Quality Management and its Impact on Social Responsibility

Gestão da qualidade e seu impacto na responsabilidade social

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Abstract

The current situation worldwide has caused many private and public institutions to change, adapt, or update their internal and external activities for institutional benefit, especially for users, clients, and the community needing services to satisfy personal and environmental needs. Therefore, it was a basic-substantive study at a descriptive-correlational level, which used the hypothetical-deductive method by formulating hypotheses and subsequent inspection. The study concluded that quality management is 38.6% dependent on social responsibility, understanding that having an adequate institutional policy will benefit the company and the community. It also determined that leadership is influenced by quality management, with a Wald probability of 4.057. Finally, quality management influenced the alliance and resources with a probability of 10.977 and 4.568.

Keywords: quality management, social responsibility, quality principles

Resumo

A situação atual em todo o mundo fez com que muitas instituições privadas e públicas mudassem, adaptassem ou atualizassem o seu estilo de desenvolver as suas atividades tanto interna como externamente para benefício institucional e especialmente para benefício dos usuários, clientes e/ou da comunidade que necessita de serviços para satisfazer suas necessidades pessoais e ambientais. Portanto, tratou-se de um estudo básico-substantivo de nível descritivo-correlacional, que utilizou o método hipotético-dedutivo pela formulação de hipóteses e posterior inspeção. O estudo concluiu que a gestão da qualidade tem uma dependência de 38,6% da responsabilidade social, entendendo que ter uma política institucional adequada beneficiará a empresa e a comunidade. Também determinou que a liderança é influenciada pela gestão da qualidade, com probabilidade Wald de 4,057. Por fim, a gestão da qualidade influenciou a aliança e o recurso com probabilidade de Wald de 10,977 e 4,568.

Palavras-chave: *gestão da qualidade, responsabilidade social, princípios da qualidade*

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Introduction

In recent years, state institutions have had to adapt to the global situation and problems. This new nuance has meant that quality management has not been able to adapt or stabilize firmly in accordance with the new performance that must be given to meet all quality standards, causing difficulties in institutional development and discomfort of both employees and those who want some service from the institution. At the same time, this adaptation generated a high complexity in the commitments and responsibilities with the community, generating difficulties in defining the objectives focused on social responsibility with the institutional objective.

Studies have pointed out that quality management (QM) facilitates progress in environmental management (Curkovic, 2003), requiring ethical conduct, focusing on satisfying different sets of interests (McAdam & Leonard, 2003; Waddock & Bodwell, 2004), and facilitating the process of socially committed actions; all this justifies the ideas put forward by several authors who argue that quality management can support an institution in generating social responsibility (McAdam & Leonard, 2003; Withanachchi et al., 2007). In turn, in the process of the different daily activities of every person, it cannot avoid the exercise of such acts with social responsibility (SR) and taking into consideration that one lives socially with many characteristics, it is important to establish that acting with values is not only enough to be an exemplary citizen, but it is significant to exercise with institutional and cultural values, in all areas of academic, economic and administrative intervention (Machado, 2017).

With this, quality is understood as a discrepancy between the customer's perception of a specific service or good provided and the perspectives on the service received (Loranca et al., 2019); and with this, QA aims not only at the ideal and neat management of the service or good offered, but also seeks to ensure that the percentage of errors in operations is zero and to provide much value to people by associating them with the management of SR through time and wisdom (Aymar, 1998). In turn, SR does not only see the social and/or environmental works specified by the institution in the society, so it also involves communication and interaction with the person who interacts with the institution, so that it maneuvers with commitment with a methodological and extensive look, being this relevant to be added to the management methods and be an integral part of the management strategies and in its internal plan method (Machado Camacho, 2017).

In accordance with the above, it is important to establish the relationship between the variables within a state institution, understood from different bases, to achieve and re-enforce the objectives that are required according to the exercises carried out in the different areas to achieve excellence and effectiveness.

In studies on SR as part of a QA system, they showed as results deficiencies that can lead to a long-term decline in activities, one of the problems being the lack of information; therefore, they recommended seminars and trainings that increase social awareness, as well as informing employees about the direction in which the institution is moving (Střihavková et al., 2021); In addition, the effects of SR on organizational performance (OD) are highly related, and these can be strengthened and improved if they are integrated into work routines and operational processes a (Abbas, 2020).

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Through research on service quality as a key element, it became known that efficient and effective assistance that helps to meet the objectives; and in turn interferes in the excellence of service given by the institution (Rojas et al., 2020). Consequently, senior executives' perceptions on the inclusion of SR in QA evidenced that the main factors influencing managerial perceptions were value generation, industry forces, institutional and stakeholder pressures, and organizational values and beliefs; concluding that the institutional life cycle, changes in ownership structure, and owner orientation toward SR influenced its potential for adoption through the implementation of the European quality framework for quality management (Neri et al., 2019).

According to a study on the relationship between autonomy and QA with SR, it was found that there is a positive correlation between autonomy and SR; also, a positive correlation was found between QA and social responsibility (Nogueiro et al., 2017). It is also considered that the elements of high-quality integrated management impact on SR, evidencing that customer focus, commitment to top management and employee empowerment had the greatest and most prominent impact on social responsibility (Darwazeh & Ali, 2017).

In Peru, a study on SR and QA showed that there was a direct correlation between these variables; however, they emphasized that work still needs to be done on the mandate of strategies and knowledge to achieve full cooperation between collaborators and suppliers to achieve higher levels of competence (Sánchez et al., 2021).

Literature Review

Quality management:

Today every plan is directed towards the competitive superiority of every institution. The continuous increase in the degree of user requirements, added to the great competition with new comparative countries in development, methods, systems and structures; these are some of the reasons that make quality a conclusive component for the competitiveness and preservation of an institution (Curkovic, 2003; Machado, 2017). Therefore, it resides in bringing together diverse works and functionalities in such a way that none of them becomes subjected to others and that independently it is projected, controlled and executed formally and systematically (Fleitman, 2008).

There is the model of Total QA, with it a consequence of globalization, is the requirement of users, so they are more competent and complex since they know how to prefer with determination. With this, managers give reason that essential competitive benefits can be obtained by means of an adequate service to the user. Therefore, it is very important to implement QA models for institutions to survive in global competitiveness through international management system guidelines such as ISO-9000 (Gonzales, 2005). In relation to the ISO-9000 standard, the International Organization for Standardization (ISO) mentioned that a QA system is a group of components of an institution that are associated to establish policies, goals, and processes to achieve proposed objectives (ISO, 2015a).

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That is why, for the establishment of a QA orientation in an institution there are very well accredited models of excellence, which provide guidelines in the development of cohesion and give exposure requirements for the different world awards (Pérez, 2017). Among them are the following:

The European Foundation for Quality Management, Excellence Model as a pedestal for setting up the European Quality Award assessment judgments; the Malcolm Baldrige Criteria for Performance Excellence, which serve as a seat for the assessment of institutions aspiring to the Malcolm Baldrige National Quality Award promoted by the U.S. government; and the Japanese Deming Award assessment judgments. The primary purpose of these awards is to manage the recognition of exemplary institutions in QA. Similarly, the purpose of these awards is to provide effective models for the development and implementation of an institutional excellence orientation. These guidelines outline criteria that provide substance to QA and contribute a procedure for measuring institutional progress toward QA. (Camisón et al., 2006).

Social Responsibility:

According to ISO-26000 SR is all commitment of an institution before the bad consequences originated by the tasks and mandates, they gave before the society and the environment, which, comes to be a critical side when valuing the total performance and its skill to maneuver in an effective way (ISO, 2010). In turn, it is also given by the optional composition of the social and environmental interest of the institutions, in their procedures and associations with their users; affirming that SR is a new mode of institutional management (CEC, 2001). This reinforces that the purpose of this responsibility is to ensure that management does not harm the environment to favor the systematic progress of the community (Caravedo et al., 2002). However, when defining environmental responsibility, it has an ethical and operative support, therefore, it is established in the ethics of correspondence and commitment that promotes a different way of producing, consuming, relating and managing between institutions and their environment. Responding to the operational requirements of different public and private actors, referred to the search for a better innovation and efficiency redacted in an excellent result in the achievement of their respective objectives (Senior et al., 2007).

It was also pointed out that SR is inherent to every institution and that nowadays it is a service program for every activity, overseeing the environmental and social sustainability, intervening in the assets of the different services with which it is associated. It has an institutional approach that tries to relate collaborators, values and the environment. So, the relevance of SR lies precisely in this management tool, giving the opportunity to take care of the challenges and decrease the bad social, economic and environmental consequences shown in the environment together with its preference groups (Cajiga, 2013). As a result, institutions with sustainability and responsibility will have to develop projects and re-establish their methods to contribute to the creation of social and economic values for the institution, its stakeholders and in the areas of operations. Such value creation is also referred to as shared value creation, a concept of authors that goes beyond the economic values perceived by the institution,

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as it extends to the social values that the institution transfers through its appropriate actions towards its environment and the community (Porter & Kramer, 2006).

Principles of quality management and social responsibility:

As for the principles of QM these should not be very tedious, rather by establishing the ISO-9001 standard the institution should not become mortified; rather, it should take it as a procedure to be implemented for an institutional improvement. This procedure should be continuous, so that the ISO-9001 standard comes to intervene as a segment of the quality society, achieving efficient and effective results (2015b).

Therefore, the following five principles are presented (Romero, 2020):

Focus on the user: the institutions submit to the users, for this they must know what requirements the users have in the present and in the future, considering that from time to time these requirements are changing according to each user.

Participation of the collaborators: fundamental part in every institution, they are the ones who play a specific role to achieve the objectives and must be identified with the institution being them the essence; therefore, they must be highly motivated, providing them with incentives and recognitions to achieve their total commitment for a total benefit.

Established in processes: these are elements that every institution requires in each of its areas to carry out its operations efficiently and effectively; therefore, the association of elements, activities and resources optimize and redefine institutional functions, adjusting them to new variations and increasing capacity and performance.

Leadership: actions of directing, arranging and guiding within the institution, ensuring that all collaborators are involved in the achievement of institutional objectives.

Decision-making: established in the rigorous study of the data and information of each area of the institution, without having the way to calculate or control it, mostly those who make any decision are the superiors and / or senior management.

On the other hand, five fundamental principles were identified that guide all socially responsible conduct in institutions (SAABA, 2013):

Transparency: related to the ease of providing all types of information to stakeholders in relation to their social behavior being in tune with the requirements of the community.

Materiality: states that all regulations should consider the different requirements and perspectives of stakeholders in achieving appropriate provisions.

Verifiability: it understands that all socially responsible behaviors must be subject to an external verification study, so that, together with transparency, they grant credibility to the institution.

Broad vision: the sustainability content of any institution must be broad, so that it must consider the magnitude at continental, regional and local levels.

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Continuous improvement: it involves the determination of medium and long-term objectives.

Materials and Methods

The study was a basic-substantive, descriptive-correlational study. The hypothetical-deductive method was used, through the hypothesis statement and subsequent inspection. It is descriptive because it collects information personally and/or in group about the variables and correlational because of the objective of finding a correlation between variables. As for its design, it was non-experimental because the variables are not manipulated on purpose, so they are observed as they act in their original environment, which will later be assessed at a certain time, and thus be able to describe and investigate the variables, in relation to their incidence and association at a certain time (Hernández et al., 2014).

To specify the unit of analysis, the population to be investigated must be specified to be able to base the results (Hernández et al., 2014). The participants evaluated were 80 collaborators composed of 26 men and 54 women belonging to a state institution.

For this study, the data collection was obtained through two measurement instruments that meet the requirements of objectivity, validity and reliability; essentially representing the variables to be studied (Hernández et al., 2014).

Therefore, the survey was used as a technique since it stores the assessments of the group evaluated voluntarily, which; is participated by accepting an informed consent of the study (Creswell, 2009).

The instruments applied were two questionnaires, the first composed of 10 items and the second of 14 items, both have 5 types of responses (Likert), with ordinal scales and three levels of ratings. Therefore, both instruments are essential for the ease of information collection needed (Arias, 2012).

With respect to validation, both instruments passed through the opinions of expert judgments, which are university professors and researchers with doctoral and master′s degrees, which gave a result of approved and applicable in the indicators of pertinence, relevance and clarity. At the same time, they underwent an internal consistency reliability analysis showing an alpha of 0.855 and another of 0.843, concluding that both instruments have high reliability (Hernández et al., 2014).
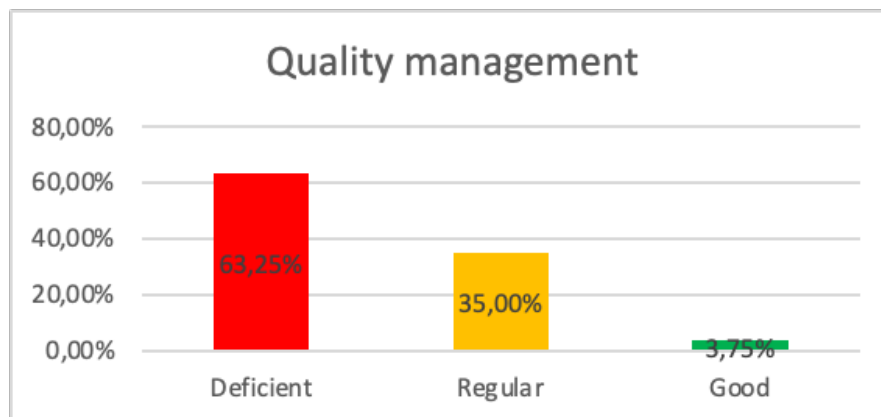
Results

Descriptive results of the Quality Management and Social Responsibility variables.

Quality management

According to the descriptive results for the study of quality management, it was found that the predominant level was deficient with 63.25%, followed by the regular level with 63.25%, that the predominant level was deficient (63.25%), followed by regular (35%) and efficient (35%), with 35% and the efficient level with 3.75%.

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Therefore, it is necessary to restructure the quality management plan, policies and execution mode, to increase the employees' perception of the company's, the perception of employees in relation to organizational well-being for their good personal development and especially their job stability and security.

Figure 1
Frequency of the variable Quality Management

Social Responsibility

According to the descriptive results for the study of Social Responsibility, the most predominant level was fair with 72.5%, followed by poor with 25% and good with 2.5%. Thus, the approach to social support provided to the community in its various facets should be improved, especially to raise awareness among managers and employees so that the value and commitment to social benefit is shown in a more suitable way for personal, organizational and community satisfaction.

Figure 2
Frequency of the variable Social Responsibility
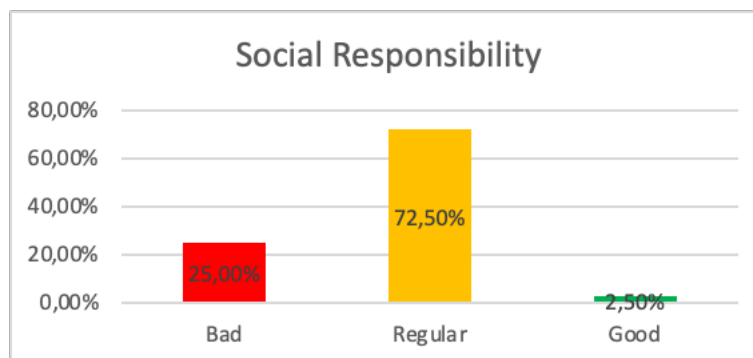
Results prior to data analysis

How's that the data explain the dependence of quality management on social responsibility, with a Chi-square value of 26.835 and a significance of less than 0.05; accepting that the variables are not independent, implying dependence on each other.

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Table 1

Determination of the fit of quality management and social responsibility

Fit information				
Model	Log likelihood -2	Chi-cuadrado	gl	Sig.
Intersection only	33,695			
Final	6,860	26,835	2	,000

Note: Link function Logit

Shows that the goodness-of-fit data shows a statistical value of p=1.000 versus α less than 0.05; therefore, the model and results explain the dependence of one variable on the other.

Table 2

Determination of variables in ordinal logistic regression

	Goodness of fit		
	Chi-cuadrado	gl	Sig.
Pearson	,000	2	1,000
Desvianza	,000	2	1,000

Note: Link function Logit

Results of influence between variables

Shows the influential percentage dependence between quality management and social responsibility, with the Nagelkerke coefficient giving an implication that the variability of social responsibility depends on 38.6% of quality management.

Table 3

Pseudo coefficient of determination of influence between variables

Pseudo R square	
Cox y Snell	,285
Nagelkerke	,386
McFadden	,250

Note: Link function Logit

Ordinal logistic regression coefficients between Quality Management and Leadership

Shows the coefficients of the regression expression with respect to the quality management variable. It is observed that there is an influence with respect to the dependent dimension leadership, with a probability of in-fluence with Wald of 4.057. The conclusion is that the existence of an appropriate quality management within the organization will adequately influence the personal leadership of all the collaborators, with which they will carry out an adequate exercise and appreciation of social responsibility; it is important to mention that this influence can also be negative.

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Table 4
Presentation of the coefficients if there is influence with Leadership

		Estimate	Desv. Mistake	Wald	gl	Sig.	Confiddence interval at 95% Lower limit	Upper limit
Threshold	[L=1]	-1,743	1,130	2,379	1	,123	-3,959	,472
	[L=2]	,271	1,094	,061	1	,804	-1,874	2,416
Location	[G=1]	-2,333	1,158	4,057	1	,044	-4,604	-,063
	[G=2]	-2,213	1,182	3,505	1	,061	-4,531	,104
	[G=3]	0a	.	.	0	.	.	.

Note: Link function Logit. a. This parameter is set to zero because it is redundant

Coefficients of ordinal logistic regression between Quality Management and Partnership and Resource

Shows the coefficients of the regression expression with respect to the quality management variable. It is observed that there is an influence with respect to the dependent dimension alliance, with a probability of in-fluence with Wald of 10.977 and 4.568 respectively. Concluding that the existence of an adequate quality management within the organization will have an appropriate influence on the alliance and resources of all the collaborators; with which, this collaborative work will in turn generate the necessary resources to exercise an adequate social responsibility; it is important to mention that this influence can also be negative.

Table 5
Presentation of the coefficients if there is influence with the Alliance and Resource

		Estimate	Desv. Mistake	Wald	gl	Sig.	Confiddence interval at 95% Lower limit	Upper limit
Threshold	[A=1]	-3,933	1,336	8,661	1	,003	-6,552	-1,314
	[A=2]	-,722	1,226	,347	1	,556	-3,124	1,680
Location	[G=1]	-4,511	1,362	10,977	1	,001	-7,180	-1,843
	[G=2]	-2,859	1,338	4,568	1	,033	-5,480	-,237
	[G=3]	0a	.	.	0	.	.	.

Note: Link function Logit. a. . This parameter is set to zero because it is redundant

Discussion

The main objective of this research was to analyze the influence of quality management on social responsibility and its dimensions. The results showed that the prob-ability of influence between the variables is more than 38%, revealing that, by executing an adequate organizational behavior with respect to policies, objectives, processes and quality, environmental and financial management will positively influence the social contribution whose purpose is to improve in every aspect the

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quality of life of the citizen. With this, Moran affirmed that both quality management and social responsibility are not improvised, on the contrary, it is a long way that every organization, through an adequate study and implementation by administrators and/or first line managers, must adapt to these new challenges and the technological evolution through the constant changes that are taking place worldwide. Therefore, both variables studied are linked in their constant execution and, being the most suitable, will benefit both the organization itself and the community (Morán, 2016). Likewise, Sánchez et al. showed that there is an association between social responsibility and quality management, showing that employees show a high level of social responsibility towards the community and care for the environment (Sánchez et al., 2021); and when contrasted with the present research, the most relevant level found on quality management is deficient, covering more than 60% of those evaluated, and as for social responsibility, the regular level became the most relevant with more than 72% of the total of those evaluated, so it was taken into consideration for a replacement in the plans and strategies to achieve continuous improvement in the aforementioned.

With respect to leadership, it was determined that it is influenced by social responsibility, highlighting that such responsibility brings together the institutional interest and the achievement of its objectives, generating an adequate impact on society with respect to its continuous improvement and development; however, it would be useless if this philosophy of contributing to society is only shown in the community and is not recognized among collaborators, supervisors and/or managers. For this reason, the figure of a leader becomes very relevant, so that he or she can instill this concept among his or her colleagues and the institution, fostering shared leadership and generating in turn an adequate awareness for the contribution to the community. Sanchez et al. considered that the more social responsibility there is, the higher the degree of security and performance of the collaborators, reinforcing the added values that allow the institution to innovate and contribute to its locality (Sánchez et al., 2021). In turn, Pérez et al. pointed out that the existence of institutional stability with responsible behavior, its collaborators must work conscientiously, complying with internal and environmental regulations, including those of the environment (Pérez et al., 2016).

In relation to the alliance and resources, it was found that they are influenced by social responsibility, emphasizing that alliances are not only an option, but become essential for the formation of policies; and in turn, see social responsibility as a management model that, therefore, will ensure all the resources to be available for the benefit of the population. Barrio, in studying the effect of the Unilever company's strategies of generating job vacancies and raising awareness of adequate health and wellness habits, determined that these become associated with social responsibility (Barrio, 2016). Consequently, Pereda emphasized that it is necessary to establish a systematic and continuous dialogue with the different actors and areas of the community with which it interacts, thus allowing an adequate link, developing strong alliances and achieving common progress to meet the objectives and goals proposed by the institution (Pereda, 2017).

However, Reyes reveals the opposite, since according to his research, many institutions have social responsibility policies, but they are often not fulfilled due to

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lack of training, motivation and/or lack of knowledge of them by the collaborators (Reyes, 2018).

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