

QUALITY MANAGEMENT

- Miriam Jankalová, Radoslav Jankal, Martina Blašková, *The Importance of Leadership in Selected Business Excellence Models*

Leadership, as one of the crucial elements or perspectives of modern models focused to the improving quality systematically, creates inevitable conditions for achieving the success and excellence. The aim of this paper is to identify the importance of leadership in selected Business Excellence models, on the grounds of comparative analysis. The main conclusions of this study are: the criterion relating to leadership is included in all analysed models, in all analysed models has this criterion not less as 100 points, average importance of this criterion is around 21% and average points is around 118. This study is based on information gathered through extensive literature review (documents about the models, research publication, research studies) using internet and research databases and the author's own experiences.

Keywords: leadership, attributes of excellence, excellence, model.

- Mervat Mahdy, Muhammad Aslam, Basma Ahmed, Mansour Sattam Aldosari, *Some Distributions in Single Acceptance Sampling Plan with Application*

In this paper, we consider a new probability distribution for lifetime random variable: skew-generalized inverse Weibull distribution (SGIW). Single sampling plan for SGIW when the lifetime is truncated at a pre-terminate time is evaluated. The median lifetime of the test unit as the quality parameter is considered. The minimum sample size required to assure the specified median lifetime for fix the consumer's risk is discussed. The operating characteristic values for the single sampling plan is presented. Also, producer's risk is determined. Comparison between generalized inverse Weibull (GIW) distribution and skew-generalized inverse Weibull distribution is introduced. The tables are shown with an illustrative case.

Keywords: single sampling plan, skew-generalized inverse Weibull distribution, truncated life test, operating characteristic, producer's risk.

- Elizabeta Mitreva, Oliver Filiposki, Nako Taskov, Vineta Srebrenkoska, Ilija Lazarevski, Ruzica Jovanovic-Malinovska, *The Need for Analysis of Costs of Quality in Macedonian Companies*

The implementation of TQM (Total Quality Management) philosophy requires management of quality processes as well as expenses management.

The subject of interest of this paper is the research conducted in Macedonian companies in terms of analysis of their costs of quality. The survey results should help managers to understand the impact of poor quality on the financial results and the image of the company. Data obtained from the survey gave outcomes that will be used as guidance for developing a methodology for analyzing the total cost of a given process. This methodology will help Macedonian managers to increase their efforts to improve the quality of business processes, products and services.

Keywords: quality processes, quality cost, TQM philosophy, model, innovation.

- Daniela Marasová, Miriam Andrejiová, *Transport Service Quality Assessment*

Quality is becoming the key decision-making factor for customers, when choosing from several products, services, etc. Competitive pressures on the market lead to increasing the quality also in traditional fields of transport services. Transport services possess specific features, as compared to tangible products (goods collection and delivery, claims, means of transport availability, transportation time, service reliability, etc.).

Determination and evaluation thereof facilitate efficient increase of quality of these services. The present article deals with the determination of weights of transport service

quality indicators and the transport service quality assessment method while applying the multiple criteria method – the Saaty's methods.

Keywords: quality, transport services, Saaty's method, quality indicator.

- Mikhail Yakovlevich Veselovsky, Marina Alekseevna Izmailova, Aleksei Valentinovich Bogoviz, Svetlana Vladislavlevna Lobova, Alexander Nikolaevich Alekseev, *Innovative Solutions for Improving the Quality of Corporate Governance in Russian Companies*

The article actualizes the need to improve the quality of corporate governance in the corporate sector of the Russian economy based on public joint stock companies with state participation. It also defines the role of the quality of corporate governance at the level of companies and the economy in general. Then it shows the backlog of corporate governance practice in companies with state participation as compared to the listed companies in the field of information disclosure, government and administrative performance, corporate social responsibility, ensuring the rights of shareholders. The authors of the present article analyze the results of an independent quality evaluation of corporate governance, focusing on implementation of the basic recommendations of the Corporate Governance Code of 2014. Then the article addresses the main aspects of corporate governance relating to the ownership structure and characteristics of shareholders' activity; information support for shareholders' general meetings; activities of the boards of directors; effective dividend policy and the role of the board of directors; auditing and internal control; remuneration of members of the board of directors and management board; assessment of investors' perception of the quality of corporate governance. The authors conceptualize new content on the agenda for the board of directors – examining priority activities and topical issues, the answers to which require innovative solutions given the onset of the fourth industrial revolution and technification of economy. The article also describes new formats of the board of directors' practices. In the end, it is concluded that it is necessary to use an innovative approach to improve the quality of corporate governance, which should become a powerful engine of growth for the Russian economy.

Keywords: quality, corporate governance, innovative solutions, Russian economy, corporate sector, public joint-stock companies, shareholders.

- Ade Irma Anggraeni, *The Effect of Psychological Contract, Perceived Organizational Support, and Value Congruence on Organizational Citizenship Behavior: Social Exchange Theory Perspectives*

By considering the important role in improving the effectiveness of organizational function, researchers and business practitioners place a considerable concern to organizational citizenship behavior. This research attempts to figure out the antecedents of organizational citizenship behavior based on the social exchange theory perspective. Three variables proposed for this research, including psychological contract, organizational support, and value congruence, were tested to observe the influence to organizational citizenship behavior. This research used double linear regression on 191 employees of state-owned banks in Indonesia as the sample. The results show that the psychological contract, organizational support, and value congruence have a positive influence on organizational citizenship behavior of the employees by ensuring that the psychological contract of the employees is fulfilled, and the employees have congruence value to their organization.

Keywords: social exchange theory, psychological contract, perceived organizational support, value congruence, organizational citizenship behavior.

- Srinivasa Rao Potti, Viswanadhan K. G, Raghunandana Kurkal, *Model of Excellence for the Young Self-financing Engineering Colleges in India: Faculty Members' Perspective*

A good number of models are available in the literature that guides Engineering Colleges in achieving excellence. These models indicate all the possible domains that contribute to the overall quality in engineering colleges irrespective of category. In the recent past, a large number of young engineering colleges from self-financing category in India have

admitted that they have failed in attracting sufficient number of students. These young colleges may not be able to concentrate on all the dimensions prescribed by the existing models of excellence due to their limited resources. Hence, an attempt is made to develop another model of excellence, especially for the young colleges, by (i) treating the top-ranked engineering colleges in self-financing category as best-in-class organizations (ii) comparing the performance of young engineering colleges with the top-ranked engineering colleges and identifying the gaps (iii) analyzing the influence of various dimensions of quality on the present standing of the top-ranked and non-ranked private engineering colleges using Regression Analysis (iv) testing the Regression Models using Cross-validation. The model proposed in this paper can definitely help in improving the overall quality in the young engineering colleges from self-financing category at minimum possible cost. The improved quality would ultimately bring higher satisfaction among its stakeholders which in turn helps the colleges in attracting students further.

Keywords: benchmarking, cross-validation, excellence, quality, regression analysis, top-ranked colleges, young engineering colleges.

- Abd Hamid Zahidy, Noor Azlinna Azizan, Shahryar Sorooshian, A
Methodology Review: Investigation of Entrepreneurship Success

Conducting research in the entrepreneurship fields is a challenging task due to the complex, dynamic and transient nature of the industries. It has led to the argument to which research methodology is the most appropriate for the research. This Study focused on entrepreneurship in Construction Engineering Management (CEM). Better understanding the phenomena that influence performance at both the organizational-level and project-level is the requirement for the construction industry best practices research. An alternative approaches that regards to a robust research methodology with an interaction and feedback mechanism between industry respondent and academician should be considered to solve effectively the problems that the construction industry faced. Thus, it is called the need for the CEM research to move from the traditional approach to one that is more robust although it may compromise some academic rigour. This paper describes the procedures that the authors undertook to conduct their current study. It comprises the rationale for the selection of a mixed methods approach of the combination of the Delphi study and the Decision Making Trial and Evaluation Laboratory (DEMATEL) technique. It also includes the development of the conceptual framework that use to investigate the subjects under investigation. A discussion of the selected methods and its application to the research inquiries is also included.

Keywords: multi-criteria decision making, mixed methods, Delphi study, DEMATEL technique.

- Lilia V. Ermolina, Vyacheslav V. Golikov, Z.N. Kozenko, Ekaterina V. Ponosova, *Role of Human Capital among the Indicators of Enterprise's Strategic Effectiveness*

The purpose of the article is to determine the role of human capital among the indicators of strategic effectiveness of an enterprise. For this, the authors develop and apply the methodology of evaluation of strategic effectiveness of enterprise and methodology of qualitative evaluation of the level of development of enterprise's human capital and level of its correspondence to its needs, and determine the connection between these indicators with the help of the methods of regression and correlation analysis. In the process of the research, the authors analyze the reasons for influence of human capital on strategic effectiveness of enterprise, determine various levels of human capital of enterprise, and determine the role of human capital among the indicators of enterprise's strategic effectiveness. As a result, the authors come to the conclusion that human capital occupies the central role among the indicators of strategic effectiveness of enterprise, as it is a source of maximization of enterprise's profit and provision of its sustainability and minimization of expenses, and compile recommendations for its development by modern enterprises.

Keywords: human capital, sustainable development, strategic effectiveness of enterprise.

- Didik Subiyanto, Indi Djastuti, *Transformational Leadership, Organizational Support, and Dynamic Ambidexterity Capabilities in Troubleshooting: Strategic Efforts to Improve Lecturer Performance*

Education is the key to achieve success in every sphere of life. That is why education of a nation should be managed in a right way to get high level in performance. The objective of this research is to dig deeper into the role of Transformational Leadership to enhance lecturers performance that is mediated by Organizational Support and Dynamic Ambidexterity Capability. Population of this research are lecturers in private universities in Central Java and the Special Region of Yogyakarta. The samples were taken randomly from 350 lecturers who have had academic position in their institutions. Data were collected by submitting questions to the respondents in the form of questionnaires. To get quality data, the present researchers undertook some tests concerning their validity, reliability, normality, and the properness.

Structure Equation Model was used to run a hypothetical test. The results of this research showed that Transformational Leadership had significant influence to Organizational Support and Dynamic Ambidexterity Capability. In turn, the Dynamic Ambidexterity Capability gave significant influence to Lecturer Performance in a positive way.

This research concluded that Dynamic Ambidexterity Capability had a big role as a mediation variable in enhancing Lecturer Performance, whether it was preceded by exogenous variables or endogenous variables, or the combination of exogenous and endogenous variables.

Keywords: transformational leadership, dynamic ambidexterity capability, organizational support, lecturers performance, structure equation model.

- Doina Popescu, *Social Responsibility and Business Ethics VI. Redefining Company Strategy in the New Socio-Economic Context*

The article presents the major problems faced by the business world, issues which require the restructuring and reevaluation of the way in which companies run their activities, and the necessity of redefining their strategies, respectively.

In this context, the need for promoting some new concepts is underscored, concepts designed to bring about profound change in our way, and company managers' way, of viewing the new economic and social realities, which can no longer be understood in the terms of certain classical and traditional concepts.

Also, a presentation is made of the results of the "Pulse of the Fashion Industry" study, undertaken in the year 2017 by the Boston Consulting Group and the Global Fashion Agenda, a study which evaluates the health of the fashion industry and the opportunities for increasing sustainability in the field.

Keywords: civilization marketing, redefining strategy, healthy profit, alternative models, organizational health, ergonomic objectives, fashion industry.

- Cătălin Codreanu, Ion Verboncu, *Quality and Effectiveness in Hospital Management*

Every socio-economic entity carries out work processes that produce economic goods – products or services – destined to meet a certain segment of social need, in terms of efficiency and effectiveness. The decisive factor of success is the management, respectively the management and leadership of these organizations, exercised by competent persons or bodies (Boards of Administration, Supervisory Boards, Steering Committees) and materialized in managerial decisions of strategic, tactical or operational nature. Managers, of course, pay special attention to businesses, generating products and services that "bring" profit. On the contrary, the organizations providing cultural, educational or health services, do not benefit from a similar treatment, they are not tempting, in any way, for those who govern public money since they are resource-consuming and ... problems creators! This category includes the public hospital, which is undergoing continuous reform after 1990, as the public health system seeks its identity and fails to maintain the coordinates of a natural evolution. Although we have a fundamental normative act in the field (Law 95/2006 regarding the health reform), with its numerous additions and modifications, the problems faced by a public hospital are far from being resolved. We are set to approach one of these issues, related to managerial

quality and effectiveness, for obvious reasons: management is the decisive factor in the efficient and effective functioning of a hospital organization, and the dysfunctions they face, have their causes both in macroeconomic and social management and internally, in the design and operation of hospital management.

Keywords: hospital, performance indicators, the quality of medical services, hospital management, HR management.

- Eugenio Mennini, Caterina Pandolfi, Gabriele Giorgi, Giulio Arcangeli, Nicola Mucci, *The Manifestation of Well-being in Engagement and in Intrapreneur's Skills: An Empirical Investigation in a Sample of University Students*

The literature's review of this study refers to two peculiar issues of people's well-being and to individual skills needed for its manifestation. Well-being is a multifaceted and extremely complex construct that is investigated in different fields. Nevertheless, it is a spontaneous manifestation, inherent to human beings, which is an expression of their true essence. The main purpose of this study is to check the emerging relationships between engagement, which is typical of the intrapreneur, and individual satisfaction/well-being. The research has explored the decisive factors in the manifestation of individual well-being among a sample of university students. This study can also contribute by exemplifying a University's potential, in that it provides a global evaluation of these constructs with a specific focus on students. The student's point of view, in fact, represents a strategic asset. It's also crucial to underline the importance played by the awareness of students and of the University's managers in regard to the analysed factors with the goal to enhance the role of the person. The aim of the research was to investigate the correlations and the relations between intrapreneurial self-capital, engagement, general well-being and satisfaction with life by using a sample of university students. The participants consist of 101 students and five tests have been administered. The results resulted in 8 upper-middle correlations. More specifically, it was found that well-being and satisfaction with life are strictly linked to engagement and also, as expected, that intrapreneur-self-capital higher-order construct play a key role in the manifestation of well-being.

Keywords: well-being, engagement, university, students, occupational health.

ENVIRONMENTAL MANAGEMENT

- Biljana Petrevska, Vlatko Cingoski, *Environmental Management: Assessment of Macedonian Hotel Industry*

Tourism is heavily affected by and contributes to negative impacts on the environment. Despite the effort of the accommodation sector to introduce many practices that enable environmental protection, it is still a profound factor that contributes to environmental footprint of tourism. The paper investigates the application of the environmental management by elaborating the case of Macedonian hotels. It explores to what extent hotels meet the energy efficiency practices in terms of the current level of involvement. Data were collected by an online survey among managers and department supervisors. Moreover, the study assesses the attitudes and willingness of hotel managers concerning application of energy efficiency and environmental protection concepts and practices. It is found that large number of hotels does not apply policies on general environmental issues. Hotel management is lacking interest in the energy efficiency blaming the high operational costs and restricted financial funds for application of renewable energy sources. The paper recommends valuable findings for developing and exerting wide range of environmental initiatives. At the same time, it poses new challenges for hotel establishments, which may become increasingly environmentally responsible by implementing sustainable management programs. By having environmental pro-activeness, hotel management may boost development of sustainable hotel industry, and tourism in general.

Keywords: environmental management programs, energy efficiency, renewable energy, hotel industry, tourism.

- Gianluca Felicetti, *The Analysis of the Tools used by National Park of Sibillini Mountains, Italy in order to maintain the Tourism Goods and Services Eco-sustainable on the Market after the 2016 Earthquake*

The purpose of this paper is to examine in what extent the local communities and park management of the protected areas implemented the measures, imposed by the national authorities, regarding the reconstruction after a natural disaster, such as earthquake. Therefore, the paper identifies the tools used by the protected areas, after a natural disaster, in order to maintain or re-arrange the tourism management. The paper is based on an exploratory case study of the National Park of Sibillini Mountain, Italy which has been severely damaged and suffered physical changes following the 26th of August, 2016 earthquake. The empirical evidences regarding the tools used by the National Park's management in order to maintain the tourism eco-sustainable goods and services on the market, after this important natural disaster, were collected through secondary data, observation and interview with the park administrators. We report that the Sibillini Mountain National Park's management through the implementation of these tools can react to an important natural disaster, such as earthquake, and maintain their tourism eco-sustainable goods and services on the market.

Keywords: earthquake, tourism eco-sustainable goods and services, protected areas.

FOOD SAFETY MANAGEMENT

- Maurizio Lanfranchi, Nicolò Davide Falco, Rossana Santagada, Serena Sippelli, Carlo Giannetto, *Analysis and Models for the Reduction of Waste in Organized Large-Scale Retail Distribution: "The Tomato"*

Food waste is one of the major global paradoxes of our century and raises quite a few questions from the economic and social point of view. The causes of food loss and waste are many and differ according to the various phases of the agro-food chain. The problem of food waste prompted the European Parliament to proclaim in 2014 "the European Year against Food Waste" and to adopt a resolution that would lead to a 50% reduction in waste by 2025. This work proposes possible corrective actions, to be adopted by the Organized Large-Scale Retail Distribution, aimed at consumers, to reach the goal of reducing food waste. Therefore, the objective of the study is to identify and analyse the loss and waste within the complex agri-food chain, by analysing the tomato chain in the Organized Large-Scale Retail Distribution.

Keywords: food waste, food supply chain, tomato, food loss.

- Kamil Pícha, Ladislav Skořepa, *Preference to Food with a Regional Brand*

The support to the local production generally increases. The number of regional brands swells, hand in hand with the support to their establishments and to the certification process. Thus it is necessary to deal with their introduction and further existence on the market. The aim of this article is to assess particular aspects and connection of the consumers' preference for local and regional branded products. Within this aim, a potential relation between consumers' preference for local and regional branded products and their preference for sustainability, environmental issues or corporate social responsibility will be studied. Data for the analysis are result from a questionnaire survey among 1,495 respondents. Those respondents who prefer food with a regional/local brand do not consider the price as strongly important. The more the consumers consider the price, the less they prefer food with a regional brand. The respondents with preference for food with a regional/local brand search for food from environmental-friendly and socially responsible producers. They also prefer to purchase at those retailers whose behaviour is environmental-friendly and socially responsible. Only the taste was not identified within the model as variable that would individually contribute to the explanation of the variability in the degree of preferences to the food with a regional/local brand. The degree of preferences varies also according to the segmentation criteria. Female respondents prefer the products labeled with a regional/local brand more than male respondents. Likewise, the preferences to the regional/local branded products grow with the increasing age and educational level. The

influence of the household income was not proved.

Keywords: local food, regional brand, consumer perceptions, sustainability.

- Anca Tulbure, Cristina-Anca Danciu, *The Need to keep Control of the Process related to the Reception of Wheat processed in Romania and to highlight Potential Contaminants, as well as the Factors influencing its Quality*

The placement of safe products intended for human consumption on the market depends, first of all, on the application of good management practices in each stage of the food chain, from primary production, to the point of final processing. Therefore, each operator in the food chain is responsible for the implementation of best practices, in view of assuring the safety of the products they manage.

This work highlights the need to assess and to determine the preventive measures related to biological, physical and chemical hazards which occur along the process flow, from reception, to the preparation of wheat for milling (process flow control from reception to cleaning), proving the importance associated to the implementation of systems for the management of food product quality and safety, from the agricultural producer to the end user.

Such a standard for the food industry, applicable to the entire food chain, is SR EN ISO 22000:2005 Food safety management systems. Requirements for any organization in the food chain. Hazard analysis is the key to an efficient food safety management system, as the assessment of hazards helps organize the necessary knowledge, establishing efficient combinations of control measures (SR EN ISO 22000:2005).

Keywords: wheat, reception, food safety, contaminants (biological, chemical, physical), grading.

- Luciano Pilati, Roberto Daris, Mario Prestamburgo, Filippo Sgroi, *Modeling Sequential Production: The Migratory Beekeeper Case*

This paper formalizes a bio-economic model of migratory beekeeping activities, during the annual production cycle, so as to discern the optimal sequence of foraging sites for migratory beekeepers; it then proceeds to empirically verify the model via a case study. The model assumes that the apiary farm produces three marketable outputs under conditions of certainty with disjunctive resources at the sites. In particular, honey, commercial pollination services and nucleus colonies are produced sequentially at foraging sites throughout the year.

The model determines a migratory beekeeper's revenues, variable costs, gross income from each sequence of foraging sites under the constraint that the total time allocated to the foraging sites be less than or equal to the annual production cycle duration. The bio-economic model allows sequential choices and jointness in foraging sites to be tested, so as to ascertain whether the various stages in the sequential production process are independent of each other. Jointness in foraging sites can arise with regard to variable costs, revenues or both simultaneously.

Keywords: migratory beekeeper, sequential production, bio-economic model, foraging sites, price response.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

- Codruța Dura, Ana-Petrina Păun, Roland Iosif Moraru, *Empirical Analysis on the Relationship between Corporate Health and Safety Performance and the Financial Outcome within Socially Responsible Companies*

The paper addresses a topic which is under-researched in the literature and that is the possibility of establishing a connection between the security performance and the financial results reported by the socially responsible companies. Considering that occupational health and safety has lately been one of the major areas of interest of the corporate social responsibility, we have reviewed the most relevant opinions within the literature on the indicators and instruments for measuring security performance, the involvement in CSR actions and the financial results of modern companies. In order to achieve a first pragmatic approach on the issue, we have conducted a case study on the

statistical data reported by OMV Petrom with regard to the rate of labour incidents, in correlation with the return on the employed capital. Using the SPSS program, our calculations have led us to highlight a neutral relationship between the variables subject to analysis; this result that can be interpreted as a consequence of implementing an effective policy in the area of Occupational Health & Safety (OHS) that preserves the company's long-term profitability. Beyond the inherent limitations of the study, which we have presented in the last section of the paper, we believe that a thoroughgoing study of this new direction of research can be extremely useful considering the unprecedented increase of interest of academic literature in OHS issues addressed in the context of CSR, as well as the possibility of identifying practical ways to measure some sustainability indicators that could help managers of socially responsible companies.

Keywords: occupational health & safety (OHS), corporate health & safety performance (CHSP), corporate social responsibility (CSR), corporate financial performance (CFP), lost time injury rate (LTIR), return on average capital employed (ROACE).