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JUČER, DANAS, SUTRA**

20th International Symposium on Quality

**QUALITY -  
YESTERDAY, TODAY, TOMORROW**

20. - 22. ožujka 2019.  
March 20th - 22nd, 2019  
Pula, Hrvatska/Croatia

**HRVATSKO DRUŠTVO MENADŽERA KVALITETE**  
**CROATIAN QUALITY MANAGERS SOCIETY**

**20. međunarodni simpozij o kvaliteti**  
20<sup>th</sup> International Symposium on Quality

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## PREDGOVOR

Poštovane kolegice i kolege članovi HDMK, znanstvenici i stručnjaci u području sustava upravljanja, zadovoljstvo mi je pozvati vas na aktivno sudjelovanje u radu jubilarnog 20. međunarodnog simpozija o kvaliteti, pod radnim nazivom *KVALITETA – JUČER, DANAS, SUTRA*.

U 22 godine postojanja i rada, HDMK je uspješno organiziralo 20 međunarodnih simpozija o kvaliteti. Prigoda je to da se, gledajući u budućnost, ukratko ipak osvrnemo na proteklo razdoblje i sagledamo razvoj kvalitete kao koncepta, kao filozofije i kao znanosti. U tom razdoblju dogodile su se brojne promjene u kontekstu kvalitete: 1) kvaliteta je ušla u obrazovni sustav, osobito u visokom obrazovanju; 2) brojne organizacije implementirale su sustav upravljanja kvalitetom sukladno sa zahtjevima međunarodnih ISO normi; 3) značajne promjene u smislu poboljšanja dogodile su se u brojnim sektorima (zdravstvo, maloprodaja, automobilska industrija, promet i transport, proizvodnja, usluge i dr.). Najznačajnijim postignućima smatramo veliki broj obrazovanih stručnjaka za kvalitetu u svim strukama i činjenicu da kupac (korisnik) danas ima daleko veću mogućnost izbora nego je imao ikad.

Ova ostvarenja nisu dovoljna. Jedna od temeljnih karakteristika današnjega svijeta je stalnost promjena. Kvaliteta, shvaćena u najširem smislu, dinamička je kategorija i zahtijeva stalno poboljšanje. Stoga se pred nas koji se profesionalno i znanstveno bavimo kvalitetom, postavljaju najmanje dva složena zadatka: 1) razumjeti povijest kvalitete, priznati pogreške i zablude i 2) razvojem kvalitete kao resursa, strategije i razvojnog koncepta ostvariti daljnja poboljšanja u svim sektorima i područjima rada i života kako bi svijet svima postao bolje mjesto za život, na dugi rok. A prostora za poboljšanja ima puno. Najveći globalni problemi svijeta još uvijek traže kvalitetna rješenja: 1) nejednaka raspodjela svjetskog bogatstva; 2) razina konflikta; 3) klimatske promjene; 4) velika ulaganja u naoružavanje i represivni aparat; 5) masovne migracije; 6) neizlječive bolesti; 7) drastične razlike u kvaliteti života.

Pripremu za 20. međunarodni simpozij o kvaliteti započinjemo u razdoblju ekonomskog rasta, kako u Hrvatskoj tako i u zemljama EU. To nije razlog da se prestane s osmišljavanjem i implementacijom nekog novog razvojnog koncepta koji može pomoći rješavanju najvećih globalnih i lokalnih problema. Naprotiv, razdoblje ekonomskog rasta i prosperiteta pravo je vrijeme za razmišljanje o budućnosti.

Hrvatsko gospodarstvo već dulje vrijeme bilježi rast BDP-a, s tendencijom usporavanja. Najveći generator rasta BDP-a u drugom kvartalu 2018. godine je potrošnja građana dok ostale sastavnice BDP-a (industrijska proizvodnja, izvoz, investicije) bilježe skromniji rast. Smanjuje se i stopa nezaposlenosti, ali se istovremeno pojavljuje nedostatak radne snage u brojnim sektorima (proizvodnja, poljoprivreda, turizam, brodogradnja, zdravstvo i dr.).

Turizam u Hrvatskoj posljednjih godina, tako i u 2018. godini, bilježi odlične rezultate, kako po broju dolazaka i noćenja, tako i po prihodu. Započele su neke od tzv. strukturnih reformi poput porezne reforme i reforme školstva, što nije dovoljno za povećanje konkurentnosti gospodarstva. Problemi nedostatka radne snage i ne konkurentnosti strukturne su prirode i nastajali su desetljećima. Razvoj infrastrukture u punom je zamahu (zračne luke, ceste, mostovi, željeznica, 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 ekonomski rast. Cijena nafte na svjetskom tržištu raste. Proces proširenja EU novim članicama u svojevrsnoj je krizi. Preispituje se koncept NATO-a kao i koncept na kojem se temelji EU.

Na globalnoj razini odvija se proces nove geopolitičke podjele svijeta. Pozitivne promjene događaju se u slučaju Korejskog poluotoka. Ekstremne vremenske nepogode prisutne su u mnogim dijelovima svijeta, što značajno utječe na gospodarstvo i kvalitetu života ljudi.

Svaka zemlja, kao i nadnacionalne ekonomske i političke integracije trebaju tražiti nova rješenja i mogućnosti rasta i razvoja. Mišljenja smo da „kvaliteta“ shvaćena u najširem smislu, može doprinijeti nastavku pozitivnih kretanja, a također doprinijeti pronalasku rješenja za najveće probleme na globalnoj razini.

Kao i do sada, HDMK organizirajući 20. međunarodni simpozij o kvaliteti, čini napor u okupljanju kritične mase znanja i kompetencije na području sustava upravljanja kako bi dalo svoj doprinos razvoju svjesnosti o potrebi značajnije primjene načela upravljanja kvalitetom u modeliranju razvojnog koncepta kompatibilnog sa svim ekonomskim sustavima Tako osmišljen razvoj pospješuje konkurentsku sposobnost gospodarstva kao pretpostavku osiguravanja kvalitetnijeg života svojih građana, što je suština politike svih demokratskih sustava.

S tom svrhom pristupili smo organizaciji 20. međunarodnog simpozija o kvaliteti i pozivamo vas na razmjenu iskustva i ideja vezano za sustav upravljanja kvalitetom u cilju iznalaženja prihvatljivih rješenja radi bolje budućnosti.

20. simpozij organiziramo u Istarskoj županiji, u gradu Puli starom preko 3000 godina. Povijest ovog grada, na neki je način i povijest kvalitete na ovim prostorima. Šetnja ulicama ovoga čudesnog grada u to će vas uvjeriti.

Predsjednik HDMK  
Doc. dr. sc. Miroslav Drljača  
IAQ – Associate Academician

## INTRODUCTORY WORD

*Dear colleagues, members of the Croatian Quality Managers Society, scientists and professionals in the scope of management systems, dear friends, it is my pleasure to invite you to actively participate in the 20<sup>th</sup> International Symposium on Quality, under the working title QUALITY – YESTERDAY, TODAY, TOMORROW.*

*In twenty years of its existence and work, the CQMS has successfully organized 20 international symposiums on quality. On this occasion, while looking into the future, it is appropriate to briefly review the past period and look at the development of quality as a concept, as a philosophy and as a science. Numerous changes in the context of quality have happened over the period: 1) quality has entered the education system, particularly higher education; 2) numerous organizations have implemented the quality management system in accordance with requirements of international ISO standards; 3) various sectors have experienced significant changes with the effect of improvements (health, retail, automobile industry, traffic and transport, production, services and others). In our opinion the most important achievements are the large number of educated quality experts in all professions and the fact that possibilities of choice for customers (users) are today much greater than ever.*

*However, these achievements are not enough. One of the basic characteristics of the today's world is permanence of change. Quality, in the broadest sense of the word, is a dynamic category, and it requires continual improvements. Therefore, all of us professionally and scientifically engaged in quality, face at least two complex tasks: 1) to understand the past of quality, admit mistakes and misconceptions, and 2) by developing quality as a resource, a strategy and a development concept, enable further improvements in all sectors and areas of work and life, and in the long term make the world a better place to live in for everyone. And there is a lot of room for improvements. The biggest global problems are still waiting for good quality solutions: 1) unequal distribution of world wealth; 2) level of conflicts; 3) climatic changes; 4) big investments in arming and repressive apparatus; 5) mass migrations; 6) incurable deceases; 7) drastic differences in quality of life.*

*We are starting preparations for the 20<sup>th</sup> International Symposium on Quality in the period of economic growth, both in Croatia and the EU states. This is, however, no reason to stop designing and implementing a new concept of development that could help solve the biggest global and local problems. On the contrary, the period of economic growth and prosperity is the right time for thinking about the future.*

*The economy of Croatia has been recording a GDP growth for a longer period, with a tendency to slow down. The greatest generator of GDP growth in the second quarter of 2018 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, but at the same time a labour short-*

age has occurred in numerous sectors (production, agriculture, tourism, shipbuilding, health, etc.). Over the past years, and also in 2018, the tourism in Croatia shows excellent results, 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, but it is not enough to increase economy competitiveness. Problems of labour shortage and lack of competitiveness are of structural nature and have been developing for decades. Development of infrastructure is in full swing (airports, roads, bridges, railway, sea ports, etc.). Leaving of young and educated people to economically more developed countries and the absolute decline of the population, are problems of Croatia, but also of many EU states. Solving these problems requires political consensus and a new concept of development.

The EU also records a GDP growth. The price of oil in the world market rises. The EU enlargement process is in a kind of crisis. The NATO concept, and the concept on which the EU is based, are being reconsidered.

At the global level, a process of new geopolitical divisions of the world is underway. Positive changes have happened in the case of the Korean Peninsula. Extreme weather conditions occur in many parts of the world and this has a significant impact on economies and the quality of life of people.

Every country, as well as supranational economic and political integrations should seek new solutions and possibilities of growth and development. We believe that "quality", understood in its broadest sense, can contribute to continuation of positive movements, and also contribute to finding solutions of the biggest problems on the global level.

As always, by organizing the 20<sup>th</sup> International Symposium on Quality, the CQMS continues to make effort to gather a critical mass of knowledge and competence in the domain of management systems, in order to contribute to developing awareness of the need for a wider application of quality management principles in modelling a concept of development compatible with all economic systems. The so envisaged development enhances competitive ability of economy as a prerequisite for ensuring better quality of life for citizens, and this is the essence of politics of all democratic systems.

With this purpose in mind we started organizing the 20<sup>th</sup> International Symposium on Quality, and we now invite you to the exchange of ideas relating to quality management, with the aim to find acceptable solutions for the sake of a better future.

The 20<sup>th</sup> symposium will take place in Istria County, in 3000 year old city of Pula. In a certain way, the history of this city is also the history of quality in this region. A walk in the streets of this amazing city will convince you of this.

Assist. Prof. Miroslav Drljača, Ph.D.  
President of the CQMS  
IAQ – Associate Academician

## **CONTINUOUS PROCESS IMPROVEMENT AS A FOUNDATION FOR SUSTAINABLE ORGANIZATIONAL DEVELOPMENT**

**STALNO POBOLJŠANJE PROCESA KAO TEMELJ  
ODRŽIVOG RAZVOJA ORGANIZACIJE**

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### **SAŽETAK**

*With ever-changing market changes and requirements geared towards adopting a sustainable approach growth and development, organizations are facing implementation challenges and creating an organizational climate and a sustainability model. Continuous improvement organizational processes is one of the ways the organization is at disposal for adaptation, but also for encouraging the concept of sustainable development and a component of the system quality management.*

**Key words:** sustainable development, processes, quality management.

## 1. INTRODUCTION

Sustainable development includes three components, environmental, economic and social component. Along with these three components, the goals that were adopted within the UN General Assembly in 2005 with the A/60/1 resolution, clearly define the imperative for sustainable development.<sup>1</sup> However, the creation of conditions for sustainable development requires adaptation and adoption of a business model, which emphasizes social responsibility, but also responsibility towards the organization as such. In addition to the legislation passed by the state as a system in which economy the organization operates, organization can contribute to its sustainability by implementing a number of norms.<sup>2</sup> Demands for the development of business models that emphasize sustainable development are growing with increasing environmental variability, as well as with the growth of demand from interested parties.

The importance of a sustainable approach to organizational development is recognized by the ISO organization as a umbrella organization, which by ISO 9004 defines a series of recommendations on the basis of which the organization creates long-term sustainability precondition.<sup>3</sup> But, along with ISO 9004, with the implementation of ISO 14001 standards, organizations take responsibility for their environmental performance<sup>4</sup> thus directly affecting the ecological sustainability component while, on the other hand, through the implementation of the quality management system they determine business excellence and thus a possible business outcome.

However, the implementation of standards and the adoption of positive legislation, as well as the social responsibility of the organization, are often insufficient to develop a sustainable business model. By analyzing the organizational environment, the organization can identify the needs of the interested parties, whose fulfillment can correlate with their sustainability. Company requirements can be linked to environmental protection, which is an ecological component of sustainability; The requirements of the state, suppliers and creditors are often associated with expectations of positive business results, while employees' demands may be linked to the responsibility towards them.

Determining and analyzing such requirements is defined by making an organizational context that is one of the steps of organizational strategy development. Understanding the organization's context begins with defining the area of application of the quality system, after which it is necessary to define

<sup>1</sup> [http://data.unaids.org/topics/universalaccess/worldsummitoutcome\\_resolution\\_24oct2005\\_en.pdf](http://data.unaids.org/topics/universalaccess/worldsummitoutcome_resolution_24oct2005_en.pdf)

<sup>2</sup> <https://committee.iso.org/files/live/sites/tc207sc1/files/Final%20UN%20SDG%20and%20ISO%2014001%20071216.pdf>

<sup>3</sup> <https://www.iso.org/news/Ref2187.htm>

<sup>4</sup> <https://www.iso.org/iso-14001-environmental-management.html>

internal and external issues and to define internal and external stakeholders. Point 4.1. ISO 9002 emphasizes the importance of organizational awareness of changing internal and external issues, which is why the organization should regularly monitor and review the context.<sup>5</sup> If the organization takes into account the requirements identified in the context and develops the measures, or defines the goals in which their efforts are invested, it can influence their sustainability. However, the organizational imperative is certainly a continuous improvement of the processes defined by ISO 9001<sup>6</sup>, which refers to the permanent adjustment and improvement of existing processes, which have, among other things, the role of fulfilling the objectives of sustainability.

## 2. THEORY AND CONCEPT OF SUSTAINABLE DEVELOPMENT

Sustainable development is an approach that is trying to meet the current requirements without compromising the demands that will occur in the future.<sup>7</sup> It emphasizes the ecological, economic and social component as dominant, which should be taken into account when considering development. All three components are interconnected and one component affects the other. In the context of business, economic sustainability means a positive operating result, which may affect the social responsibility of the organization through investing in the society, within which the ecological component can be accentuated, and none of these components is sustainable without the social component. In accordance with the interdependence of each component of sustainable development, the goals of sustainability related to the reduction of negative impacts on ecological environment, equality and inclusion of people etc, are defined.<sup>8</sup>

The need for a different conception of development occurs with the increasing and more rapid progress in the economic, but also social development. Particularly challenging was the harmonization of economic growth with environmental protection, ie ecology.<sup>9</sup> The first major shift in the development of the concept of sustainability, ie the concept of sustainable development, was made after the presentation of the Brundtland report, where sus-

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<sup>5</sup> ISO 9002:2016

<sup>6</sup> ISO 9001

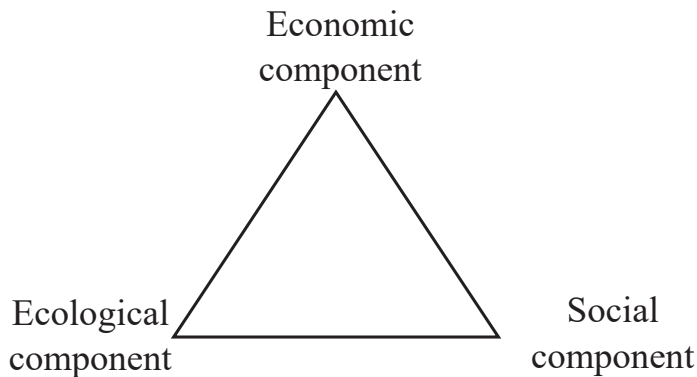
<sup>7</sup> World Commission on Environment and Development (WCED), *Our Common Future* (New York: Oxford University Press), p. 8, 1987

<sup>8</sup> Robert, W. Kates, Thomas M. Parris, and Anthony A. Leiserowitz, What is sustainable development? Goals, indicators, values, and practice. *Environment: science and policy for sustainable development*, Vol. 47, No. 3, 2005, pp. 8-21.

<sup>9</sup> Bâc Dorin Paul, A history of the concept of sustainable development: literature review, *The Annals of the University of Oradea*, Vol. 17, No. 2, 2008, p. 581.

tainable development as such was defined in the report Our Common Future in 1987.<sup>10</sup> Also, very important in developing the concept of sustainable development was the adoption of Agenda 21, which is directed towards defining goals and views on sustainable development.<sup>11</sup> However, the most important shift is the definition of 17 sustainable development goals, among which the emphasis is on innovation, nature conservation as well as economic growth, ie inclusion and equality of all members of society.<sup>12</sup> These are also the components of the sustainability triangle shown in Figure 1, whose elements were mentioned in Chapter 1 of the paper. Figure 1 also shows the interconnectedness of ecology, society and economics. Economic development is often accompanied by increased emission of harmful gases that can undermine the ecological sustainability component.<sup>13</sup> Due to the disturbance of the ecological sustainability component, there is a need for a different approach to planning, ie the implementation of standards that will annul negative impact of growth and development on the environment.

Figure 1. Sustainability triangle



Source: Audjusted by authors from Mary Phillips, Growing pains: the sustainability of social enterprises. *The International Journal of Entrepreneurship and Innovation*, Vol. 7, No. 4, 2006. pp. 221-230.

<sup>10</sup> Jacobus A. Du Pisani, Sustainable development—historical roots of the concept. *Environmental Sciences*, Vol. 3, No. 2, 2006. pp. 83-96.

<sup>11</sup> United Nations Conference on Environment & Development Rio de Janerio, Brazil, 3 to 14 June 1992. *Reproduction*, 351, 1992..

<sup>12</sup> <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

<sup>13</sup> Goodness C. Aye and Prosper Ebruvwiyo Edoja, Effect of economic growth on CO2 emission in developing countries: Evidence from a dynamic panel threshold model. *Cogent Economics & Finance*, Vol. 5, No. 1, 2017.

### 3. CONTINUOUS PROCESS IMPROVEMENT

The turbulence and changeability of an organizational environment puts the demand on organizational processes for constant improvement<sup>14</sup> which is the result of organizational striving towards business excellence. However, continuous process improvement is a requirement set on an organization by positive legal regulations, norms and standards, in particular defined by the ISO organization. In point 10, ISO 9001:2015 standard, the requirements for continuous improvement set up on the organization and its quality management system are clearly and unambiguously defined. The organization must determine and choose opportunities to improve and implement all necessary measures to meet customer requirements and increase their satisfaction.<sup>15</sup> By creating a culture of continuous improvement organization can in a systematic way control and manage satisfaction of internal customer, but also external customers and stakeholders in general. By maintaining the satisfaction of interested parties, it can also mean an active analysis of customer complaints, ie seeking the cause of the problems that customers have reported, and which as a result of the process gives recommendations for improvement that are of particular importance in the competitive environment of the organization.<sup>16</sup>

Continuous process improvement can also be directed towards preventive action that can prevent the occurrence of anomalies in the process, which may result in dissatisfaction of the interested party. By using tools that advocate constant, everyday enhancements, such as kaizen, quality circles, lean systems<sup>17</sup> and similar, the organization can create a culture of constant improvement that can lead to business excellence, but also to the process's maturity of the organization. Process maturity implies a proactive and systematic approach to improvement as well as possible statistical predictability.<sup>18</sup>

Along with these tools, the organization also has a number of methodologies like PDCA (Plan-Do-Check-Act) that ISO 9001 emphasizes as dominant

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<sup>14</sup> Matthews L. Rupert and Peter E. Marzec, "Continuous, quality and process improvement: disintegrating and reintegrating operational improvement?," *Total Quality Management & Business Excellence*, Vol. 28, No. 3-4, 2017, 296-317.

<sup>15</sup> ISO 9001:2015.

<sup>16</sup> Carlos A. Riesenberger and Sérgio D. Sousa, The 8D methodology: an effective way to reduce recurrence of customer complaints. In *Proceedings of the World Congress on Engineering*, Vol. 3, 2010.

<sup>17</sup> Mirko Soković, Jelena Jovanović, Zdravko Krivokapić and Aleksandar Vujović, „Basic quality tools in continuous improvement process“, *Journal of Mechanical Engineering*, Vol. 55, No. 5, 2009. pp. 1-9.

<sup>18</sup> Jihyun Lee, Lee, Danhuyng and Sungwon Kang, An overview of the business process maturity model (BPM). In *Advances in web and network technologies, and information management*, Springer, Berlin, Heidelberg, 2007, pp. 384-395.

when it comes to improvements<sup>19</sup>, or DMAIC (Define-Measure-Analyze-Improve-Control) that Lean 6 sigma emphasizes as a dominant methodology when it comes to improvements.<sup>20</sup> No matter which methodology of improvement organization applies, the result is always similar, and that is an improved process.

#### **4. CONTINUOUS PROCESS IMPROVEMENT AS A FOUNDATION FOR SUSTAINABLE ORGANIZATIONAL DEVELOPMENT**

Sustainable growth and development is one of the requirements that can be crucial to the organization's long-term success, which implies a synergy between all elements of the sustainability triangle shown in Figure 1. One of the components highlighted by the goals of sustainable development is education, and education can be one of the foundation for development and encouragement of creativity.

Creativity and knowledge can lead to identification of opportunities to improve organizational processes, all based on the perspective enlargement<sup>21</sup>, or views on the issue. Sustainable development implies a systematic approach that starts with designing a system that will be based on one of the improvement methodologies such as PDCA.<sup>22</sup>

The organization is in constant intercourse and interaction with its environment. Through environmental care, waste management, as well as health care and employee protection, the organization affects the local as well as the global level of the environment. Adaptation to environmental requirements is defined by the plan for which an analysis is performed, ie the context of the organization is defined. By defining the context of an organization, all three levels of environment - external, business and internal environment are analyzed. By defining the context, identifying opportunities and threats from the environment, as well as all environmental requirements, a strategy is defined, as well as the measures that an organization accepts as sustainable development policy that is connected to decision making, or as a guiding principle for steady improvement.

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<sup>19</sup> ISO 9001.

<sup>20</sup> Roderick A. Munro, Govindarajan Ramu, and Danijel J. Zrymiak, *The certified Six Sigma green belt handbook*, ASQ Quality Press, 2015.

<sup>21</sup> <https://www.eonsolutions.io/blog/core-fundamentals-of-a-successful-continuous-improvement-model>

<sup>22</sup> Liliana Nitu and Lucian Daniel Nitu, A management system for sustainable development—A new challenge. In *Proceedings Congress: 53rd European Organization for Quality—EOQ Congress: World Quality Congress, Dubrovnik, Croatia* (Vol. 12), 2009.

Continuous process improvement can be directed to more areas within the organization, which improvement can affect the sustainability of organizational growth and development. Investments aimed at improving space energy efficiency, the acquisition of resources from sustainable sources, the development and promotion of equality among employees are just some of the areas where improvements can be made. Improvements are also feasible in the quality management system, primarily by investing in the development of new knowledge, promoting innovation, monitoring process performance, and implementing improvements in accordance with identified process performance<sup>23</sup>, all in accordance with the requirements of the interested parties. The improvements that have been made are long-term and the organization can only expect results after a few years of application of this kind of system.<sup>24</sup>

Through the implementation and improvement of the quality management system and above all the implementation of ISO 14001, the organization can reduce and control its impact on the environmental component<sup>25</sup> that is part of sustainability triangle. But when considering sustainable growth and development, risk must also be taken into account. The realization of risks may result in disruption of organizational efforts towards sustainability.

The sustainability requirement of the organization retains a number of challenges that the organization must find an adequate way of adaptation. One challenge is how an organization needs to change, ie how to improve and transform its business to respond to this demand as well as the challenge of leadership competence associated with shaping conditions that will encourage sustainability.

Improvements must be directed towards changing organizational culture, as well as changes in planning, which is solely the task of management.<sup>26</sup>

Forming and adopting the concept of an organization that is learning can be one of the ways of adopting sustainability-based organizational development.<sup>27</sup> Learning organization implies the constant creation of knowledge, ie intellectual capital, by which the organization adjusts to new circumstances. Creating and expanding organizational knowledge can also be the foundation for innovation development based on which employees recognize the opportunities for improvement in organizational processes.

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<sup>23</sup> Amalia Venera Todorut, „Sustainable development of organizations through total quality management“, *Procedia-Social and Behavioral Sciences*, 62, 2012, pp. 927-931.

<sup>24</sup> <https://traccsolution.com/blog/sustainable-continuous-improvement/>

<sup>25</sup> <https://www.iso.org/standard/60857.html>

<sup>26</sup> Carla Millar, Patricia Hind and Slawek Magala, „Sustainability and the need for change: organisational change and transformational vision“, *Journal of Organizational Change Management*, Vol. 25, No. 4, 2012. pp. 489-500.

<sup>27</sup> Milke Pedler, John Burgoyne and Tom Boydell, *The learning company: A strategy for sustainable development*, 1991.

By developing science and technology, and above all through the development of IoT, the organization can take advantage of such technologies that will undertake improvement, and that will serve as the basis for measuring process performance, and which are the basis for improvement. The application of such technologies is in line with the goals of sustainable development whose implementation has been set by 2030.<sup>28</sup>

However, one of the ways in which sustainable growth and organizational development can be accessed is by creating an organizational culture oriented and sustainable based approach.<sup>29</sup> Sustainable access implies involving all stakeholders in programs and measures to reduce the negative impact of the organization on the environment as well as suggestions for improving existing measures. Once implemented by the organization, it requires measuring its impact on all sustainability components.<sup>30</sup>

## 5. CONCLUSION

Continuous process improvement is imperative that ISO 9001 emphasizes and places as a demand on organizations that have it implemented in their business. The imperative of continuous improvement comes from the demands of the interested parties, which often emphasize the demand for socially responsible business. However, due to the ever-increasing environmental challenges, the organization is also faced with the requirement of developing a sustainable approach to improving and reducing the negative impact on the environment, which may be related to the requirements defined by the interested parties. Improving processes in the service of sustainable organization development can be based on multiple approaches, but each one within contains the component of organizational knowledge, ie the knowledge of organizational employees as the starting point for suggesting improvement directions. By developing science and technology, the organization as an aid to the approach to improvement can use the so-called. smart technology, such as IoT.

Sustainable development is one of the concepts of the future of organizational business that can affect, among other things, the reputation of an organization on the market as well as that it can reduce the negative impact that an organization may have on its environment. By sustainable business approach that has knowledge-based continuous improvement as an essence, organization can devel-

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<sup>28</sup> <https://www.weforum.org/agenda/2018/01/effect-technology-sustainability-sdgs-internet-things-iot/>

<sup>29</sup> Martina K. Linnenluecke and Andrew Griffiths, „Corporate sustainability and organizational culture“, *Journal of world business*, Vol., 45, No. 4, 2010, pp. 357-366.

<sup>30</sup> Marie Pavláková Dočekalová and Alena Kocmanova, „Composite indicator for measuring corporate sustainability“, *Ecological Indicators*, 61, 2016, pp.612-623.

op a competitive advantage based on proactive adaptation, annulment of negative environmental consequences and respect for the demands of all interested parties.

### **Abstract:**

#### STALNO POBOLJŠANJE PROCESA KAO TEMELJ ODRŽIVOG RAZVOJA ORGANIZACIJE

*Uz sve veće promjene na tržištu i zahtjeve usmjerene prema usvajanju održivog pristupa rastu i razvoju, organizacije se susreću s izazovima vezanim uz implementaciju i stvaranje organizacijske klime i modela temeljenog na održivosti. Stalno poboljšanje organizacijskih procesa jedan je od načina koji organizaciji stoji na raspolaganju za prilagodbu, ali i poticanje koncepta održivog razvoja, a komponenta je sustava upravljanja kvalitetom.*

**Ključne riječi:** *održivi razvoj, procesi, upravljanje kvalitetom.*

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