

## IMPLEMENTING TEAMWORK FOR QUALITY IN AGRIBUSINESS

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### ABSTRACT

The idea of introducing problem-solving groups, quality circles of quality improvement teams of the makes its way into an organization through the awareness of successful results in other organization or companies. There is no fixed methodology for starting a teamwork programme, but there are certain key points which must be considered. The concept should be presented to (or come from) management and supervision and their commitment and support enlisted. It should be possible at this stage to engage the interest and support of potential team leaders. Projects should be started slowly and on a small scale. Ideally a pilot scheme, involving the most enthusiastic candidates and areas, should be launched. Early teething troubles, doubts and worries may then be identified and resolved. Selected or volunteer team or circle leaders must be trained in all aspects of group leadership and the appropriate techniques and they should be subsequently involved in the training of team members in techniques required in effective problem solving. The techniques of statistical process control (SPC) should be introduced, particularly charting and Pareto analysis. These concepts lay the groundwork for analyzing problems in a systematic fashion, and show that the majority of the problems are concentrated into a few areas.

*Key words: implementing teamwork, TQM in agribusiness, making a profit, quality policy, top management*

### Introduction

One of the problems of the team approach to problem identification and solving is that sometimes the teams are organized because it is the fashionable thing to do. They either exist on paper only, or the meetings are social gatherings where nothing is learned and no projects are initiated. Another common problem is that the teams attempt to solve problems without first obtaining knowledge of the necessary techniques- enthusiasm outruns ability. Quality improvement teams and quality circles have enormous potential for helping to solve an organization`s problems, but for them to be successful they must follow a disciplined approach to problem solving using proven techniques. One of the first steps is to define the system by drawing a process flow chart, including information flow, communications channels, procedures and training. The flow chart is essential for visualizing the system under study. The next step is to list all of the problems within the process. This brainstorming session helps answer the question `What problems are people having?`.

The team approach to problem solving works. It taps the skills and initiative of all personnel involved in a process. This may mean change in culture which must be supported by management through the quality improvement team or quality circle activities.

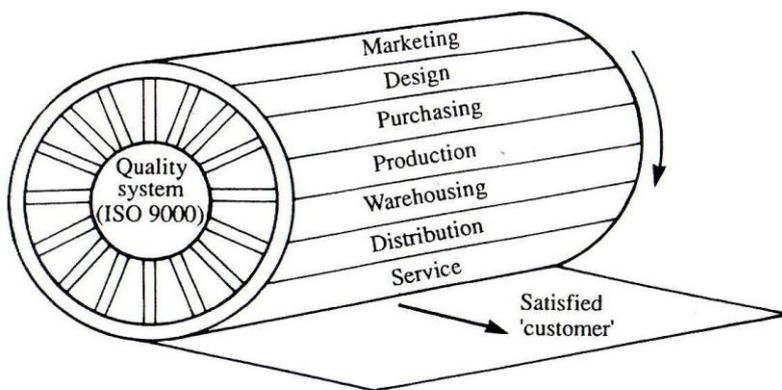
### Material and methods of work

According to the certain components, which are discussed above, in the scale defined components (items) that measure each component (practice). Therefore, Items are selected and taken from methods used in the studies, and then translated and adapted to the needs of research 8 companies in the Republic of Macedonia, set the Likertova scale that measures the frequency of

application of a particular component in the range of 1-5 (1 - never, 5 - always). Research analysis which was used in this research represents total of the components which characterize the subject of researching, and it is consisted of questionnaires, measure instruments, techniques and time frame of the research. Were used method of comparative analysis, method of evaluation and judging and method of continuing following .

### Results and discussion

The received data can generally be stated that the team approach to solving organizational problems gives satisfactory results. The organization has quality system design. The quality system should apply to and interact with all activities of the organization. This begins with the identification of the requirements and ends with their satisfaction, at every transaction interface. In most organizations, established methods of working already exist and all that is required id the whiting down of what is currently done. In some instances, companies may not have procedures to satisfy the them. Alternatively, it may be found that two people, supposedly performing the same task, are working in different ways and there is a need to standardize the procedure.



These may be regarded as slats on a rotating drum, the driving force of which is the centralized quality system. The drum will not operate until the system is in place and working.

One person alone cannot document a quality system, the task must involve all personnel who have responsibility for any part of it. The quality manual must be a practical working document, that way it ensures that consistency of

operation is maintained and it may be used as a training aid. In order to solve a problem, the root cause must first be determined, it must ensure that:

- (a) The plant and processes involved (including any which are subcontracted) are capable of meeting the requirements;
- (b) The operators have the necessary skills;
- (c) The operating procedures are written down and not simply passed on verbally;
- (d) The plant and equipment instrumentation are capable of measuring the process variables with the appropriate accuracy and precision ;
- (e) The quality control procedures and any inspection, check, or test methods available, provide results to the required accuracy and precision, and are documented ;
- (f) Any subjective phrases in the specification, such as “finely ground”, “low moisture content” are understood and procedures exist to establish the exact customer requirements.

Every organization should define its policy in relation to quality . The policy should contain principles and goals to provide a framework within which training activities will be planned and operated. The should be communicated to all level The following questions are useful first steps when identifying training objectives:

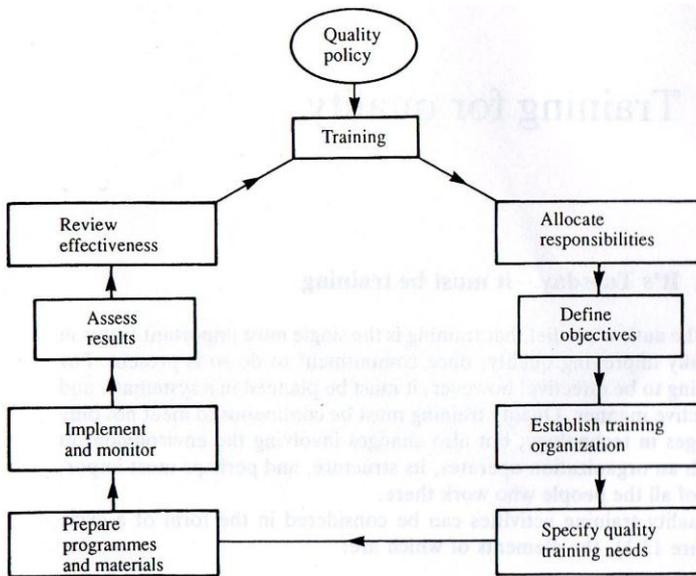


Figure 13.1 The quality training cycle

management system is being operated according to the written procedures. . A review addresses the much wider issue of whether the quality system actually meets the requirements and aims to determine the system`s effectiveness.

Organizations should plan to self – police the quality system by carrying out both internal audits and reviews, and the person responsible for organizing these is the manager with responsibility for coordinating and monitoring the whole quality system.

Senior managers in every type and size of organization must take the responsibility for the adoption of the appropriate documented quality system with implementing teamwork. If this requires translation from `engineering language`, so be it – get someone from inside or outside the organization to do it. Do not wait for the message to be translated into different forms – inefficiencies, waste, high costs, crippling competition, loss of market.

### Summary

Senior management require a system whereby decisions are taken at regular fixed intervals on the quality policy, the quality training objectives and the training organization.

Even if the quality policy remains constant, there is a continuing need to ensure that new quality training objectives are set either to promote work change or to raise the standards already achieved.

The purpose of system audits and reviews is to assess the effectiveness of an organization`s quality effort. Clearly, adequate and refresher training in these methods is essential if such checks are to be realistic and effective. Audits and reviews can provide useful information for the identification of changing quality training needs.

The training organization should similarly be reviewed in the light of the new objectives and here again it is essential to aim at continuous improvement. Training must never be allowed to become static. Similarly, the effectiveness of the organization`s quality training programmers and methods must be assessed systematically.

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- How are the customer requirements transmitted through the organization?

- Which areas demand improved performance?

- What changes are planned for the future?

- What new procedures and provisions need to be drawn up ?

The records which are retained provide objective evidence that work is being carried out in accordance with the documented procedures. Attention should be paid to identifying which records need to be retained and to their easy retrieval.

An internal audit sets out to establish whether the quality

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