Total Quality Self-assessment

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Abstract: *The paper aims to contribute to the development of research in the field of continuous quality improvement, taking into account the current context: competitive environment that requires complex dimensions of performance, the need for integrated management (quality, environment, and performance), quality culture and the need for training motivating and highlighting the knowledge of the entire staff of the organization. The constant search for customer satisfaction and expectations, the involvement of all employees and the continuous improvement of quality are important dimensions of Total Quality Management (TQM). Preparing for a new managerial vision and change can be the best solution on the organization's path to performance.*
Key words: *total quality, self-evaluation, TQM, TQEM, performance*

Introduction

Our study on *Total Quality Self-Assessment* (QT) or Total Quality Management (TQM) is related to the possible evolution of quality management to the third generation - TQEM, given that self-assessment and performance evaluation of an organization must be viewed today through the three pillars of sustainable development: economy, environment, social responsibility. *Self-assessment* is in line with the definition of total quality that relates to the contribution of each member of the organization at different hierarchical levels.

Certainly the third generation of TQM, as well as the entire evaluation / self-evaluation process will be based on increasing the role of education for quality and sustainable development, stakeholders and empowerment. Adapting *self-assessment* to the new approaches of *total quality* and *Total Quality Management* needs time, education and the culture of the organization.

In order to recognize the results / merits regarding the quality of products / services / management or to determine the degree to which it has managed to achieve quality and determine the key success factors, an organization may opt at certain intervals for:
- *self-assessment* (global and systematic examination carried out periodically by one's own organization);
- *evaluation* (internal audit - global and systematic examination of the activity and results of the organization with reference to a model of excellence);
- *certification* (external audit - a third party guarantees in writing that a product / service complies with the requirements of certain rules).

We will only address the context of *self-assessment* in relation to *total quality* and education for quality/culture of the organization.

1. Total Quality

Definitions of the concept of *total quality* are relatively recent. The concept has gradually developed in various forms in several countries of the world, with the USA and Japan in the first place. *Total quality* can be interpreted as product quality or customer satisfaction. The opinions expressed in the literature (Dale, Juran, Kelada, Stanciu, Hermel) highlight the following: guidelines in defining the *total quality*:
- *total quality* is an overall quality policy or strategy of the organization;
- total quality is a philosophy;

- *the concepts of total quality and total quality management are equivalent*;
- ***total quality is the goal, and total quality management is the means to achieve it***;
- the objective of *total quality* is to exceed customer expectations. [1, 49]

The vast majority of authors give this concept the attribute of quality strategy. Total quality is a global management model that places quality and customer at the centre of the organization's concerns, thus acquiring a strategic dimension.

According to other opinions, *total quality is a policy for the organization, which aims at the permanent mobilization of all its members, to improve the quality of the products it makes, as well as the quality of its operation and objectives, in relation to its environment. The purpose of this policy is to meet the requirements of customers, in conditions of profitability for the company and in the spirit of respect for the general interest (of society).*

Total quality is therefore a much broader notion than product quality, as it refers to meeting customer needs. *The total quality is therefore a philosophy, an approach, a set of processes, a strategy, and / or even a policy of the organization.*

Total quality includes:
- all functions of the organization,
- all employees, regardless of their hierarchical scale,
- all customer-supplier relationships in the organization,
- all activities in the product life cycle,
- all upstream (suppliers) and downstream relationships (distributors, traders etc.).

Total quality is the basis of the new way of leading, organizing, evaluating/self-evaluating the managerial and execution processes and activities in organizations, namely *total quality management.*

"Total quality is a set of principles and methods brought together in a global strategy implemented by any organization in order to improve its products and services." [2, 66], *"aiming to raise awareness and mobilize all actors in an organization to achieve better customer satisfaction at the lowest possible cost"* [3, 44].

These different sets of values are not mutually exclusive, but complement each other in a favourable working environment, which involves, authorizes and gives importance to staff.

In all definitions are found terms such as: global strategy, customer satisfaction, involvement of management and staff, mobilization for continuous quality improvement.

Qualitologists from the French school of management (Boeri - 2006, Canard - 2009, Faucher - 2006, Froman - 2010, Monin - 2001 etc.) agree with the definition of the concept of *total quality* as an integrative policy and mobilization of energies and knowledge, which means the complexity of the relations of the three spheres and a participatory management and empowerment strategy. We will be able to include in this definition the collaborative quality. [4]

Total quality refers to the following ***principles*** [1, 184]:
- The *preventive attitude* is preferable to the corrective one;
- *Simultaneous consideration of the quality components of the products/services: performances, terms, quantities, in the conditions of a reasonable price*;
- *Harmonization of the influences of all the factors involved suppliers, distributors, customer;*
- *The harmonious association of the managerial management with the participatory one;*
- *Development of an adequate information system.*

The main characteristics and objectives of Total Quality can be discussed / analyzed based on Table 1 [5, 146].

Table no. 1 Total Quality

Two objectives	*Customer satisfaction* *- Zero defects, zero warning tabs*
Systemic dimension	*- The existence of a significant number of points on which to achieve maximum improvement* *- Look for multiple causes* *- Measurement and evaluation of performance* *- Systemic approach to quality training.*
The 4 Q of Total Quality	*- Staff quality and development* *- Process quality and transferability* *- Quality of products / services* *- Quality of results*
The 6 key words of Total Quality	*- Compliance* *- Zero defects* *- Prevention* *- Measurement* *- Responsibility* *- Open*
Continuous improvement	*- Identification of anomalies, causes, corrective actions* *- Improvement actions* *- Knowing the client's expectations*

2. Self-assessment

"The evolution towards TQM has made quality achievement, which was a purely technical problem, an important management problem that contains activities of organization, planning, coordination, control, analysis, forecasting, and optimization." [6, 150]

For TQM, the Japanese have the equivalent of "KANRI" which translates to Management and Continuous Improvement. In France and Canada, TQM is translated as "full quality management" (GIQ).

Deming believed that the only way for a product to be of superior quality was to allow those who work to perform quality control on their own. Quality, he said, stems primarily from people's commitment. We are in a situation of self-assessment. Deming also developed a comprehensive management strategy based on the following philosophy: *"A company must never stop improving its products or services and must have the sole goal of customer satisfaction."*

Deming said that in order to be successful, an organization must embrace and implement this philosophy at every level, transforming virtually the entire culture of the company. Deming insisted on creating *a culture of quality* as a key objective of the *quality program*. Change must start with top management and be led by it.

The importance of self-assessment increased after the failure of the final control was found. This is how total quality, full control and self-monitoring / self-assessment emerged, all in a system that integrates efforts on design quality, quality of achievement and improving the quality of various functions of an organization to be able to ensure the economic level of production and services to meet the satisfaction of consumer needs. [7, 1]

Regarding data analysis and evaluation, the ISO 10004: 2018 states: *"The organization shall determine, collect and analyze appropriate data to demonstrate the adequacy and effectiveness of the quality management system and to assess where continuous improvement can be applied to quality management system. These should include data from measurement and monitoring activities and other relevant sources. The analysis of the data must provide information on (...) customer satisfaction, (...)".*

The self-assessment process, which is the central element of the models of excellence, makes it possible to clearly establish one's own strengths and weaknesses. Self-assessment is integrated into the planning process and is thus useful for the permanent control of success.

- According to **ISO 9004**, *self-assessment* is a comprehensive and methodical analysis of the overall maturity of an organization. It is used to help achieve and maintain the success of the organization. ISO 9004 - 2018 mentions that "self-evaluation can provide an overview of an organization's performance and the degree of maturity of its management system. It can help identify areas for improvement and / or innovation and set priorities for further action."
- According to **EFQM,** *self-assessment* is a complete, systematic and ongoing examination of an organisation's activities and results by comparison with a performance model called a self-assessment model. The EFQM model is based on the principle that customer satisfaction, staff satisfaction and integration into the life of the community are achieved through the leadership function, policy and strategy of managing staff, resources and processes.
- Maturity *self-assessments* analyse an organization's practices and performance and identify opportunities for improvement and innovation. The results of the self-assessment are used to identify and recognize best practices and encourage innovation and improvement.
- *Self-evaluation* is an internal analysis process, which highlights strengths and weaknesses and allows the organization to capitalize on opportunities and develop an action plan to achieve quality standards and continuous improvement.
- The *self-assessment* of the quality management system is a comprehensive, systematic review based on regulatory requirements of activities and results in relation to the benchmark for the system, conducted by the organization.
- *Self-assessment* contained in the analysis / recognition of the contribution by each employee in relation to the objectives and conditions of the process, with maximum responsibility.

According to the above definitions, the main purpose of the total quality self-assessment must be to make improvements. In order to be successful, it is necessary to take into account the total management, so also the other management processes of the organization, the development of strategies and the planning of the activity. The self-assessment process provides organizations with valuable information on strengths and areas for improvement, providing feedback that covers all aspects of an organization's management.

Self-assessment must be part of the process of establishing an organization's strategy and must be closely linked to the planning process.

Objective and methodological self-assessment can be highlighted in the TQM strategy for:
- monitoring the organization's performance,
- measuring the performance of the organization,
- analysis of the organization's performance,
- evaluating the organization's performance and identifying potential for improvement,
- motivation for creating continuous improvement processes,
- work within departments oriented towards global quality,
- achieving excellence,
- customer satisfaction,
- employee satisfaction.

Total Quality Management practices have been documented in numerous studies, which have developed and validated the measurement tools of these practices as well as the impact on performance (Kaynak, 2003; Peng, 2008; Nguyen 2006; Dale et al. 2012, Stanciu, 2003, Maxim 2007, Rusu 2004, Constantinescu, 2006).

The activities of self-evaluation and elaboration of the improvement plan must be supported by external quality evaluations and comparative analysis exercises, fundamental components of the quality management system.

Self-assessment, under the control and responsibility of top management, can be defined as a systematic and progressive process by which evidence is collected and analyzed in order to make assessments in relation to the performance achieved against the set objectives. By using self-assessment, a culture of quality improvement will be developed and the benefits of the quality assurance process will be realized.

3. New Tendencies. Change

"Society is now experiencing a new generation of TQM as conditions such as *transparency, accountability and (social) responsibility* are combined in the knowledge base on quality management." [8]

New generations of people and new technologies of communication, work, produce major changes in the business models of the 21st century, in the speed of work and information management, its processing and decision-making.

The new path to excellence after the 2000s has significantly broadened the concept of **total quality**. [5, 139-140], which now develops on three levels of action:
- The *strategic level* that involves a "voluntary" vision for becoming the organization based on customer orientation;
- The *level of hierarchical organization* that puts into practice the processes and projects (knowledge of customer needs, productivity, resources, preventive actions, performance evaluation);
- The *operational level* that aims at the "up-to-date" quality and involves the observance of the procedures, the follow-up of the malfunctions, the measurement of the quality and the possible corrective actions.

Each level requires a greater participation of all actors in the organization, a general mobilization.

The necessary changes in total quality management need a response based on current quality models, understood as a philosophy of integrative management. As a result, formal approaches to quality and continuous improvement have increased in the last fifty years, with the spread of new tools such as the Juran Trilogy, Kaizen, Six Sigma or the Lean philosophy, but also new integrated approaches to quality management. Many of the studies also address the complementarities between innovation and total quality. Nguyen points out that *"the sustainable development of the quality system depends to a large extent on the organization's ability to innovate, acquire knowledge and promote a model of excellence* to establish that culture of quality that covers all quality management practices." [3, 44]

Boéri (2006) highlights three types of managerial strategies in the field of quality, the first two being so far more often applied:
- *maintaining the improved level;*
- *innovation strategy;*
- *continuous improvement strategy.*

Maintaining the level of quality is a state of satisfaction that can jeopardize the competitiveness of the organization. Innovation is characterized by "climbing the steps" of performance provided that the breaks are not too long. Continuous improvement allows the day-to-day adaptation of the organization to customer needs. Oakland's new TQM model (2016), 4P + 4C (Planning, People, Processes, Performance / Culture, Communication, Commitment, Customers) (Figure no. 1) redefines the new strategy.
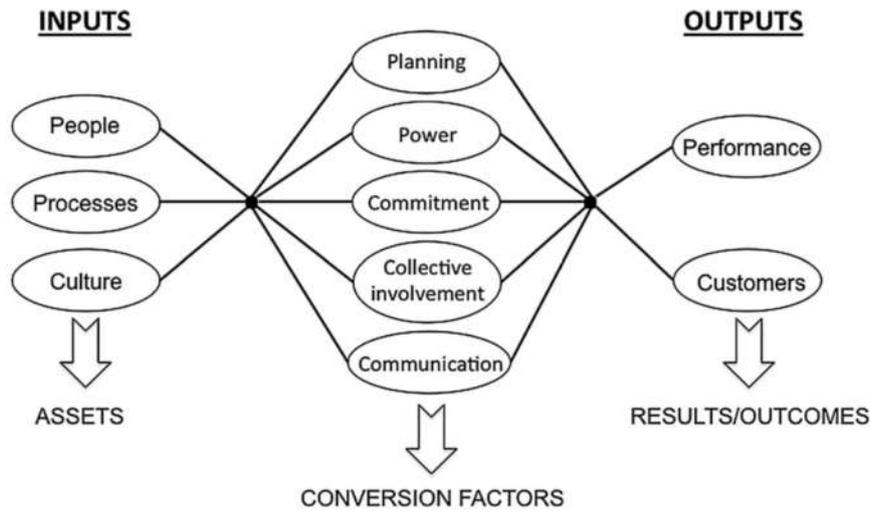
Figure no. 1 Oakland model redefined (2016)

Total Quality Management (TQM) will be replaced by the new generations based on Knowledge Management and Sustainability Science, and the Excellence Models will take into account Triple Performance (TBL) and Integrated Management. These changes will occur by increasing the role of managerial education for quality and sustainable development. [4] All these parameters are constantly evolving. Under these conditions, to achieve lasting customer satisfaction, the constant improvement of efficiency is only possible in a continuous and dynamic process, as an integral part of TQM.

The main dimension of the new quality management is the human dimension. Management will have to integrate the notions of responsibility, sustainable development, and ethics. The new knowledge-based management must use the levers of progress, learning and research to ensure balance, to build smart organizations together with all stakeholders. The priority is the use of knowledge, mobilization and dynamization of actors in the application of increasingly evolved management systems. Figure no. 2 shows the interactions and logic of a possible approach to quality in today's organization. Continuous improvement and innovation underlie the new strategy.
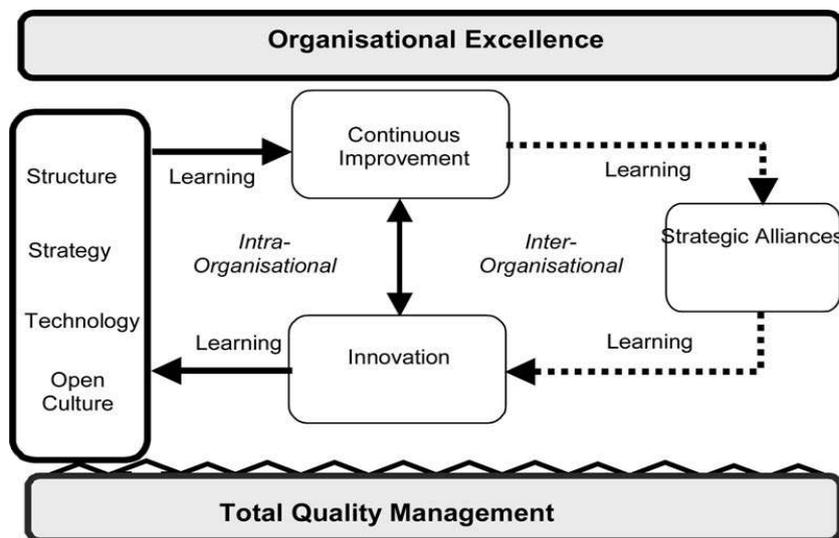

Figure no. 2 Interactions within the TQM strategy

The components of **the value system of total quality** are based on concepts such as: **trust, responsibility, integrity**. This value system that leads to top performance and excellence includes:

professionalism, involvement, empowerment, self-improvement, creativity, innovation, opportunity. We have proof of the human dimension of quality.

These different sets of values are not mutually exclusive, but complement each other in a supportive work environment, which involves, authorizes and gives importance to staff. This is the main pawn in execution and self-evaluation.

If excellence is focused on *total, creative and collaborative quality*, this means an extension of the TQM type quality management concept. If excellence extends to a management that necessarily integrates quality, environment, health and responsibility, but also other financial, human, ethical aspects, then we are talking about *integrated management or global quality management*.

4. "Controlled" Continuous Improvement Strategy

Continuous improvement is an attribute of quality that is distinct from change or innovation. A self-assessment shows a controlled improvement in quality. According to McAdam [9, 396] continuous improvement includes quality assurance for any activity of the organization and is characterized by the application of good practices and the achievement of continuous controlled improvement for customer satisfaction. The three key elements of controlled continuous improvement are:
- recognition of the importance of customers;
- the need to manage all processes with objectivity and responsibility;
- self-evaluation / evaluation on the whole chain of total quality.

Continuous improvement in *total quality* can be defined as an evolutionary process that leads to a better way to compete and adds value to existing processes and encompasses the entire workforce of the organization. [10, 15]

Continuous improvement allows the day-to-day adaptation of the organization to customer needs. I don't evaluate/self-evaluate just to find out, but to move on to the improvement stage! At the heart of the organization's accountability for performance is the concept of **total quality self-assessment**.

Continuous improvement of total quality refers to:
- How to work: management, objectives, policies, empowerment, evaluation, self-evaluation etc;
- Results: meeting regulatory requirements, stakeholder requirements;
- Continuous increase in stakeholder satisfaction.

Four conditions of success are proposed in the literature that can contribute to the success of a process of continuous controlled quality improvement:
1. Investing in the culture of quality, towards a participatory approach and teamwork, communication, responsibility;
2. Establishing an optimal governance based on mobilizing leadership;
3. Providing the necessary resources;
4. Innovation in the use of methods and tools.

Over the years, quality issues have evolved from focusing on product/service performance to total excellence/*quality*. And customer orientation has evolved into broader concepts such as stakeholder orientation, human stakeholder stakeholders, environmental stakeholders and sustainable development. The creation and / or improvement of quality, evaluation of quality and performance have been achieved over time both by motivating and empowering / involving staff and by monitoring compliance with requirements such as (Figure no. 3):
- *Compliance with standards (guarantee)*;
- *Effectiveness (doing well), e.g. ISO 9001 requirements (certification)*;
- *Efficiency (doing better), e.g. ISO 9004 requirements (self-assessment)*;
- *Excellence (doing better than others), e.g. TQM, the requirements of Models of Excellence;*

- *Satisfying the requirements of all stakeholders in the economy, environment, society (eg TQEM, TBL, MI, CSR, the new requirements of the Models of Excellence etc.).*
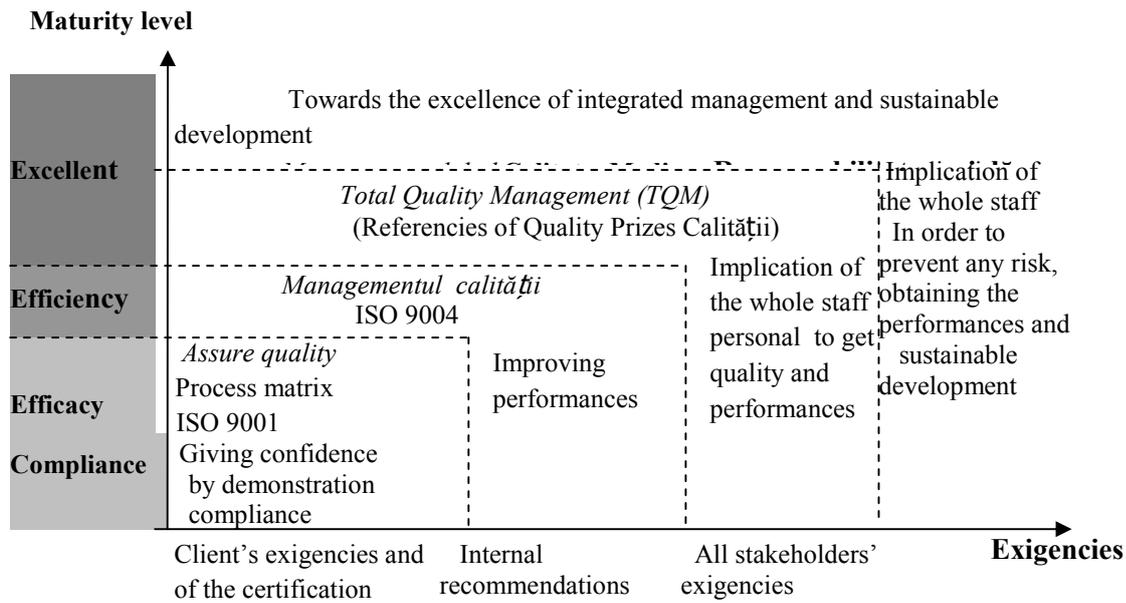
Maturity level

	Towards the excellence of integrated management and sustainable development			
Excellent				Implication of the whole staff
	Total Quality Management (TQM) (Referencies of Quality Prizes Calității)			In order to prevent any risk, obtaining the performances and sustainable development
Efficiency	*Managementul calității* ISO 9004		Implication of the whole staff personal to get quality and performances	
Efficacy	*Assure quality* Process matrix ISO 9001	Improving performances		
Compliance	Giving confidence by demonstration compliance			
	Client's exigencies and of the certification	Internal recommendations	All stakeholders' exigencies	**Exigencies**

Figure no. 3 The evolution of quality management towards a global management integrating Quality, Security, Environment and Sustainable Development [11, 295]

In relation to this evolution, there has also been a change in the role of self-assessment. The necessary changes in management need a response based on current models of quality, understood as a philosophy of integrative management, which includes *collaborative quality, creative quality and total quality*. [4]

And the international standards from the ISO 9000 series, the 2015 edition, 2018 bring a new vision on the specific concepts of quality and quality management. The current issue of quality is complex, but there is only one factor responsible for this situation. The causes differ from one country to another, from one sector of activity to another, from one organization to another, from one stage to another.

The new edition of the European EFQM model of excellence integrates for the first time the principle "leadership with skill", with the principles: "developing organizational capacity", "capitalizing on creativity and innovation", "adding value for the customer", "outstanding results" for the organization and "Creating a sustainable future". Also, the new model of quality management system defined by the 2015 edition of ISO 9000 standards promotes the process-based approach, which incorporates the "Plan - Perform - Verify - Act" (PEVA) and risk - based thinking, focusing on organizational change and innovation, in order to ensure sustainable business performance. [12]

It is also noteworthy the concern to develop a common structure for all international standards on management systems, aiming at harmonizing these standards in order to facilitate the implementation of integrated management systems quality - environment - security - social responsibility.

Under these conditions, the importance of developing the organizational capacity and capacity to control all processes, in relation to all stakeholders, taking into account the principles of quality management and business excellence, in connection with the development of their capacity for innovation, is increasingly recognized, so as to minimize the ever-increasing risks in developing and ensuring the sustainability of business. [12, 6]

Motivating staff for quality (ie "knowing, being able and wanting to perform quality activities", quality training [1, 83] can be done by attracting employees to improve technical, economic or quality performance, by capitalizing on their creative potential [2, 139] Improving organizational performance is directly proportional to improving human relationships based on participatory system, creativity and social responsibility.

Total Quality Management practices have been documented in numerous studies, which have developed and validated the measurement tools of these practices as well as the impact on performance (Kaynak, 2003; Peng, 2008; Nguyen 2006; Dale et al. 2012, Suciu & Oprean 2007).

The new successful models of Total Quality Management require a cultural change within the organization, a change of values, an improvement of the organizational structure, the way people work together, as well as the way people feel about participation and involvement. Such concerns reflect the human dimension of TQM. Successful organizations are organizations that can attract the heart, mind and energy of employees to work together for a common goal. Crosby's words are increasingly valued: "Quality is the result of a carefully constructed cultural environment."

The components of **the value system of total quality** are based on concepts such as**: trust, responsibility, integrity.** This value system that leads to top performance and excellence includes: professionalism, involvement, empowerment, self-improvement, creativity, innovation.

5. Self-assessment and Efficiency of Human Resources

At the beginning of the twentieth century, the "workers' empowerment" initiative appeared, which meant the gradual increase of responsibilities for achieving the quality of certain positions, without, however, offering changes in management.

Today, the emphasis is on Leadership associated with quality, which consists in "creating a climate of trust, transparency and communication that encourages the emergence of individual entrepreneurs for quality" [1, 16]. This requires employees to develop their own forms of quality analysis, teamwork and quality improvement based on benchmarking.

At the level of organizations, the modalities of quality evaluation must be assumed **voluntarily**, and this assumption is best done in the form of personal or collective **self-evaluation.**

The sustainability of quality assurance systems and procedures depends on the **ability of managers / employees to learn from their own experience**, to develop, to apply the tools developed, but also to innovate. All of these, in the context of accountability, have as their essential procedure self-assessment, which Bernard Macaria (1996) said we are witnessing and will witness to what we call "**assisted learning teaching**".

Even if we are aware that the self-assessment process is not yet well applied / explained, the exercise of analyzing how organizations have understood and concretely realizes this approach is extremely useful, especially in terms of progress, the value added each year to this approach, the added value being, in fact, the essence of any quality system.

We are facing a **system of self-assessment** based on new types of relationships whose essence is "the application of methods and tools that help each employee to think, learn, act and decide both individually and as a team to achieve quality in a way that helps companies successfully cope with the extraordinary pressure of competition" [1, 16].

To be effective, self-assessment must:
- To be part of the culture of the organization;
- To be based on correct, comprehensive information;
- To be based on facts about strategy and policies, on key performance indicators;

- To rely on a process of measurement and analysis to monitor current achievements in relation to planned results;
- Be rigorous, comprehensive, systematic and transparent;
- Focus on identifying strengths and areas for improvement;
- To involve as many categories of stakeholders as possible;
- Use benchmarks to improve performance;
- Lead to actions to improve performance with clear targets;
- To be recorded and reported;
- Be a continuous process or at short intervals;
- To be in accordance with the dimensions of quality;
- To be in line with the new trends of TQM, with the assessment management and risk management;
- To be based on internal partnership and mutual support;
- Be based on employee involvement and responsibility;
- Aim for customer satisfaction.

Any evaluation always pays attention to a central element, namely continuous improvement, the critical phases of which are the planning and execution of the actions within the plan.

Therefore, after closing a self-assessment cycle, the answer to the following questions must be sought [13]:
- What strengths have been identified?
- Which of the strengths needs to be developed and used to the fullest?
- What areas for improvement are considered to be of utmost importance?
- What are the areas for improvement that are not the object of an improvement action?
- How do we plan improvement actions?

An organization in which self-assessment is practiced has a formalized and documented process through which managers, who are directly involved, participate in a structured way in a series of actions, such as:
- identification of existing risks;
- evaluation of control processes that allow the mitigation or management of these risks;
- elaboration of action plans through which to bring the risks to acceptable levels;
- estimating the probability that the entity's objectives will be achieved.

The self-assessment process has a number of advantages:
- the managers of the departments acquire training and experience thanks to which they can evaluate the risks, they can associate the control processes and the management of these risks and they can increase the chances of fulfilling the entity's objectives;
- informal controls, called "software", are easier to identify and evaluate;
- staff members are motivated to "master" the existing control processes in their compartments, and the corrective measures taken by the Structure are sometimes more effective and faster; the entire chain of objectives - risks - controls in the entity is subject to better monitoring and continuous improvement; internal auditors intervene in the self-assessment process and get to know it very well, either as facilitators or to carry out professional training on the concepts underlying the self-assessment program; the internal audit is much better informed about the internal / managerial control processes within the entity.

It can therefore exploit this information and allocate its resources, which are usually limited, to examining functions that have weaknesses or significant residual risks:
- the management, having an increased responsibility regarding the management and control processes within the entity, will be less tempting to delegate these responsibilities to the specialists;

- thorough knowledge and deepening of the concepts of internal/managerial control and their use to communicate;
- has the effect of extending the scope of evaluation of internal/managerial control processes within the entity and improving the quality of corrective measures taken by process managers;
- a series of conclusions resulting from the self-evaluation process can be validated, the information can be synthesized and based on them general opinions can be formulated regarding the effectiveness of the internal/managerial control within the entity.

Other benefits may be related to "team self-assessment", "individual self-assessment", "timely self-assessment" or the emphasis on *commitment, communication and culture.*

"Self-evaluation generates a new image of employees on professional activity, more and more they aspire to better master the activity, to be associated with decisions, to make their mark on the results and success of the company." [14, 329]

Conclusions

Quality is achieved by **people** who master/ensure/control/continuously improve quality in accordance with the documents that prescribe it. In TQM self-evaluation is ensured by its human dimension. Self-assessment depends on each employee and the employer.

The self-assessment process applied in each organization offers it the opportunity to discover its strengths and points for improvement in order to access excellence. The advantages of this approach are enormous. In particular, it is a rigorous and structured approach to improving the organization, an objective assessment based on a set of criteria widely accepted in Europe and anywhere in the world, a fact-based assessment and not an individual perception, a means to an end a **coherent orientation and a consensus** on actions to be taken. Undoubtedly, these practices inspired by Total Quality Management (TQM) open special perspectives to organizations, much more beneficial than simply implementing quality systems according to ISO 9000 standards.

The essence of the future of quality is to move from a focus on quality management to quality management or, in other words, total quality. "The concept of total quality and total quality management are equivalent". [2, 65] In these conditions we will be able to talk about total self-evaluation as a new way of participating in quality improvement.

The new guidelines in quality strategies are based on:
- The fundamental change from the economy based on physical resources to the economy based on knowledge;
- Ongoing training of the workforce in a continuing education program;
- Increasing the main role of the organization in acquiring/obtaining/creating/using/protecting and integrating specialized knowledge [15, 1];
- Replacing the client/shareholder/employee triad with *stakeholders* that take into account social responsibility, transparency, integrity, security and sustainability [5, 337-338];
- Intellectual capital becomes more important than financial capital for sustainable gains.

Attempting to implement a quality management system or a total quality program based on evaluation/self-evaluation, without creating a culture in the field of quality, is doomed to failure [2, 120].

The harmonization between the quality strategy and the culture of the organization is the openness to excellence. Successful organizations will be organizations that can attract the heart, mind and energy of employees to work together for a common goal. Crosby's words are increasingly valued: "*Quality is the result of a carefully constructed cultural environment.*" This environment is, in fact, the human dimension of quality.

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