

## **QUALITY MANAGEMENT**

- Fircă Popa, Nicoleta Gulie, *Risk Management, Challenge or Good Practice?*

Using referential ISO standards of management systems, the author makes a succinct and schematic commentary on the issue of risk management as a challenge or good practice. The article is illustrated with a flow chart for the application of risk and opportunity-based thinking and a scheme that includes the stages of risk-based and opportunity-based thinking.

In conclusion, a risk-management plan is presented that solves the implementation stages of risk-based thinking, such as: establishing treatment actions, planning for the integration and implementation of actions, implementing actions and assessing their effectiveness.

**Keywords:** *risk management, ISO 9001, ISO 14001, ISO 31000, ISO 45001, risk and opportunity -based thinking.*

- Gabriel Fedorko, Vierslav Molnár, Miroslav Dovica, Teodor Tóth, *Conveyor Belt Quality Assessment for In-House Logistics*

An important component of in-house logistics are various transport systems. Their task is to ensure the reliable operation of individual production and service processes. From a wide range of available in-house logistics transport systems, belt conveyors play an important role. For their trouble-free operation, it is necessary, in addition to a number of factors, to place great emphasis on the conveyor belts quality. The quality of conveyor belts is a decisive factor for their reliable and uninterrupted operation. Over the years, an approach to assess their quality has developed, that can be labeled as a standard approach. However, this standard approach is in many ways inadequate and has been overcome nowadays. Therefore, a new, progressive approach based on the latest knowledge and technologies need to be sought. This paper will describe a progressive method of industrial metrology in more detail, applied to assessing the conveyor belts quality.

**Keywords:** *quality, assessment, conveyor belt, industrial metrology.*

- Shivam Gupta, Charu Bisaria, Suneel Gupta, *Supply Chain Management Concepts & its Implications*

The research paper highlights Supply Chain Management concepts based on the literature review of various research articles. Research paper also aims at explaining the necessity of efficient Supply Chain Management for the organizations to meet customer's expectations in the best possible manner by providing quality products & services to their customers. Effective SCM practices helps organizations to achieve competitive advantage over the competitors, which in turn leads to the creation of customer delight as the customers get the products & services as per their expectations. Consequently, organization's performance also gets enhanced and a hike in the profit margins of an organization may be seen.

**Keywords:** *supply chain management, customer's expectations, competitive advantage.*

- Richard Hannis Ansah, Jane Osei, Shahryar Sorooshian, Daniel O. Aikhuele, *Importance of Employer-Employee Relationship towards the Growth of a Business*

Most often, employer-employee relationships may contribute to the achievement of organizational goals or otherwise. The type of relationship built in an organization may affect productivity negatively or positively. Though the objective of every organization is to maximize profit, employer-employee relationship can be a hindrance to the achievement of those objectives. The objective of this research is to present evidence-based information to readers on the importance of the employer-employee relationship towards the growth of a business. The paper also highlights the role of job satisfaction towards inspiring good relationships between these two parties and recommends

guidelines on how the relationship can be managed. To extend the qualitative data, a relationship survey was designed to assess Ghanaian business owners and employees' opinions about relationships, and its significant role towards the success of their businesses. Also, the survey measured job satisfaction of the employees. From the results, job satisfaction was identified as the accurate indicator of good relationships between employers and employees. The study found that business owners shared a positive notion that relationships play an important role towards their business as these contribute to the growth of their business.

**Keywords:** *employer-employee relationships, organizational growth, Ghanaian businesses, job satisfaction.*

- Nuryakin, Joko Sadoso Priyo, *Service Quality, Trust and Customer Loyalty: The Role of Customer Satisfaction at the Hotel Services Industry in Indonesia*

This study aims to give a contribution to the literature in terms of; first, providing a development in the empirical research model of the relationship between service quality (SERVQUAL) on customer satisfaction; second, providing empirical evidences on the relation of trust on customer satisfaction; third, the importance of customer satisfaction in mediating the relationship of service quality (SERVQUAL) on customer loyalty. This study took its unit of analysis on customers who have once used the services of hotels in Surakarta, Indonesia. Sampling technique of this study employed purposive sampling. The data analysis in the empirical model testing used Structural Equation Modeling (SEM) approach with AMOS program. The result of testing for hypothesis one (H1) found that SERVQUAL affects positively on customer satisfaction. The testing result for hypothesis two (H2) revealed that Trust positively affects customer loyalty. Similarly, the testing for hypothesis three (H3) also showed the positive effect of customer satisfaction on customer loyalty.

**Keywords:** *service quality (SERVQUAL), trust, customer satisfaction, loyalty.*

- Yoestini, Kardison Lumban Batu, Amie Kusumawardhani, Andriyansah, *Green Business Performance-Based CSR. Evidence from Large-Scale Enterprises in Indonesia*

The role of CSR is recognized world-wide to be able to enhance business performance and became a key strategy to achieve and maintain sustainable competitive advantage. The current research investigates empirically the impact of Top Management Support Advantages (TMSA), Price Advantages (PA), Product Development Advantages (PDA), Distribution Advantages (DA) and Marketing Communication Advantages (MCA) on Green Business Performance (GBP) mediated by Green Corporate Image Based Social Corporate Advantages. Deploying Structural Equation Modelling with AMOS software, Non-stratified random sampling with purposive sampling was employed for data collecting. A survey was conducted in Indonesia and Large-Scale Enterprises as the object and Marketing and Operational managers as the unit analysis. The findings suggest that CSR strengthens the relationship among the driving factors on GBP.

**Keywords:** *top management support advantages, price advantages, product development advantages, distribution advantages, marketing communication advantages, green business performance, corporate social responsibility advantages.*

- Hasyim, Yohanes S. P., *Marketing Architectural Capability and Competitive Networking in Indonesian Fashion Small and Medium-Sized Enterprises*

This study aims to fulfill the gap of the previous research findings concerning the effect of entrepreneurship orientation toward marketing performance. It explores a new concept of competitive advantage networking to mediate a relation between the entrepreneurial orientation and the marketing performance. By testing five hypothesis with the data collected from 317 respondents of Small and Medium-sized Enterprises (SMEs) of fashion industry in six creative cities in Indonesia, the study indicates that the competitive networking is feasible as mediation variable. Therefore, the competitive networking can be applied as a valuable determinant to increase the marketing performance of SMEs.

**Keywords:** *competitive advantage networking, marketing capability, market sensing, entrepreneurship orientation, marketing performance.*

- Elena F. Komandyshko, *"Creative Alliance" Technology in Improving the Quality of Art Education*

The article considers the problem of improving the quality of art education in the application of the integrative approach which allows organizing the educational process at the confluence of the functional interaction of different types of professional and artistic activities. This research reveals prospects for the introduction of effective development technologies in the practice of educational institutions at the present stage. The author of this article highlights the specifics and features of improving the quality of art education as exemplified the use of a technology called "Creative Alliance". The article demonstrates that objectives of the application of the developed technology are aimed at combining different types of professional and artistic-creative activities. This fact allows students to independently choose the direction of their professional activity, show creative initiative, and put forward new goals and creative ideas.

**Keywords:** *integrative approach, "Creative Alliance" technology, art project, artistic-cognitive route, integration of artistic-creative and organizational-managerial activities.*

- Marina Alekseevna Izmailova, Natalya Sergeevna Khoroshavina, Nadezhda Vladimirovna Rebrikova, Olga Viktorovna Kolesnikova, Olga Alexandrovna Shalnova, *Major Factors of Achievement of Quality of Corporate Management in the Russian Medium-Sized Companies*

The article updates the role of medium-sized businesses considered as a driver of economic growth in Russia and abroad. The phenomenon of "hidden champions" is revealed – companies demonstrating high development rates and leadership positions in national and global markets. The criteria of "hidden champions" and examples from the Russian economy are given. A comparative analysis of the factors of "hidden champions" establishment in the domestic economy has been conducted, followed by the identification of the reason for achieving this success; the importance of this group of companies for the national economy has been determined. The results of a comparative analysis of approaches to interpretation of medium-sized enterprises in Russia and abroad are provided; the reasons for the low resilience of Russian medium-sized enterprises to external challenges are identified; examples of the best practice of Russian companies that are world leaders in relevant industries are provided. The results of a study aimed at identifying the state of corporate governance practice in medium-sized nonpublic Russian companies are described; the features and incentives for introducing elements of corporate governance are revealed. The rationale for the need in evolutionary approach to the development of corporate governance practice is provided. The approach to improving the quality of corporate governance, based on the consideration of key development factors and the phase of the company's life cycle is disclosed. A conclusion is made about the inadequacy of a low assessment of the corporate governance quality based on the incomplete set of the elements of corporate governance practice that does not comply with the best international corporate governance practice.

**Keywords:** *quality, corporate governance, medium-sized business, "hidden champions", Russian economy, the best international practice of corporate governance, shareholders.*

- Elena Bogan, *Promoting the Health and Social Inclusion of the Urban Population by Endowing and Improving the Quality of Leisure Facilities in the Parks in Bucharest*

Green spaces are an essential component of urban environment due to their role in improving the quality of life by ensuring the quality of environmental factors and the health of the population as well as contributing to increased social inclusion by creating opportunities for people of all ages to interact through both informal social contact and participation in city events. From this perspective, this research aims to evaluate and analyze green spaces and recreational facilities in parks of Bucharest, in order to determine their role in the communities, for each of the six sectors and the entire

Bucharest. This theme is linked with the human need to be closer to nature, even when choosing to live in a highly urbanized environment. In recent years, in Bucharest, more and more areas of green spaces suffered, being modified and replaced by various constructions. While the surface of the green spaces has decreased, the surface of the areas intended for recreation has also decreased. This paper is mainly aimed at presenting and analyzing the perception of residents regarding green spaces and recreational and leisure facilities in the Bucharest parks. The results of this study can be useful in the urban planning activity of the local authorities.

**Keywords:** *urban green space, leisure facilities, parks, quality of life, social inclusion.*

- Alina Bianca Pop, Aurel Mihail Țițu, *Implementation of an Integrated Management System: Quality-Information Security in an Industrial Knowledge-Based Organization*

In this paper a study that highlights the implementing role of an integrated management system in an industrial knowledge-based organization was conducted. Design represent the activity object of this organization. Currently, quality is one of the most debated issues. For any organization, no matter its size, products type or services, an integrated approach of the information quality and security becomes a stringent, logical and useful necessity. In this respect, the integrated management system helps to keep all the quality and security requirements under control. The purpose of this paper is to highlight the implementing advantages of the integrated management system: quality and information security. The first part of the paper presents some aspects about the knowledge-based organizations and their comparison with classical organizations, followed by the argument that integrated quality management is effectively an essential requirement in knowledge-based economy and management. The second part of the paper includes the research carried out, effectively presenting all the implementation stages of the integrated management system in a knowledge-based organization.

**Keywords:** *organization, knowledge-based management, integrated management, quality, information security.*

- Petrus Ridaryanto, Imam Ghozali, Agus Purwanto, *Assessing Organizational Justice and Job Satisfaction in Public Accounting Firms in Indonesia*

This study attempted to examine some factors contributing to dysfunctional audit behavior by proposing the determinants of organizational justice in terms of distributive, procedural and interactional justice and job satisfaction as the intervening variables. The sample for the present study consisted of 392 employees, working as auditors and managers of public accounting firms in Jakarta, Indonesia. By using a structural equation modelling technique, the results of the study were able to prove the effect of the perceptions of organizational justice and job satisfaction on the occurrence and acceptance of dysfunctional audit behavior. Finally, a number of implications and limitations were discussed.

**Keywords:** *organizational justice, job satisfaction, dysfunctional audit behavior.*

- Ahyar Yuniawan, Indi Djastuti, Ade Irma Anggraeni, *Exploring the Role of Psychological Contract to increase the Level of Employee Participation: A Study on Indonesian Regional-Owned Micro Banking*

Increasing employee participation during business environment change through motivation and commitment become critical issue. If it is managed well, it can helps organization to anticipate and reduce resistance to change. Hence, psychological contract as dynamic concept on employee relationship is expected able to provide employees the sense of stability. It is essential to develop both transactional and relational type of contract to build employee trust and loyalty. This paper analyses the impact of psychological contract on work outcome in the context of regional-owned enterprises. The study was conducted on regional-owned micro banking in Central Java, Indonesia. This research utilized quantitative approach. The results reveal that psychological contract, consisting of transactional and relational contracts significantly affect commitment, citizenship behavior and innovative behavior. Small and medium-sized companies, such as micro banking, can gain excellence in building innovative

commitment and rich behavior by providing employees with wider opportunities to develop new ideas and facilitate self-development in the form of training for the implementation of innovative ideas as a form of appreciation for employee contributions.

**Keywords:** *psychological contract, organizational commitment, organizational citizenship behavior, innovative behavior, regional-owned micro banking.*

- Mihai Vrîncuț, Alexandra Irimia, *The Quality of Banking Services as a Strategic Vector of National Development. The Start-up Nation Experience*

We have witnessed in recent years the emergence of a number of programs that support financially the establishment of new firms (the so-called start-ups). Of these, the most prominent is the program launched by the Ministry of Business, Trade and Entrepreneurship under the title „Start-up Nation”. The role of banks in this program has been and remains significant. This article gives a critical insight into the issues faced by last year’s participants in this program, especially those related to the quality of banking services, and gives some suggestions for improvement to one of the banking institutions involved in the Start-up Nation program. We also point out the strategic vector role of the quality of banking services in the context of their involvement in the national development.

**Keywords:** *banking services quality, start-up, Pareto chart.*

## **ENVIRONMENTAL MANAGEMENT**

- Marcela Malindzakova, Dominik Puskas, *Application of Environmental Quality Approaches to analyse Environmental Pollutions*

This paper aims to identify the causes of environmental pollution. The aim of the paper is to link logistics principles (system approach, method, coordination, algorithmic thinking) with environmental quality. The amount of waste that has the potential to be used as secondary raw material ends in landfills or incinerators, thereby causing environmental pollution. Excessive increase in waste capacity also results in overfilling of landfills and in poor energy utilization (Pacana et al., 2014). Under the Act of the National Council of the Slovak Republic no. 79/2015 Coll. on municipal waste, municipal waste is classified as other waste, and only in rare cases it is possible to find common features with hazardous waste. It should be stressed that batteries, thinners, bulbs, medicines and others cannot be found in this waste. The produced quantities of municipal and bulky waste most likely end up in mixed waste landfills, without taking into account potential reuse as secondary material or energy source. Detailed Waste Tracking under the Category Waste Catalog 20 – Municipal Waste (Household Waste and Similar Waste from Trade, Industry and Institutions), including their sorted harvested components, suggests that the volume of imported material in landfills will have a growing trend. The main reason for this trend is to consider the possibilities of energy use.

**Keywords:** *cause and effect diagram, Pareto principle and Lorenz curve, waste management process, waste recycling, environmental quality.*

## **FOOD SAFETY MANAGEMENT**

- Sabka Pashova, Radoslav Radev, Georgi Dimitrov, Jordan Ivanov, *Edible Coatings in Food Industry related to Circular Economy*

The edible films and coatings are continuous thin layer, made from proteins, polysaccharides, lipids, antimicrobial components or a mixture of them. Once delivered on the food they improve quality by slowing down unwanted changes, prolonging their shelf life, improving the outlook and giving them certain properties.

The current study focuses on a current problem such as innovative models in the circular economy, especially the application of edible coatings in food technologies. The study uses a research of consumer attitudes in North-East Bulgaria about the use of foods, which contain edible coatings, as a plot to summarize the guidelines and recommendations for improvement of innovative models in the circular economy. The study is a part of Scientific Project NPI No3 of University of Economics – Varna in the professional field 3.8. Economics for scientific research: “Innovative models in the circular economy: challenges and opportunities in front of the Bulgarian small and

medium enterprises”.

The objective of the survey was to examine consumer attitudes towards the use of edible coatings in various sectors of the food industry and towards choosing, buying and consuming food covered with edible coatings. The results of the survey demonstrate the need to raise consumer awareness of the benefits of the use of edible coatings, and that the focus should be on the environmental aspects of the use of edible coatings in various sectors of the food industry; the preservation of food quality for a longer period during storage; extending the shelf life of foods with edible coatings; reduction of natural loss (wastage) in foods with edible coatings.

**Keywords:** *innovative models, circular economy, edible coatings.*

- Elizabeta Mitreva, Simona Gjurevska, *The Need for a Quality System in a Company for Bread and Bakery Production in Macedonia*

Changes in the business environment of companies require raising the quality standards as a result of the increased demands of buyers/users and all interested parties. Sustainable competitive advantage and resource optimization is achieved by quickly adjusting the changes and requirements. In this paper, a research was carried out to apply the philosophy of TQM to a bread and baking company and its impact on the overall performance of business processes. The results of the survey showed that the quality system affects the achievement of the company's goals. In order for quality to become an integral part of the organization's structure as a whole, it is necessary to implement the new quality philosophy in all segments of the organization. Therefore, the philosophy of TQM plays a key role, and optimization of business processes is the basis for functioning in the business community.

**Keywords:** *quality processes, employees, quality system, TQM philosophy (Total Quality Management).*

- Elisa Di Talia, Mariarosaria Simeone, Debora Scarpato, *Consumer Acceptance and Consumption of Functional Foods. An Attempt of Comparison between Italy and Germany*

Food is considered as the main source of well-being for consumers, primarily due to increased awareness of the relationship between food health and well-being. In this scenario, companies realize investments in research and development for the production of functional foods that are able to improve the health of individuals and to reduce the risk of disease. A survey was carried out to investigate consumer attitudes to functional foods and the level of knowledge about these products by comparing two regions that are similar in morphological and demographic aspects but very different in cultural terms. One of the survey areas is in Germany and the other in Italy. In these two areas we administered a questionnaire through the technique of snowball sampling to analyze the knowledge of these products by consumers, the confidence in their beneficial properties and the propensity to consume. The data collected underwent multiple correspondence analysis and cluster analysis. The results from the analysis of the two samples (Italian and German) provide evidence for the importance of information to develop the market for functional foods. The results suggest interesting managerial implications for companies as well as policy implications for specific interventions to promote healthy eating among consumers.

**Keywords:** *functional food, food innovation, consumer choices, food sustainability.*

## **OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT**

- Gabriel Bujor Băbuț, Roland Iosif Moraru, *Occupational Risk Assessment: Imperatives for Process Improvement*

It is well known that the starting point in designing and achieving of an effective occupational health and safety management system is, always, the occupational risk assessment. Although in principle the risk assessment process is a powerful and effective tool, if not used with caution and discernment, the results can be completely incorrect, leading to wrong, practically inapplicable decisions. Performing the risk assessment in an attempt to justify a decision already taken from other reasons, lack of involvement of a team in the assessment or non-inclusion in the team of workers, inefficient use, sometimes formal, of external consultants, non-use of results and not correlating hazards

with the control measures are some of the specific errors that continues for more than 10 years to strike, in Romania, the results effectiveness of a process that continues to be unacceptably frequently characterized by an unpractical formalism. In this context, the present paper tries to synthesize the basic principles and recommended occupational risk assessment practices, outlining the way in which the hazard identification and risk management strategies should be founded on the involvement of all stakeholders. There are systematized the issues regarding the purpose, principles and working methods, but also concerning future actions, useful information, selection of assessors for reaching the goal and monitoring the efficiency of results.

**Keywords:** *risk, assessment, prevention, management, occupational health and safety.*

- Ludovica Denaro, Gabriele Giorgi, Francesco Sderci, Javier Fiz-Perez, *Age Power: Work Engagement in Different Generations*

There is a serious new problem in the workplace, and it has nothing to do with downsizing, global competition, pointy-haired bosses, stress or greed. Instead, it is the problem of distinct generations, the Baby Boomers, Generation X and Generation Y, working together and often colliding as their paths cross.

Research indicates that people communicate based on their generational backgrounds. Each generation has distinct attitudes, behaviors, expectations, habits and motivational buttons. Learning how to communicate with the different generations can eliminate many major confrontations and misunderstandings in the workplace and the world of business. When you take members of different generations, blend them together, and ask them to work side by side, you have both an opportunity and a challenge: the opportunity to engage a mix of people who bring their unique experiences and skills to an organization and the challenge of dealing with the generational differences that distinguish them.

**Keywords:** *work engagement, generation, age, workplace, active aging, occupational medicine.*

- Elisa Vellucci, Manfredi Montalti, Francesca Fazzini, Francesco Sderci, *Heart and Psyche: The Incidence of Occupational Stress on Cardiovascular Diseases*

The present-day shortage in labor supply, the need to hold on to one's employment at all costs often causes the employee to be subjected to protracted stressful stimuli resulting in pathophysiological reactions of the organism. Cardiovascular diseases have increased in recent decades and they are not necessarily related to specific clinical risk factors, but often only with environmental factors, occurring in those who lack the ability to resist, but are merely victims.

Hypertensive disease are rising and manifesting in increasingly younger ages, as are cardiac disturbances including atrial fibrillation.

An increase in heart attacks and coronary arteries has been reported (Templin et al., 2015).

A stressed out worker ideally flees from the stressor, but the consequential hormonal mechanisms often create organ damage (Molinari, Compare, Parati, 2007; Mucci et al., 2015a).

Therefore abnormal work conditions can trigger pathophysiological reactions in initially healthy organisms, or unmask cardiovascular diseases in patients who are susceptible to personal risk factors, antedating their manifestation.

This dissertation aims to investigate the factors that characterize "work related stress", to link them to the historical period in progress, to analyze the consequences that these factors have on the human body, both from a psychological and physiological point of view.

**Keywords:** *work-related stress, cardiovascular disease, psyche, occupational medicine.*