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ZBORNİK RADOVA
Proceedings

19. međunarodni simpozij o kvaliteti

KVALITETA KAO
RAZVOJNI KONCEPT

19th International Symposium on Quality

QUALITY AS A CONCEPT
OF DEVELOPMENT

21. - 23. ožujka 2018.

March 21st – 23rd, 2018

Plitvička jezera, Hrvatska/Croatia

HRVATSKO DRUŠTVO MENADŽERA KVALITETE
CROATIAN QUALITY MANAGERS SOCIETY

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19th International Symposium on Quality

KVALITETA KAO RAZVOJNI KONCEPT
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ZBORNİK RADOVA
PROCEEDINGS

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Plitvička jezera, Hrvatska/*Croatia*
21. – 23. ožujka 2018.
March 21st – 23rd, 2018

Organizator/Organizer



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Izdavač/Publisher

Hrvatsko društvo menadžera kvalitete, Zagreb, Hrvatska
Croatian Quality Managers Society, Zagreb, Croatia
Radoslava Cimermana 36a, 10000 Zagreb
E-mail: info@hdmk.hr
http://www.hdmk.hr

Za izdavača/For Publisher

Doc. dr. sc. Miroslav Drljača

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Klasifikacija UDK & JEL/*Classification U.D.C. & JEL*
Doc. dr. sc. Miroslav Drljača

Prijevod sažetaka, zaključaka i predgovora/

Summaries, Conclusions and Introductory translation
Ljubica Kolbas, prof.

Korice dizajn/Covering design

Apostol d.o.o., Zagreb

Priprema za tisak/Preparation for printing

KOFEIN d.o.o., Zagreb

Tisak/Printing

PRINTERA GRUPA
Sveta Nedelja

Naklada/Issue

250 primjeraka/copies

CIP – Katalogizacija u publikaciji

CIP zapis dostupan u računalnome katalogu Nacionalne i sveučilišne knjižnice
u Zagrebu pod brojem 000987924

CIP – Cataloguing in publication

*CIP note accessible in computing catalogue in National and University Library
in Zagreb, No. 000987924*

ISBN 978-953-8067-10-5

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PREDGOVOR

Poštovane kolegice i kolege članovi HDMK, znanstvenici i stručnjaci u području sustava upravljanja, dragi prijatelji, dobro došli na 19. međunarodni simpozij o kvaliteti, pod radnim nazivom *KVALITETA KAO RAZVOJNI KONCEPT*.

U stalnom traganju za novim strategijama koje će osigurati održivi razvoj na dulje razdoblje, menadžeri svih razina, bilo da se radi o organizacijama ili jedinicama lokalne i područne (regionalne) samouprave pa i državama, modeliraju razvojne koncepte uvažavajući posebnosti. Bez obzira što je priprema za 19. međunarodni simpozij o kvaliteti započela u razdoblju ekonomskog rasta, kako u Hrvatskoj tako i u zemljama EU, potreba za osmišljavanjem i implementacijom nekog novog razvojnog koncepta ne prestaje. Naprotiv, razdoblje ekonomskog rasta i prosperiteta pravo je vrijeme za razmišljanje o budućnosti.

Hrvatsko gospodarstvo već dulje vrijeme bilježi rast BDP-a. Najveći generator rasta BDP-a u drugom kvartalu 2017. godine je potrošnja građana dok ostale sastavnice BDP-a (industrijska proizvodnja, izvoz, investicije) bilježe skromniji rast. Smanjuje se i stopa nezaposlenosti, odnosno raste broj zaposlenih uslijed otvaranja novih radnih mjesta. Turizam u 2017. godini u Hrvatskoj bilježi najbolje rezultate ikad, kako po broju dolazaka i noćenja, tako i po prihodu od turizma. Započele su neke od tzv. strukturnih reformi poput porezne reforme i reforme školstva. Razvoj infrastrukture u punom je zamahu (zračne luke, cestovna infrastruktura, morske luke i dr.). Odlazak mladih i obrazovanih ljudi u ekonomski razvijenije zemlje kao i problem apsolutnog smanjenja broja stanovnika problem su Hrvatske, ali i brojnih drugih zemalja EU. Rješavanje ovih problema podrazumijeva politički konsenzus i novi razvojni koncept.

EU također bilježi rast BDP-a. Cijena nafte na svjetskom tržištu stabilna je, na relativno niskoj razini. Proces proširenja EU novim članicama u svojevrsnoj je krizi. Problem Brexit-a i EU s „dvije brzine“ teme su koje angažiraju znatne resurse. Problem velikog broja imigranata koji traže azil u razvijenim zemljama EU i dalje je prisutan. Problem terorizma prisutan je u Europi, ali i na globalnoj razini.

Na globalnoj razini odvija se proces nove geopolitičke podjele svijeta. Rat u Siriji i Iraku nije u potpunosti završen. Sjeverna Koreja razvija atomsko i hidrogensko naoružanje što izaziva ozbiljnu globalnu krizu. Ekstremne vremenske nepogode prisutne su u mnogim dijelovima svijeta. Vjerojatno uzrokovane klimatskim promjenama, nanose znatnu štetu ekonomijama područja i zemalja gdje se događaju te uzrokuju ljudske žrtve.

Ovakav kontekst zahtijeva pažljivo promišljanje i upravljanje rizicima. Svaka zemlja, kao i nadnacionalne ekonomske i političke integracije traže nova rješenja i mogućnosti rasta i razvoja. Mišljenja smo da je jedan od mogućih razvojnih koncepata „kvaliteta“, odnosno da „kvaliteta“ sama po sebi predstavlja razvojni koncept svake organizacije, jedinice lokalne i područne (regionalne) samouprave pa i države. Iz toga proizlazi i radni naziv ovog simpozija: *KVALITETA KAO RAZVOJNI KONCEPT*.

HDMK, kao i uvijek do sada, čini napor u cilju okupljanja kritične mase znanja i kompetencije na području sustava upravljanja kako bi kroz teoriju i praktična iskustva, dalo svoj doprinos razvoju svjesnosti o potrebi modeliranja razvojnog koncepta kompatibilnog sa svim ekonomskim sustavima, u kojem bi „kvaliteta“ bila pokretač razvoja i jamstvo njegove održivosti. Tako osmišljen razvoj pospješuje konkurentsku sposobnost gospodarstva kao pretpostavku osiguravanja kvalitetnijeg života svojih građana, što je suština politike svih demokratskih sustava.

HDMK poziva vas da kao znanstvenici i stručnjaci zajedno doprinesemo ideji kvalitete kao razvojnog koncepta. S tom svrhom pristupili smo organizaciji 19. međunarodnog simpozija o kvaliteti i pozvali sve vas na razmjenu iskustva i ideja u cilju iznalaženja prihvatljivih rješenja u svrhu bolje budućnosti.

Prezentacijom znanstvenih i stručnih radova iz područja sustava upravljanja znanstvenika i stručnjaka iz zemlje i inozemstva, želja nam je ukazati da značajnija promocija kvalitete kao razvojnog koncepta u svim organizacijama i sektorima može znatnije doprinijeti razvoju konkurentnosti gospodarstva na globalnoj razini, a time i kvaliteti života ljudi. Kvaliteta kao razvojni koncept kompatibilna je sa svim gospodarskim sustavima demokratskih društava. Stoga, prema našem mišljenju, zaslužuje znanstvenu i stručnu raspravu na ovom simpoziju.

Nakon više godina, ponovo smo u Nacionalnom parku Plitvička jezera, smještenom u dvije županije, 91% u Ličko-senjskoj županiji i 9% u Karlovačkoj županiji, prirodnom biseru Republike Hrvatske, koji je UNESCO 1979. godine proglasio Svjetskom prirodnom baštinom. Očekujemo od vas, sudionika simpozija iz dvanaest zemalja svijeta, da ćete svojim sudjelovanjem dati doprinos sagledavanju kvalitete kao razvojnog koncepta i dati pozitivne primjere u sredinama iz kojih dolazite.

Želimo vam ugodan boravak na Plitvičkim jezerima, u Ličko-senjskoj županiji, u Republici Hrvatskoj.

Doc. dr. sc. Miroslav Drljača
predsjednik HDMK

INTRODUCTORY WORD

Dear colleagues, members of the Croatian Quality Managers Society, scientists and professionals in the management systems field, dear friends, it is my pleasure to invite you to actively participate in the 19th International Symposium on Quality, under the working title QUALITY AS A CONCEPT OF DEVELOPMENT.

In constant search of new strategies, which will ensure sustainable development in the long term, managers at all levels, regardless if in organizations or in local and regional self-government units, and even at the government level, model concepts of development, respecting their specificities. Notwithstanding the fact that preparations for the 19th international symposium on quality started in the period of economic growth, both in Croatia and the EU states, the need for design and implementation of a new concept of development does not cease. On the contrary, the period of economic growth and prosperity is the right time for thinking about the future.

Croatian economy has been recording a GDP growth for a while. The greatest generator of GDP growth in the second quarter of 2017 is personal consumption, while other components of GDP (industrial production, export, investments) show a more modest growth rate. The unemployment rate has also been decreasing, and the number of the employed has been increasing due to opening of new work places. The 2017 results of tourism are the best ever, both in number of visits and overnight stays and tourism revenues. Some of the so called structural reforms have been started, such as tax reform and education system reform. Development of infrastructure is in full swing (airports, road infrastructure, sea ports, etc.). Leaving of young and educated people to economically more developed countries and concerns about absolute decline of the population are Croatia's problems, equally as in numerous other EU countries. Solving these problems requires political consensus and a new concept of development.

The EU also records a GDP growth. Price of oil in the world market is stable at a relatively low level. The EU enlargement process is in a kind of crisis. Brexit and a two-speed EU are topics engaging significant resources. The problem of large number of immigrants seeking asylum in developed countries of the EU is still present. The issue of terrorism is present in Europe, but also at the global level.

A process of new geopolitical division of the world is underway at the global level. The war in Syria and Iraq has not completely ended. North Korea develops nuclear and hydrogen weapons causing a serious global crisis.

Extreme weather conditions occur in many parts of the world. Probably caused by climate changes, they result in significant damage to economies of the regions and countries where they occur and cause human casualties.

*Such context requires careful thinking and risk management. All countries and supranational economic and political integrations look for new solutions and possibilities of growth and development. In our opinion, one of possible concepts of development is “quality”, meaning that “quality” in itself represents a concept of development for any organization, local and regional self-government, and even the government. The working title of this symposium is derived from this idea: **QUALITY AS A CONCEPT OF DEVELOPMENT.***

As always, the CQMS continues to make every effort to gather a critical mass of knowledge and competence in the domain of management systems, so that we can give, through theory and practical experience, our contribution to development of awareness of the need to model a concept of development compatible with all economic systems, in which “quality” would be the trigger of development and the guarantee of its sustainability. The so envisaged development enhances competitive ability of economy as a prerequisite for ensuring a better citizens’ quality of life, the essence of politics of all democratic systems.

The CQMS invites you, as scientists and professionals, to together contribute to the idea of quality as a concept of development. With that purpose we have started organizing the 19th international symposium on quality, and invite all of you to exchange experience and ideas with the aim to find acceptable solutions for a better future.

Through presentation of scientific and expert papers from the scope of management systems by scientists and professionals from the country and from abroad, we want to point out that a more significant promotion of quality as a development concept in all organizations and sectors may considerably contribute to development of competitiveness of economy at the global level, thereby also to the people’s quality of life. Quality as a concept of development is compatible with all economic systems of democratic societies. Therefore, in our opinion, it deserves a scientific and professional discussion at this symposium.

After several years, we are again in the Plitvice Lakes National Park, located in two counties, 91% in Lika-Senj County and 9% in Karlovac County, a natural pearl of the Republic of Croatia, in 1979 registered in UNESCO’s World Heritage List. We look forward to seeing you, symposium participants from some twelve countries of the world, who will, with your partaking, make a contribution to considerations of quality as a concept of development and present positive examples from your own surroundings.

We wish you a pleasant stay in Plitvice Lakes, in Lika-Senj County, in the Republic of Croatia.

*Assistant Prof. Miroslav Drljača, Ph.D.
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INTERNAL BUSINESS COMMUNICATION AS FRAMEWORK OF ORGANIZATIONAL QUALITY

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JEL klasifikacija/JEL classification: L15; M14

Pregledni članak/Review

Primljeno: 22. prosinca 2017./Received: December 22nd, 2017

Prihvaćeno: 18. veljače 2018./Accepted: February 18th, 2018

Jezik/Language: Engleski/English

ABSTRACT

Quality of internal business communication of an organisation is a starting point for successful achievement of organisational goals. This statement is a hypothesis of the research that has a task to determine how is internal business communication recognised and evaluated within the Standard ISO 9001:2015. By discursive analysis of the content of the family of Standards ISO 9000ff this paper gives an overview of the area covered by quality management system based on internal business communication.

Key words: *management, internal business communication, communication within the organisation, family of standards ISO 9000*

1. INTRODUCTION

Clarifying the notion of internal business communication, it is necessary to go a few steps back and define the underlying concepts that are common-

ly considered to be sufficiently clear as they are and their exact definition is often omitted. It is about understanding of the concepts that are necessary for the definition of later more complex ones. From the perspective of communicational sciences, one of the basic definitions of communication speaks of social interaction through messages,¹ however, it is a very general definition that leaves much hidden. For this reason, Oliver² while defining communication clearly states that it is a process of exchange of ideas, facts and emotions between two or more persons using letters, words and symbols, and taking into account the most accurate transmission of the same, semantic legitimacy, precision, how symbols can be understood in the desired way and the effectiveness of the received meaning that is manifested in the desired behavior. According to this, communication is aimed at achieving the goals as it is viewed as a persuasive two-way process in which the participants alternately influence each other.

Although a large number of scientists agree³, there are those who think it is only in certain situations. Some say that within the framework of internal business communication single one-way messaging situations can also appear such as when informing about the factual situation and the transfer of tasks that need to be executed. Communication science has now renounced the observation of the communication process as one-way because regardless of whether it is about transferring information about a factual state or informing an employee to carry out a job, the sender of the message must take care of whether the message is properly understood. In case it isn't, further clarifications are needed, and for a motivating atmosphere it is also necessary to monitor the emotions that the message has produced to respond appropriately.

Anyway, to make a business communication process successful, it is necessary to produce the desired action as an outcome, either in terms of task execution, change of attitude of the employee, or increase of satisfaction or motivation. The basic assumption for the mentioned is receiving and understanding the message.

The process of internal business communication has the primary task of demolishing and eliminating the communication barriers that negatively af-

¹ Dennis Tourish and Owen Hargie, *The Crisis of Management and The Role of Organizational Communication*, In: Dennis Tourish and Owen Hargie, (ed.) „Key Issues in Organizational Communication“, Routledge, London, 2004, p. 1-16; Courtland L. Bovée and John V. Thill, *Poslovna komunikacija suvremena*, 10. izdanje, Mate, Zagreb, 2012.

² Sandra Oliver, *Corporate Communication: Principles, Techniques and Strategies*, Kogan Page, London, 1997.

³ Hanna K. Kalla, „Integrated Internal Communications: A Multidisciplinary Perspective, Corporate Communications“, *An International Journal*, Vol. 10, No. 4, 2005, p. 302-314.

fect the process of understanding of the organization's business processes from the beginning - the initial idea to the end - evaluation after the execution of the business activity, but also to create the conditions for the ideal implementation of that activity in accordance with the set strategic goals. Internal business communication with regard to the final goal is manifested in: awareness of organizational mission and vision, creation of interpersonal relationships and stimulating atmosphere for the realization of strategic goals, motivation of employees and associates, presentation of ideas, suggestions and plans, information on tasks and implementation methods, team brainstorming on creative solutions, reporting on implementation, reporting on outcomes and achievements, and knowledge sharing.

The aim of the secondary research presented in this paper is to examine the hypothesis: (1) internal communication organization plays a key role in its successful business and (2) the requirements and recommendations of the new ISO 9000ff standards recognize the importance of internal business communication and are properly accessing it.

2. INTERNAL COMMUNICATION AND ENGAGEMENT OF EMPLOYEES

Balakrishnan and Masthan⁴ talk about engagement of employee and their emotional and intellectual commitment to organization and organizational business success and agree that a prerequisite for achieving that is presenting job tasks persuasively.

Hewitt Associate⁵ believe that employee engagement is manifested in such a way that these employees talk positively about their organization, are or want to be efficient members and work or continue to perform their tasks beyond the minimum requirements of the organization. Emotional involvement directly affects the higher quality performance of the job, but also the willingness in giving additional time, the cognitive power and the energy that the employee has to invest.

According to the same authors, engaged employees are more profitable, more productive, show greater focus on tasks and goals, care about the future of the organization and are willing to volunteer for activities for the benefit of the organization, and the organization itself will notice a reduction in fluctua-

⁴ C. Balakrishnan and D. Masthan, „Impact of Internal Communication on Employee Engagement – A Study at Delhi International Airport“, International Journal of Scientific and Research Publications, Vol. 3, Issue 8, 2013.

⁵ Ibid.

tion, increased satisfaction and loyalty of consumers of services and products. Only organization with engaged employees can be innovative and competitive on the market.⁶ One of the experts in the field of human resources management Dave Ulrich⁷ said that employee contribution is a key business problem because in attempting to generate higher profits with less investment, organizations are left with nothing other than to utilize the body and mind but as well the soul of each employee.

Few years ago Delhi International Airport reported negative results during a regular half-year study of employee engagement. Employee engagement has been identified by the management as a significant factor for a successful business, but given the specificity of the various activities carried out within the airport it is as well a significant security factor. Key features of the employee are found to be: commitment to work, volunteering in taking over work tasks, and the meaningfulness of the work being done. The first level of research aimed at identifying the underlying drivers of engagement, commitment, volunteering and finding the meaningfulness of work tasks.

Balakrishnan and Masthan⁸ described a study that resulted with defining eight key drivers, the first of which was communication. By further analysis of acquired factors that trigger employee engagement internal communication was found as the most influential in solving the problem of negative effects of aerodrome activity. The research has examined five communication components according communication research conducted by Dennis.⁹ These are: communication between superiors and employees, quality of information, the openness of superiors, the ability to communicate with the superiors and the reliability of communication. Communication between superiors and employees covered a positive exchange of encouragement, understanding and justice.

The quality of information itself contains two factors: the success of communication and the openness of the overall communication within the organization. It is about the transparency of communication at all organizational levels, the integrity of the message in terms of clear and unambiguous understanding of the tasks, as well as general organizational goals. A component exploring the openness of superiors speaks of the functioning of higher organ-

⁶ Mary Welch, „The Evolution of the Employee Engagement Concept: Communication Implications“, *Corporate Communications, An International Journal*, Vol. 16, No. 4, 2011, p. 328-346.

⁷ Ibid.

⁸ C. Balakrishnan and D. Masthan, „Impact of Internal Communication on Employee Engagement – A Study at Delhi International Airport“, *International Journal of Scientific and Research Publications*, Vol. 3, Issue 8, 2013.

⁹ Ibid.

izational levels and the openness, sincerity and readiness to share the information they need with the other employees in order to understand and achieve organizational goals. The ability to communicate with the superiors shows how much the upper organizational levels are ready to listen to the needs and opinions of lower-level employees during their daily business activities. At the end of the assessment of the quality of internal communication quality, the research covered the reliability of the information received as well from the higher organizational levels but from the colleagues at the same horizontal organizational level too.

Balakrishnan and Masthan¹⁰ have demonstrated that all of the five components of internal communication show statistically significant correlation with three defined factors of employee engagement. In other words, the high level of internal communication has a positive impact on the commitment of employees, their voluntary engagement in business tasks, and the finding of meaningfulness in work obligations. The authors emphasized that internal communication as a driver of employee engagement was taken as the primary goal of recovering a negative status due to its current fast performance and low financial costs.

The significance of this research, except for the results shown, is that the International Airport Delhi after implementation according to the obtained indicators has come to second place in the world according to ASQ (Airport Service Quality).

3. RELATIONSHIP MANAGEMENT

Studying specifics that influence sustain supply management (SSM) and sustainability performance at sample of 145 American companies, Paulraj¹¹ determines internal resources as important support to organizational sustainability or as he says: "...the prime objective of firms must be to nurture an entrepreneurial orientation within the organization."

Beckett-Camarata et.al.¹² discuss organizational relationship management and state two important aspects that influence organizational business:

¹⁰ Ibid.

¹¹ Antony Paulraj, „Understanding the Relationship Between Internal Resources and Capabilities, Sustainable Management and Organizational Sustainability“, Journal of Supply Chain Management, Vol. 47, No. 1, 2011, p. 19-37.

¹² Elizabeth Jane Beckett-Camarata, Martin R. Camarata and Randolph T. Barker, „Integrating Internal and External Customer Relationships Through Relationship Management“, A Strategic Response to a Changing Global Environment, Journal of Business Research, 1998, No. 41, p. 71-81

quality of work life (QWL) and organizational citizen behaviour (OCB). According to the same authors Cook and Wall define quality of work life as the level of trust, commitment and fulfillment of existential personal needs. Many authors¹³ define organizational citizen behaviour as ‘...discretionary involvement of employees and their actions on behalf of the company over and above their required job requirements which promote the effective functioning of the organization.’

Downs, according to Beckett-Camarata et al.¹⁴ explains the situations from twenty years ago and the strategy of restructuring that brings to downsizing and at the end to the problem where employees who remain work harder, do more and take on greater responsibility for the same or less total compensation. As the result of this appearance drop in organizational loyalty as a key factor of organizational citizen behaviour was noticed. Companies started to rethink the value of cost of all intraorganizational relationships and noticed that even customer satisfaction depends about customers perception of organizational service delivery. Therefore Beckett-Camarata et al.¹⁵ see social exchange theory and equity theory as alternative strategies on which the process of relationship management should lay down. They explain Social exchange theory as reciprocal actions taken by each part to fulfill exchange expectations from which both benefit. Gibson et al., according to Beckett-Camarata et al.¹⁶ define equity theory: ‘...employees compare their efforts and rewards with those of others in similar work situations.’ and that is what influences their job performance.

4. INTERNAL BUSINESS COMMUNICATION WITHIN STANDARDS 9000:2015 AND ISO 9001:2015

Standards ISO 9000:2015 and ISO 9001:2015 do not talk about internal business communication of an organisation by calling it so and though it is rarely mentioned directly, it can be found in indirect way mentioned in almost each clause.

Clause 2.2.4 of ISO 9000 defines ‘interested parties’ of an organization as the ones that provide significant risk to organizational sustainability if their needs and expectations are not met highlighting that the term does not apply only to the customer. Clause 3.2.3 of the same Standard defines interested par-

¹³ Ibid, p. 72.

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ Ibid.

ty, a stakeholder, a person or an organization that can affect, be affected by, or perceive itself to be affected by a decision or activity.

Failure to define the term 'interested parties' can be seen in the Croatian translation of the term in the informative Annex A - Concepts and their graphical representation. Although in the English graphic representation the explanation corresponds to the aforementioned, the Croatian translation no longer shows that the internal public of the organization or its employees are interested parties but presents exclusively customers or those who can receive the service or product.

Furthermore, clauses 2.2.5.2 and 2.2.5.3 of Standard refer to people as the fundamental resource of an organization and their behavior within the organization as a system is a factor influencing the success of a business. The quality policy and the application of the skills, training, education and experience required to fulfill their work roles and responsibilities is essential to be understood. Clause 2.2.5.5 speaks of communication that meets the requirements of the aforementioned points. Planned and effective internal communication (although communication with external stakeholders is mentioned as well) improves people's engagement and understanding of the organization's context, needs and expectations of customers and other interested parties as well as the quality management systems.

Clause 2.3 sets the principles of quality management, and when defining leadership as the starting point, it states: 'Executives at all levels determine the unique purpose and direction and create the conditions in which people are involved in achieving quality goals in the organization.' From this point it is clear that the core task of management is to achieve internal communication which will ensure conditions for the engagement of people in achieving organizational goals. As possible actions here are stated: getting to know the internal audience with the mission, vision, strategy, politics and processes that take place in the organization; creating and maintaining desirable patterns of behavior such as fairness and respect for ethical norms; establishing a culture of trust and integrity and fostering commitment to quality across the organization; providing positive examples; inspiration, encouragement and recognition of people's contributions.

The above mentioned is in agreement with clause 4.2 of ISO 9001 - Quality management systems - Requirements where the importance and necessity of understanding the needs and expectations of interested parties is emphasized. It can be concluded that Standards recognize employees as the organization's internal public and gives them the key position of the interested party to whom development of an appropriate communication strategy is necessary, as well as it is important to find and adapt the internal communication models to the ways in which the organization's goals are attained.

In the introduction to ISO 9001: 2015 Standards, quality management principles are outlined, among which the importance of internal organization communication is twofold: the engagement of people and relationship management. These two principles are more fully explained in clauses 2.3.3 and 2.3.7 of ISO 9000 Standards. The starting point is taken to be the fact that trained, empowered and engaged people at all levels of the entire organization are required to increase the organization's ability to create and bring value. This is clarified by the importance of respect for people and the enrichment of their abilities, since this is the way to get engagements. Although it does not offer ready-to-use tools that help in reaching the standards, it suggests possible actions between which: communicating with people to understand the importance of individual work tasks; promotion of cooperation; encouraging open discussion and exchange of knowledge and experience; detecting potential obstacles to achieving goals; taking initiatives and encouraging the takeover of the initiative; recognizing people's contributions and progress, and realizing two-way communication in which employees are informed of the results. The importance of relationship management through internal business communication can be seen by explaining that the ongoing success of organization is more likely to be achieved when the organization manages relationships with all stakeholders in order to optimize their impact on the company's own success. The first possible action, but it should be stressed that no matter standards represent it as an option for the introduction and subsequent management of the quality system, is to determine who interested parties are (and the standard here quotes the employees) and their relationship with the organization. Determining the relationship between an employee and an organization is related to determining and defining the priorities that need to be managed in this relationship. In this part of the standard, this action is not recognized as indivisible sub-action, but is cited as the next possible action. Clause 2.3.7.4 considers the following as other possible actions: gathering and exchanging information, expertise knowledge and resources with relevant stakeholders and measuring success with providing feedback, with the aim of encouraging improvement initiatives. In this section it is possible to observe the objection as well because the earlier research has highlighted the two-way communication and the importance of feedback not only for performance improvement but also for employee motivation.

When analyzing requirements of standards relating to the internal business communication of the organization it is necessary to mention clauses 7.1.4, 7.1.6 and 7.4 of ISO 9001 Standard. The first of these refers to the process environment where the organization is obliged to determine, ensure and maintain the environment necessary to carry out its processes and to achieve the conform-

ity of products and services. The footnote of this clause states that the environment is not related to the expected physical conditions alone, but it is a rove of human (the authors of this work would say communication) and physical factors where human beings are defined as: social (non-discriminatory, calm, without conflicts) and psychological (stress reduction, prevention of work burnout, protection in an emotional sense).

Clause 7.1.6 speaks of management of knowledge in the organization by emphasizing the importance of managing information, knowledge and acquired experience and archiving them as an internal source of potential knowledge. Clause 7.4 very briefly talks about communication in general and emphasizes the need to determine internal communication through answers to questions: what will be communicated?; who will communicate ?; when?; with whom?; and how ?. The need to approach the elaboration of a comprehensive internal communication strategy, which will prescribe very detailed organizational communication procedures is given in clause 7.4.

5. ISO 10018 QUALITY MANAGEMENT – GUIDELINES ON PEOPLE INVOLVEMENT AND COMPETENCE

Analyzing how family ISO 9000ff observes the internal business communication of the organization and ignoring the norm that provides guidelines for engagement of people and competencies would be a big omen. ISO 10018 provides guidance to ensure long-term dedication to employee engagement in the organization, acceptance of its values and activities. Clause 1 defines objects and the scope of the standard and the human factor is here determined as one of a significant influence on the interaction within the management system, whereby the human factor refers to the physical and cognitive characteristics as well as the social behavior of the person. With regard to the just mentioned, clause 4.5.3 highlights the need to develop an individual plan for the inclusion and development of competences of each employee. Such a plan according to this norm must contain defined activities, resources, responsibilities and time frames, and also the consent of the employee to whom the plan refers to, superior of the employee and top management.

Internal communication, called just so, is discussed in detail in clause 5.5.3. The clause says that responsibility for internal business communication is at the highest level of management which in communicating the efficiencies and effectiveness must: (1) Establish ‘bottom up’ and ‘top down’ communication systems; (2) use information transfer techniques such as team briefing and (3) track the effectiveness of the communication system.

Internal communication is most fully explained in Annex A - Factors that influence people's involvement and competence. Among the many factors here the following stand out:

A4 Communication

Communication is recognized as a fundamental feature whose significance increases with the size of the organization. It means that as the organization grows and becomes bigger, it is more difficult to manage successful communication system. The standard speaks of the need for effective communication, and finds preconditions for achieving it in accuracy, compassion and clarity. This appendix brings the communication features in detail, so the importance of non-verbal communication, the need to record complex messages, and the ways and methods that depend on the purpose of communication are also mentioned.

A10 Networking

Networking as a concept in an organization has the purpose of promoting the transfer of knowledge, ideas and experience. The Standard here is very specific in determining the way anyone should be interconnected within internal business communication. Open and closed communication networks are described, and the characteristics and the type of communication that is acceptable to them are specified.

A11 Recognition

Recognizing the work and success of employees leads to people's empowerment and encouragement to desirable behaviors. The Standard recognizes the importance of clear and understandable criteria when recognizing and consequently rewarding employees, and emphasizes the importance of feedback to the employee on performance.

A14 Teamwork

Standard speaks of teamwork stemming from mutual trust and respect for team members. As a precondition for team co-operation, the standard states the need for the organization to properly assess team roles and clearly communicate them, and to provide the necessary environment as a precondition for teamwork.

It can be seen that the ISO 20018 standard states significant guidelines for building and managing a quality internal communication system and should not be left out or neglected in the organization that has opted for a quality management system.

6. CONCLUSION

Results of this secondary research confirm both initial hypothesis. Standards are not ready-to-use cookbook with detailed recipes of how to prepare processes of high quality and how to provide conditions that will lead to the desired effects in accordance with the vision and mission of the organization and the goals set out in the strategy, but they present a framework of basic assumptions that need to be taken into account when defining and implementing the organization's activities. It can be concluded that the Standards set internal business communication of the organization to a proper, key position.

The Standards correctly recognize human potential and its role in successful business operations and emphasize the importance of developing stimulating relationships and developing successful two-way communication at all levels of the organization. It has been left to management to develop methods and find the tools that will implement mentioned needs in the work. The need for adequate education in terms of developing communicative knowledge and communication skills primarily for people in management, but also for all stakeholders in internal business communication is by these even more emphasized. If contemporary communication is the one that is constantly learning and developing, the skills of internal business communication, and especially interpersonal, should occupy an important place in the process of continuous development and improvement. This knowledge opens up great research opportunities in the area of quality of internal business communication and its impact on the quality of organization management.

Sažetak:

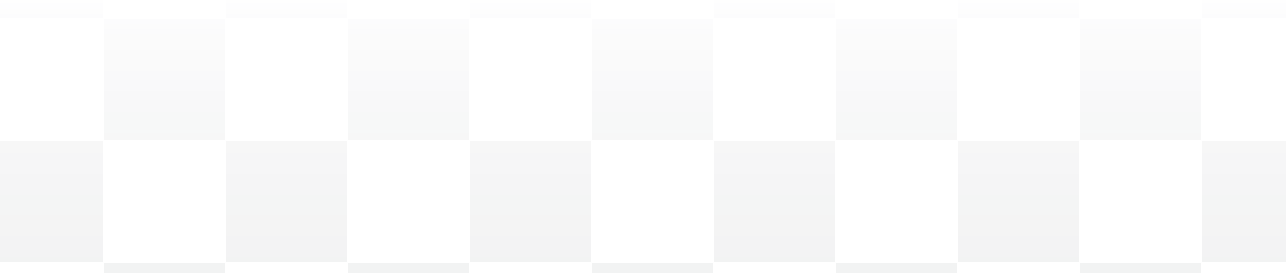
INTERNA POSLOVNA KOMUNIKACIJA KAO OKVIR KVALITETE ORGANIZACIJE

Kvaliteta interne poslovne komunikacije organizacije polazište je za uspješno postizanje organizacijskih ciljeva. Ova je tvrdnja ujedno hipoteza istraživanja koje ima za cilj odrediti kako je interna komunikacija poslovanja prepoznata i ocijenjena u okviru norme ISO 9001:2015. Diskurzivnom analizom sadržaja familije normi ISO 9000 ovaj rad daje pregled područja obuhvaćenog sustavom upravljanja kvalitetom temeljenom na internoj poslovnoj komunikaciji.

Ključne riječi: *uprava, interna poslovna komunikacija, komunikacija unutar organizacije, familija normi ISO 9000ff.*

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ISBN 978-953-8067-10-5
CIP 000987924