

Radosław WOLNIAK
Politechnika Śląska
Wydział Organizacji i Zarządzania
Instytut Inżynierii Produkcji
e-mail: rwolniak@polsl.pl

Marcin SUŁKOWSKI
QualISO

THE REASONS FOR THE IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS IN ORGANIZATIONS

Summary. The paper presents the most important reasons for implementing quality management systems in Poland and the world. Changed division motives into three categories: forced by the environment, considerations of prestige and awareness to improve the functioning of the organization. The paper presents an analysis of the motives respect of implementation of quality management systems for the results obtained.

Keywords: ISO 9001, quality management systems, quality management, implementation of QMS motives

POWODY IMPLEMENTACJI SYSTEMÓW ZARZĄDZANIA JAKOŚCIĄ W ORGANIZACJACH

Streszczenie. W publikacji zaprezentowano najważniejsze powody wdrażania systemów zarządzania jakością w Polsce i na świecie. Przystawiono podział motywów na trzy kategorie: wymuszone przez otoczenie, względy ambicjonalne oraz świadomość poprawy funkcjonowania organizacji. Zaprezentowano również analizę stosunku motywów wdrożenia systemów zarządzania jakością do uzyskanych rezultatów.

Słowa kluczowe: ISO 9001, systemy zarządzania jakością, zarządzanie jakością, motywy wdrażania SZJ

1. Introduction

In the literature on Quality Management Systems a lot of attention paid to the issues broadly defined the effectiveness of the performance evaluation. However, there is motivation analyzes of the organization for the implementation of Quality Management Systems certified, and especially evidence-based analysis. In not less paper we present results of research on motivation organizations in the implementation of quality management systems in Poland. The results are summarized research world, in which the authors define both the causes deployment of the systems and analyze their impact on the performance of the organization.

The purpose is to identify factors affecting the implementation of Quality Management Systems in Polish conditions and to determine whether such factors that prevail in our country are favorable or not, for the long-term effectiveness of their functioning.

2. Reason for the decision to implement the Quality Management System

In the case of analyzing the implementation of Quality Management Systems in organizations, an important issue is to identify the motives of the decision on their implementation¹. It is interesting to know the reasons that lead the organization to take the decision to implement the system².

Based on the author's own experience as a consultant and implementer in the field of Quality Management Systems to the survey can be determined, in the case of Polish organizations, the following typical motives for QMS in organizations³:

¹ Wolniak R.: The factors of self-assessment in a Quality Management system – within a client orientation criterion. Proceedings of 7th research Conference with International Participation, Neum, Bosnia and Hercegowina 2011, p. 273-277; Wolniak R.: Ocena poziomu dojrzałości systemów zarządzania jakością – przegląd stosowanych podejść. „Studia i Materiały Polskiego Stowarzyszenia Zarządzania Wiedzą”, nr 45, 2011, s. 325-333; Wolniak R.: The benefits obtained by the improvement of quality management systems – an analysis of the validity, [in:] Biały W., Kaźmierczak J. (eds.): Systems Supporting Production Engineering. PKJS, Gliwice 2012, p. 241-249; Wolniak R., Sułkowski M.: Rozpowszechnienie stosowania Systemów Zarządzania Jakością w Europie na świecie – lata 2010-2012. „Problemy Jakości”, nr 5, 2015, s. 29-34; Horodecka A.M., Wolniak R.: Valutazione delle non conformita nell'esempio di un Azienda Italiana, [in:] Kaźmierczak J. (ed.): Systemy Wspomagania Inżynierii Produkcji. Review of problems and solutions, p. 18-31.

² Wolniak R.: Ekonomiczne aspekty procesów normalizacji systemów jakości. „Ekonomika i Organizacja Przedsiębiorstwa”, nr 4, 2010, s. 608-616; Krzemień E., Wolniak R.: Integrated management systems – quality, environment, safety, [in:] Maleszka A. (ed.): Current Trends in Commodity Science. General Quality Problems. Zeszyty Naukowe, nr 159. Uniwersytet Ekonomiczny, Poznań 2010, p. 27-34; Wolniak R.: Certyfikacja systemów a wskaźniki makroekonomiczne dla krajów UE. „Problemy Jakości”, nr 4, 2011, s. 32-37.

³ Sułkowski M.: Struktura wdrożeń systemów zarządzania jakością w Polsce i motywy decyzji o wdrożeniu. Zeszyty Naukowe, s. Organizacja i Zarządzanie”, z. 77. Politechnika Śląska, Gliwice 2011, s. 208-218; Krzemień E., Wolniak R.: The assessment of maturity level of quality management system – most often applied methods and tools, [in:] Szymusiak H., Czaja-Jagielska N. (eds.): Current Trends in Commodity Science. Packaging and Product Quality. Zeszyty Naukowe. Uniwersytet Ekonomiczny, Poznań 2011, p. 163-173.

- Provide repeatability of the product to develop a specification.
- Improving communication in relation to customer requirements and their transformation on the product/service.
- Eliminate waste by standardizing the procedure (including reducing the cost of poor quality).
- Implement data analysis to make rational decisions.
- Meeting the requirements of the market regulator, eg. in the field of conformity assessment procedures.
- Demonstrate to meet customer requirements in relation to the Quality Management System.
- Qualification of suppliers.
- Increase the quality of services and the development of product/service.
- Visualize your organization through the external credibility, a recognized market unit, particularly for foreign contractors who break the stereotypical image of developing countries is particularly difficult.
- Dissemination of good practices on environment management. Themes implementing quality management systems are often divided into three groups: forced by the environment.
- Considerations of prestige.
- Awareness to improve the functioning of the organization.

Details of the characteristics of each group are shown in Table 1.

You can also highlight the division into two groups of motives:

- internal motives,
- external motives.

In Poland in 2011 we conducted research on the motives of the introduction of quality management systems in organizations. The study was conducted on a sample of 200 companies representing five sectors of the national economy:

- Primary sector – belongs to him, agriculture, forestry, fisheries,
- Secondary sector – belongs to him, the mining industry, mining and processing industry and construction,
- The third sector – belongs to him, transport, communications, public utilities and housing and commerce,
- The fourth sector – belongs to him: finance, insurance, marketing and advertising, and real estate,
- The fifth sector – includes health care, social care, education, scientific research-in, tourism and recreation, public administration, judiciary, police and military.

Table 1

The division of the motives of implementation of Quality Management Systems

The reasons of implementation	Characteristic
forced by the environment	Very often, strategic client (or clients) put the manufacturer and/or the service provider absolute requirement for the design, implementation and certification of the quality management system. It is a form of "proposals not to be rejected", and its fulfillment determines maintain its market position, and often permitting the operation.
considerations of prestige	Infrequent motive for the implementation of the system is a form of whim. Because – for example – the competition has implemented the system and boasts of a certificate, especially if he sees mostly "paper" and not the system. Often, the first decision is based on a complete lack of knowledge about how much effort it would take to implement the system and submit it for certification. This awareness comes with time and usually disappears before your eyes paper, and appears in the system and the consequent benefits.
improve organizational awareness	The organization comes to the realization that opportunities to improve the effectiveness of using traditional forms exhausted. Design, implementation and continuous improvement of certified management system opens up new possibilities and this consciousness from the beginning it facilitates the process of implementation.

Source: Own work on the basis: Rodak R.: Motywy wdrażania systemów zarządzania jakością, <http://www.szej.com.pl/news2.htm>, 24.01.2016.

The survey contained a selection of themes implementation of QMS with the option of entering your own, previously undefined. Were also asked to indicate the seriousness of the theme for a decision on a scale of 1 to 5, where:

- 1 – negligible factor,
- 2 – a factor which has minimal impact on the decision – not in the decision,
- 3 – factor having little impact on the decision, but her accelerator,
- 4 – factor with a moderate influence on the decisions, motivating her alone in the long term,
- 5 – a significant factor motivating yourself to take decisions in a short period of time.

The survey took six months, during which 3-fold reiterates its request for referral questionnaire. The questionnaires were delivered by e-mail, paper, or in person. Return obtained 104 out of 200 sent questionnaires, giving a rate of 52%.

For each criterion was calculated parameters of the statistics, the sample mean and standard deviation parameters representing scores. To familiarize the estimation accuracy of parameters introduced the concept of confidence interval, which is a numerical range, as it is believed that houses the unknown parameter of the population.⁴ The confidence intervals were built based

⁴ Aczel A.: Statystyka w zarządzaniu. PWN, Warszawa 2000.

on the distribution of t-student. Table 2 shows the results of tests for assessing the level of significance of individual, surveyed motives.

Table 2

Themes implementing quality management systems in Poland – the results

Implementing theme	Significance
Demonstration meet customer requirements in relation to the Quality Management System	3,79
Improve communication with regard to customer requirements and their transformation on the product/service	3,38
The fulfillment of legal requirements for product/service	3,11
The increase in the quality of services and the development of product/service	3,36
Having a Quality Management System certificate	3,45
Visualize your organization through credibility by external, recognized in the market unit	3,87
Elimination of waste by standardizing procedure	2,48
Ensure repeatability of the product to develop specifications	2,50
Reduce the cost of poor quality	2,70
Implementation of data analysis for making rational decisions	2,20
Qualification of suppliers	1,86
Dissemination of good practices on environment management	1,42

Source: Own work.

The data obtained clearly indicate that the motives for the implementation of QMS for the study population were crucial. Six themes greatly exceed the global with the confidence interval. These are:

- Demonstration meet customer requirements in relation to the Quality Management System.
- Improving communication in relation to customer requirements and their transformation on the product/service.
- The fulfillment of legal requirements for the product/service.
- Increase the quality of services and the development of product/service.
- Having a Quality Management System certificate.
- Visualize your organization through the external credibility, a recognized market unit. In the area of global confidence interval fall.
- Eliminate waste by standardizing the procedure.
- Provide repeatability of the product to the developed specifications.
- Reduce the cost of poor quality.
- Significantly below the global average for the following reasons:
 - Implement data analysis to make rational decisions.
 - Qualification of suppliers.
 - Dissemination of good practices on environment management.

Particularly noteworthy 6 motifs implementation and certification of QMS, which respondents attributed by far the highest rank. At the fore motivations of a "business", relating to the requirement to demonstrate implemented and/or certified Quality Management System.

In the next row there are motifs associated with the visual side of having certified system. Organizations that this theme most valued decide to implement a QMS chose the most reputable certification bodies of global or at least European. The third in the order are motivated by the desire systemic approach to improve the quality of our products and services and the development of communication with the customer.

It is worth noting that the motives for the implementation of certified quality management systems surveyed, Polish enterprises, dominated by external motives. On top places were typical motifs outside on the fulfillment of customer requirements, legal or being certified Quality Management System⁵. Assessed as less important while the internal motives, eg. the elimination of waste, the implementation of data analysis, dissemination of good practices, etc.

It is also interesting to compare the results of research conducted in Poland with the analyzes of authors in the world. Interesting study on the subject conducted in 2014 erlantze Allur and Iñaki Heras-Saizarbitoria⁶.

Their research shows that the most important results of the implementation of certified quality management systems include:

- increase the quality of products and services,
- profitability of a company,
- increase productivity,
- increase market share,
- increase in sales,
- improve the export potential,
- to improve the image of the organization outside,
- improve the training of the crew,
- better use of external consultants,
- hiring qualified staff.

In further studies, they set the following hypotheses:

- H1: Organizations at an early stage of implementation of the requirements of ISO 9001 declaring mainly internal reasons for the decision to implement a QMS achieve a higher level of implementation of these requirements.
- H2: Organizations at an early stage of implementation of the requirements of ISO 9001 declaring mainly internal reasons for the decision to implement achieve greater benefits from the implementation of the requirements of ISO 9001.

⁵ Wolniak R.: Korzyści doskonalenia systemów zarządzania jakością opartych o wymagania normy ISO 9001:2009. „Problemy Jakości”, nr 3, s. 20-25.

⁶ Allur E., Heras-Saizarbitoria I., Casadesús M.: Internalization of ISO 9001: a longitudinal survey. „Industrial Management & Data Systems”, Vol. 114, Iss. 6, 2014, p. 872-885.

- H3: Higher level of ownership requirements of the organization at an early stage of implementation leads to greater benefits from the implementation of the requirements of ISO 9001.

The study was conducted in the form of a respondent to the management representatives of organizations that operate with the implemented Quality Management System for at least several years, and their systems are showing signs of maturity inter alia: working in teams on. Improvement, customer satisfaction surveys, surveys of employee satisfaction, the use of benchmarking, 5S, diagrams cause-and-effect relationships, management based on indicators, quality cost analysis, process maps, the use of quality tools, training for all levels of quality issues⁷.

I deliberately asked about the use of quality tools and techniques that provide the maturity of the system and not on an assessment of implementation, which is very subjective, especially in the evaluation of those responsible for its operation.

Importantly, these studies have included two series of surveys – one conducted in 1999 and second in 2010.

In the first series we examined organization 214, while the other 110. In the studied not only determined motives to implement a quality management system, but also elaborates in terms of the relationship between motive to implement a quality management system, and its subsequent functioning. This way you can see whether the same reason that specific organization implements a certified quality management system, to some extent determines the effects that this way you can get.

H1 hypothesis is rejected on the basis of a negative result Kruskal-Wallis test due to the lack of significant differences between the organizations which have decided to implement for internal reasons from those made to the reasons outside the organization.

With regard to the relationship motives for the results obtained negative correlation in three relationships. Negative correlation was obtained in the case when the motif decision to implement a QMS is internal succession of perception improvement of products and services, an increase profitability and attract qualified personnel. This is the basis for rejecting the hypothesis H2.

However, in the case of hypotheses H3 performed until regression analysis in 12 cases confirmed by the achievement of results for organizations that motivated the implementation of a QMS internal motives. Correlation varied here in the range of 0.284 to 0.531 at the significance level of 0.01.

Table 3 shows the development of dependency ratio between the motive for the implementation of the QMS and the results obtained.

⁷ Ibidem.

The results of this study indicate that there is strong evidence that in the long term, organizations that decided to implement the Quality Management System in conjunction with motives of internal achieve more benefits from implementation of the requirements of ISO 9001. It is also proved that the high proportion of internal motives in the decision to implement the system is not essential to its effectiveness in organizations in the early phase of the implementation of the requirements of ISO 9001⁸.

Table 3

The ratio of motives to implement QMS for the results obtained

Result	Correlation in organizations that have implemented QMS in internal reasons	Correlation in organizations that have implemented QMS because of external reasons
The increase in the quality of products and services	3,86	3,52
The profitability of the company	3,12	2,93
Increased productivity	3,18	2,96
The increase in market share	2,94	2,89
Increase in sales	2,54	2,61
Improvement of export potential	2,82	2,86
Improving the image of the organization outside	4,04	3,68
Improving the training of the crew	3,45	3,30
Better use of external consultants	2,88	2,66
Hiring qualified staff	3,10	2,70

Source: Allur E., Heras-Saizarbitoria I., Casadesús M.: Internalization of ISO 9001: a longitudinal survey. „Industrial Management & Data Systems”, Vol. 114, Iss. 6, 2014, p. 872-885.

The advantage of internal motives, according to the cited studies may be juxtaposed with the results previously mentioned study author. In the case of our country dominated by external motives to obtain a certificate of Quality Management System that respondents deem important. It is a negative, because research shows Allur and Heras-Saizarbitoria, an advantage of internal motives contributes to a better, long-term functioning of the organization.

For confirmation of this worth looking at in the Table 3 the analysis of the correlation between the use of individual quality tools and achieving the benefits of implementing quality management system. Particular attention the fact that the use of most of the tools of quality management is positively correlated to the level of about 0.2 with improved productivity in enterprises that have implemented QMS. To a lesser degree (correlation of about 0.1), this compound occurs between the majority of the analyzed quality tools and improving the training of the crew.

⁸ Jung J., Su X., Baeza M., Hong S.: The effect of organizational culture stemming from national culture towards quality management deployment. „The TQM Magazine”, No. 6, 2008, p. 622-635.

Table 4

The analysis of the correlation between the use of individual quality tools and achieving the benefits of implementing QMS

Correlation	Quality circles	Customer satisfaction survey	Satisfaction survey crew	Benchmarking	5S	Cause and effect diagram	The use of indicators in the management process	Controlling the cost of quality	Brainstorming	The use of statistical tools
The increase in the quality of products and services	0,225	-0,065	0,100	-0,056	-0,146	0,011	0,076	0,134	0,088	0,149
The profitability of the company	0,110	-0,104	0,049	0,020	-0,066	0,023	-0,026	0,047	0,181	0,125
Increased productivity	0,239	0,143	0,223	0,161	0,069	0,123	0,028	0,245	0,269	0,249
The increase in market share	0,125	-0,120	0,44	-0,017	-0,018	0,053	-0,122	0,049	0,107	0,079
Increase in sales	0,217	0,064	0,021	0,058	0,126	0,164	-0,004	0,092	0,083	0,182
Improvement of export potential	0,136	-0,058	-0,023	0,060	0,103	0,035	-0,155	0,066	0,075	0,154
Improving the image of the organization outside	0,081	0,005	0,026	-0,029	-0,079	0,064	-0,097	0,131	-0,051	0,168
Improving the training of the crew	0,212	0,037	-0,019	-0,007	0,102	0,112	0,018	0,105	0,088	0,121
Better use of external consultants	-0,049	0,005	0,033	-0,126	0,020	0,000	-0,130	-0,246	-0,017	-0,112
Hiring qualified staff	0,243	0,100	0,068	0,153	0,136	0,199	0,051	0,059	-0,052	0,170

Source: Allur E., Heras-Saizarbitoria I., Casadesús M.: Internalization of ISO 9001: a longitudinal survey. „Industrial Management & Data Systems”, Vol. 114, Iss. 6, 2014, p. 872-885.

3. Conclusion

The publication considerations made it possible to say that the Polish organizations mainly dominated by external motives deployment of certified Quality Management Systems conforming to ISO 9001: 2008. Organizations indicate the issues regarding the fulfillment of customer requirements (score of 3.79 on a 5 point scale), the fulfillment of legal requirements (score 3.38), possession certificate (score 3.45) or the credibility of its organization by the outside, the recognized market unit (3.87). Meanwhile, the reasons for the internal implementation of the system received significantly lower scores. For example, elimination of wastage is estimated at 2.48; providing repeatability of the product as a 2.5; reduce the cost of poor quality of 2.7; while the dissemination of good practice received an assessment of 1.42.

This situation is negative from the point of view of long-term effectiveness of the Quality Management Systems Polish organization. Because of global research shows that the prevalence of internal motives in the implementation of the system is positively correlated with the subsequent efficiency, research results give cause for concern. Implementation of the system only for reasons of internal means that in many cases it does not work properly afterwards and consequently there are various kinds of pathologies associated with abnormal and certifying its maintenance, more frequently reported in the literature. Also, this may be the reason that we see today, the trend to a slowdown in the growth of deployed certificates of compliance with the requirements of the Quality Management System ISO 9001: 2008 in our country.

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Omówienie

W literaturze dotyczącej Systemów Zarządzania Jakością wiele uwagi poświęcono kwestiom szeroko rozumianej ich skuteczności i oceny funkcjonowania. Brakuje jednak analiz dotyczących motywacji organizacji do wdrażania certyfikowanych Systemów Zarządzania Jakością, a zwłaszcza analiz popartych badaniami. W niniejszej publikacji zaprezentowano wyniki badań dotyczących motywacji organizacji w zakresie wdrażania systemów zarządzania jakością w Polsce. Wyniki zestawiono z badaniami światowymi, w których autorzy zarówno określają przyczyny wdrażania systemów, jak i dokonali analizy ich wpływu na skuteczność funkcjonowania organizacji.

Celem publikacji jest określenie czynników wpływających na implementację Systemów Zarządzania Jakością w warunkach polskich oraz określenie, czy takie czynniki, jakie w naszym kraju przeważają, są korzystne czy też nie dla długookresowej skuteczności ich funkcjonowania.

Przedstawione w publikacji rozważania pozwoliły na stwierdzenie, że w polskich organizacjach przeważają głównie zewnętrzne motywy wdrażania certyfikowanych Systemów Zarządzania Jakością zgodnych z wymaganiami normy ISO 9001:2008. Organizacje wskazują kwestie dotyczące spełnienia wymagań odbiorcy (ocena 3,79 w 5-punktowej skali), spełnienia wymagań prawnych (ocena 3,38), posiadania certyfikatu (ocena 3,45) czy też uwiarygodnienie własnej organizacji przez zewnętrzną, uznaną na rynku jednostkę (3,87). Tymczasem powody wewnętrzne implementacji systemu uzyskały znacznie niższe wyniki. Na przykład eliminacja marnotrawstwa jest oceniana na poziomie 2,48; zapewnienie powtarzalności wyrobu jako 2,5; zmniejszenie kosztów złej jakości 2,7; natomiast rozpowszechnienie dobrej praktyki otrzymało ocenę 1,42.

Taka sytuacja jest negatywna z punktu widzenia długookresowej skuteczności Systemów Zarządzania Jakością polskich organizacji. Ponieważ z prowadzonych na świecie badań wynika, że przewaga motywów wewnętrznych przy wdrożeniu systemu jest pozytywnie skorelowana z jego późniejszą skutecznością, wyniki prowadzonych badań napawają niepokojem. Wdrażanie systemu tylko i wyłącznie z powodów wewnętrznych powoduje, że w wielu przypadkach nie działa on później prawidłowo, a w konsekwencji występują różnego rodzaju patologie związane z nieprawidłowym jego certyfikowaniem i utrzymaniem, coraz częściej opisywane w literaturze. Również może być to przyczyną widocznego obecnie trendu do wyhamowania dynamiki przyrostu wdrażanych certyfikatów na zgodność z wymaganiami Systemu Zarządzania Jakością ISO 9001:2008 w naszym kraju.