. Security in the Area of Audit of Quality Management System

Quality audit is called structured and independent examination which aim is to decide whether activities related to quality and its results are compatible with planned arrangements and whether arrangements are effectively developed and allow achievement of intended goals. Audit is considered a strategic quality management tool (Flynn, Schroeder, and Sakakibara, 1994). Audits can also be used for safety purposes. Evans and Parker (2008) describe auditing as one of the most powerful safety monitoring techniques and 'an effective way to avoid complacency and highlight slowly deteriorating conditions', especially when the auditing focuses not just on compliance but effectiveness (Evans and Parker, 2008). Audit is looking for causes and showing directions of improvement (Chabiera *et al.*, 2000).

Quality audit may concern such areas as:

- Supervision over documentation. Its aim is to guarantee that whole procedures were effectively updated and also that there is specific inventory which makes it possible to register the time of introduction of specific modifications and also prove that updating is in line with the company requirements.
- Guidelines of conduct. It is advisable to examine and analyze chosen guidelines of conduct referring to quality (for example, attitude to deficits, mismanagements and others) so as to decide about proper reaction towards them by organization.
- Supervising complaints. A company should pay attention to the fact that all complaints are registered, thoroughly analyzed and properly dealt with.
- Quality documents. All documents referring to deficits, mistakes and examinations should be stored separately. They undergo frequent updating in the way that makes it possible to recognize arising trends.
- Repairing procedure. Through tendency identification and analysis quality documents it is possible to determine these areas where it is necessary to introduce repairing procedure.
- Training. If quality improvement training is introduced it should be created and run special documentation to make sure that all employees were involved in training plans for newly employed.
- Quality examinations. The subject of quality should be regularly raised at meetings between sections. During audit it is advisable to analyze minutes from these meetings so as to state whether quality issues are really discussed and proper dealing with quality is introduced.
- Unplanned occurrences. During quality audit it is obligatory to verify design of proper dealing during unplanned occurrences, the aim of which is maintenance of quality in the case of misfortune and control of its updating process**.**

Unplanned audits are carried out at the request of the attorney of board of directors responsible for integrated management system.

President at the request of Attorney responsible for quality management system calls up persons from the register of internal auditors appoints chief auditor and determines the scope of the audit. During the selection of auditors pays attention to their professional independence from people directly responsible for audit area.

Internal auditors, though generally independent of the activities they audit, are part of the organization they audit, and report to management. Typically, internal auditors are employees of the entity, though in some cases the function may be outsourced. The internal auditor's primary responsibility is appraising an entity's risk

management strategy and practices, management (including IT) control frameworks and governance processes (Gramling, Nuhoglu, and Wood, 2013).

Each time Attorney informs the immediate supervisor about the fact of appointing their subordinates as auditors. Immediate supervisors are obliged to provide conditions for timely execution of internal audit tasks. During any difficulties with timely execution of an audit the auditor or his supervisor informs Attorney immediately.

After being appointed as a chief auditor in agreement with audit unit prepares audit plan. Chief auditor delivers agreed audit plan to audit unit. On the day of audit a group of auditors meets the manager and appointed audit staff at the opening meeting. The group of auditors according to task assignment carries out methodological examination of functioning quality management system in the audit area within the scope determined by the audit plan.

Internal audits are performed by groups of independent, trained auditors so as to ensure that auditor is independent in a given area. Audits are performed by trained and authorized to this task internal auditors independent in an audited area. Groups of auditors are managed by the most experienced auditors. They prepare themselves for the audit using proper norms, procedures, and other system documents by doing record analysis. Auditors while carrying out audit look for objective evidence whether audited activities are in line with norm requirements. Evidence is collected through interviews with employees, monitoring activities, and checking system records. Inconsistencies and observations are documented according to accepted in procedure assumptions. Once a year auditors are subject to evaluation.

The results of internal audits are documented in the form of reports, Corrective/Preventive Action Cards. If non-conformities were found during the audit, the manager responsible for the audited area proposes actions to remove them and, after their approval, proceeds to implement them in order to eliminate the detected non-conformities and their causes. The Corrective / Preventive Action Card form is used to monitor and record the implementation of follow-up actions. The effectiveness of the activities is checked after their completion by the auditor conducting the audit (lead auditor) or an employee of the Quality Department.

Audit reports are analyzed on an ongoing basis by the Heads of Departments and Departments at meetings concerning business reviews of employees of the Quality Unit and at the Quality Management System Review. Managers of units in which non-conformities have been found are required to take corrective actions. The quality management system representative evaluates the effectiveness and efficiency of the activities carried out. The results of the activities carried out constitute input information for the review of the integrated management system by the top management.

An external audit, also known as a second party audit, takes place when a given company acts as the ordering party. Conducts a quality audit at its current or potential subcontractors. For this, it usually uses its own team of auditors or orders audits to be performed by a specialized company.

Second party audits are of particular importance in enterprises that have an implemented quality assurance system. In accordance with the provisions of the standards, the company is obliged to exercise effective supervision over the quality systems of its subcontractors. This can only be achieved through regular external audits performed primarily at subcontractors without certified quality systems. In addition, by conducting second-party audits, companies not only can select the best subcontractors, but also help them to improve their own quality systems.
External audits are carried out in accordance with the external audit program, also when necessary and before concluding a contract with a new subcontractor. Auditors delegated by the auditing company should have, in addition to in-house training, also completed a course for candidates for auditors. As a result of this type of audits, the company gains greater trust in its subcontractors.

7. Conclusions

System is a coordinated arrangement of elements, a set that forms a whole, conditioned by a constant and logical arrangement of its components.

When talking about the quality management system, we have in mind the sense of duration and development at all workplaces as well as changing the attitude of employees with searching for defects to preventing defects.

In terms of its subject matter, the quality system takes into account such elements as; means of work, objects of work, methods, technologies, workers and the mutual relations between these elements. Quality assurance is all planned and systematic activities necessary to create an appropriate degree of trust that the product or service will meet the established quality requirements. Continuous evaluation of factors influencing the design or specification, and verification and revision of the manufacturing operations and inspection process are essential. All employees are responsible for quality in the company's quality management system.

Responsibility may be demanded if the employees are competent persons. Testing and supervision of quality as well as care for it takes place at all stages of the production and life of the product, and the test results should be documented. The purpose of the quality management system is also to clearly define the conditions of the company's organization, responsibilities, and qualifications of personnel in each area of its activity. The quality system is designed to create conditions for the establishment and implementation of management of all activities that may affect the quality of the product and at the same time can ensure that the products or services offered to the recipient achieve the required quality standard.

The quality management system as a modern and effective quality improvement tool requires many activities and far-reaching changes, but it brings undeniable benefits in the organizational and economic sphere. The quality system should be developed by those employees who will function in it.

When talking about the quality assurance system, we bear in mind the sense of responsibility for quality at all workplaces and the change of employees' attitude from finding defects to preventing defects. Quality assurance is all planned and systematic activities necessary to create an appropriate degree of trust that the product or service will meet the established quality requirements. Continuous evaluation of factors influencing the design or specification, and verification and revision of the manufacturing operations and inspection process are essential. The quality system is a formal organization of the company, a tool for introducing organizational order in the company, both in terms of structure and creativity of all employees.

The widening inclusion of "quality guarantee" as a criterion for making decisions about the purchase of a good or service clearly confirms the formulation of the thesis that only good quality products can play a key role in gaining new sales markets or maintaining the acquired market position.

In quality management, the following elements of the organization are of fundamental importance, a coherent organizational structure, adjusted to the functions and goals of the company, a leadership model, standards, procedures and process flow. It should be noted that ignoring these conditions is one of the reasons why it is difficult for long-established companies change the business model in such a way as to support value creation. An important aspect is that all employees feel responsible for the company's image as well as identify themselves with the workplace.

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