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Motivation: A significant factor for quality assurance in Macedonian companies

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Abstract

The research in this study is conducted to perceive the existing situation in the Macedonian companies in the domain of designing an employee motivation system and to see if management succeeds to harmonize their expectations with the results of the organization. The data obtained from the research also helped to provide useful guidance in the development of a methodology for the subsystem - motivating employees as an essential pillar in building a quality assurance system.

Keywords: Quality; TQM (Total Quality Management) Strategy; Employee Motivation; Methodology

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1. Introduction

Motivation is an essential pillar in building a quality assurance system. In order to build a good quality assurance system, motivation is a common term for all internal factors that consolidate intellectual and physical energy, initiate and organize individual activities, direct employees' behavior, and determine the direction, intensity, and duration. According to Mitreva (2011), great efforts, time and creativity are needed in order to apply experiences from the developed countries in Macedonia, due to the specific national culture, tradition and character of the people. On the other hand, there are some common, generally accepted human factors that represent the basis for motivation at work. In the direction of achieving a certain goal, the motivation comes in a form of enthusiasm not an obligation.

The new TQM (Total Quality Management) strategy directed toward quality development, which is suggested in this paper, seeks new activities in the field of employees' education, an introduction of standardization of all processes, an introduction of statistic process control for non-defective working and a new approach in the analysis of the quality costs (Mitreva et al., 2016b; Mitreva et al., 2017b). All of this seeks a scientific methodological and planned approach, persistence and systematicity. This also means a drastic change in the behavior of the employees, radical changes in the organizational positioning, a clear definition of the rights, obligations and responsibility of each individual. Only the organization that works in a free market environment, with a motivated owner and in an organized country has the chance of persist in the quality development.

2. Literature review

The changes in the environment and the organizations themselves on one hand, and the organization's growth and development on the other hand can be complementary factors if a dynamic process for internal changes, which answer the external changes and obtain competitiveness on the market, is set in the company itself. This process of internal changes in the organization that give effective answers to the outside changes are part of the new TQM (Total Quality Management) philosophy (James, 1996; Mitreva et al., 2016a; Mitreva et al., 2017a; Moore and Shantall, 2003; Madan, 2010).

In order to accept the new TQM philosophy, it is necessary to change the existing culture. This process is sometimes conducted very successfully (although it seeks a lot of energy and time) and sometimes only an adjustment is achieved (Olaru et al., 2015).

2.1. How to motivate employees?

The process of financial motivation is known by Frederick Taylor at the end of the nineteenth century, who used the financial incentive to motivate employees whose work exceeded the established working norms (Govindarajulu and Daily, 2004). Motivation cannot be standardized because each employee is a non-standardized individual. As per Maxwell and Knox (2009), it is difficult to implement the Japanese management style in other countries with different cultures.

Expectations of employees are constantly increasing regardless of the achieved results of the organization. In order for employees to harmonize their expectations with the results of the organization it is necessary to keep up with the organizational goals and to be engaged in the realization of the same. Motivation is a result of the interaction between employees and the situation (Oropesa-Vento et al., 2015).

According to Robbins and Couter (2003), there are different sources of motivation, level of motivation, motivation between individuals and their nature vary in different periods of time. One of the most well-known motivation theories is Maslow's theory of the hierarchy of human needs. This theory is based on a constant increase in expectations, meeting one expectation encourages a need for new expectation. Bal et al., (2012) consider that one part of the Maslow theory is wrong, saying that after satisfying a need there is a need for the next, which is at a higher level. According to Pool (2000), each person always has all seven needs, but the importance of each of them varies depending on the level of living standard, the accomplished goals and personal determinations. The role of money in motivation is great according to Mitreva (2011). Money is particularly influential on motivation when people are poor, because they are necessary to meet the basic needs for food, clothing and everything that is necessary for survival. Pool (2000) believes that the rise in the standard also changes the lifestyle of people, and thus the role of money decreases. He brings up the question if the only meaning of life is to make money? That, for him, is one way to look at things, but there is another, because the experience with the Japanese showed that there are many other prizes, in addition to the money that motivate the employees to work well.

The motivation according to Fudge and Schlacter (1999) refers to the readiness of the individual to show a high level of determination in achieving organizational goals, which is in direct relation with the eagerness to meet the individual needs. The key rule, according to Zahra (1999), is that it is necessary to stimulate those forms of employee behavior that contribute to the realization of the business strategy and the achievement of organizational goals. This means that motivation should be in a form to guide people to live the organizational culture, to accept and share the same pattern. Motivation cannot be directly measured, but conclusions can be drawn based on the behavior of employees, the degree of their commitment, perseverance, and work results. One of the most important indicators of motivation according to Tsai et al., (2007) is work success or work performance.

2.2. How to motivate managers?

The higher the position in the organization and the complexity of the work, the higher the importance of motivation particularly for the managers. According to Robbins and Coulter (2003) and some other authors, modern managers are professionals who have a completely different approach to the work of those who do not. Their characteristics are loyalty to the profession, and not to the employer, regular improvement of knowledge, long-term commitment to the field of expertise. The remuneration motivation of the managers is one of the key factors to influence the success of the organizations. Organizational practice should be based on motivating the work of the management teams and should be one of the measures for increasing the efficiency. The development of compensatory, motivational plans for managers is same as the one for other employees, as the main goal is to attract and retain quality employees.

But, according to Kano (1996) there are some differences as well. The nature and analysis of the work is providing a partial answer to the question: How to pay managers? Managers' activities are related to stressful decision-making and conflict-related situations when solving production and administration matters. Pool (2000) acknowledges the same, where managers' payment is dependent on their ability to complete their work assignments and their individual abilities, related to the workplace they have. For Maxwell and Knox (2009), the ways to stimulate managers are annual bonus; long-term forms of incentives; various forms of joint partnerships etc.

The change of the business culture that causes the implementation of this philosophy creates a basis for the standards of the performances. The quality conduct means large participation of the employees in identifying and solving the problems, when the standards are being set and efforts for continuous improvement are made. The whole process starts with an analysis of the business organization, then follows the analysis on the requests by the internal and external buyers, and it is ended with a detailed definition of the process (Cooke and Schienstock, 2000; Djordjevic et al., 2011; Escanciano and Santos-Vijande, 2014; Timans, 2014; Babatunde and Pheng, 2015).

The everyday practice of each employee should not be only the control of the work, but the employees need to be trained to act preventively. The employees need to have responsibility and power to correct their mistakes and to act on each problem related to quality (Chiu et al., 2002; Mitreva, 2017b, Mo-Ching, 2011; Madan, 2010). According to James (1996), the main difference between the TQM strategy and the classic methods of quality conduct is in the fact that the classic methods are based on the following approach: planning, organization and control. On the other hand, the TQM strategy follows this approach, but it also insists on correction through study and research of the problem and with that a continuous quality development is achieved.

Nowadays a large part of the organizations are based on the traditional approach and that causes the need for a reengineering of the work. However, the most important aspect that is being developed by the new philosophy is based on the organization that learns, say Cepujnoska and Bjen (2000). According to Kano (1996), there is only one way to success on the economy market: to be better and faster than your competitors. Only those that can win the market through special products can obtain their survival on the market. According to Kerr et al., (2005), a competitor's advantage internationally are the innovations and changes on the product including an internal value system, a continuous process development and a strategy based on the total management of quality.

3. Methods in the research and analyses of the results

The subject of interest in this paper is the analysis of the Macedonian companies in terms of designing a system of motivation for employees and whether management succeeds to align their expectations with the results of the organization (Bruce and Pepitone, 2011; Sarria Ansoleaga, 2007; Uygur and Sümerli, 2013; Madan, 2010). The list of researched companies consist of 3109 Macedonian companies based in the defined aims of the empirical research, and it was done with the help of the Economic Chamber of Macedonia. During the selection

process of the samples, special attention was paid on the analysis of the companies that have a quality system and those that do not have it, and at the same time to determine the differences among them.

The research was done through a questionnaire, and also a detailed study on the companies by the research team. Although the research was planned as an ambitious possibility to research the Macedonian companies (around 3109 from the created list), the process was realized with the participation of only 363 companies or 11,6% of the created base, which is a usual number for this type of research (Bohdanowicz, 2005; Medina-Munoz and Garcia-Falcon, 2000). The low response rate of the surveyed companies is a result of the companies' unwillingness to cooperate. The reasons lie in their business policy and fear of data leaking to the public. Due to the large scope of the research material, this study presents the results of whether the Macedonian companies have built a system of motivation for the employees, which is the basis for continuous improvement of the quality of the overall operation and whether they are ready to accept TQM (Total Quality Management) Philosophy.

The structure of the questioned companies-participants of the research, according to the economic branch to which they belong (National classification of jobs Res.2 –"Official Gazette of RM", no.147/08) and changes and addition of the National classification of jobs applied since 01 January 2013) is given on Figure 1. The survey was supported by representatives of the quality system in all those companies and institutions that have designed and implemented quality systems, and in those who do not have, the managers from the first or the second level.

3.1. Motivation: an important factor for ensuring quality in Macedonian companies

The key for the competitiveness of the Macedonian companies has been analyzed through one of the four pillars of the house of quality – an application of motivation system. The companies have recognized the value of quality and are able to conduct it if the system is introduced and certified according to the standard ISO 9001:2015. There is a firm determination of the top management of quality, a definition of the organizational structure, documentation of the quality system and trained people. Herein derives the following question: Do the Macedonian companies have an introduced system of quality according to ISO 9001:2015 and where do they see the benefits from its implementation?

The fact that only 36,9% of the researched 369 companies that responded to the survey have implemented systems for quality, but they do not take good care of the quality of their products/services, employees, customers, stock holders, and the community. The need for working according to international standards and strategic connections to the Western countries and to urge certain managers and owners to implement a quality system. Our analysis showed that the companies that have only formally certified a system for obtaining quality of the products/services, and do not fulfill the requests of the ISO standards, consequently do not have any benefits from the formal certified system of quality.

Employee motivation is the most sensitive part of organizational behavior and is expressed through employee satisfaction. Employees who are not motivated to work, are not successful at work, are not interested in the quality of products and services and do not show interest for the organizational values. Under these

conditions, employees are not associated with the organization, with its problems, development and success, and are often willing to leave the organization.

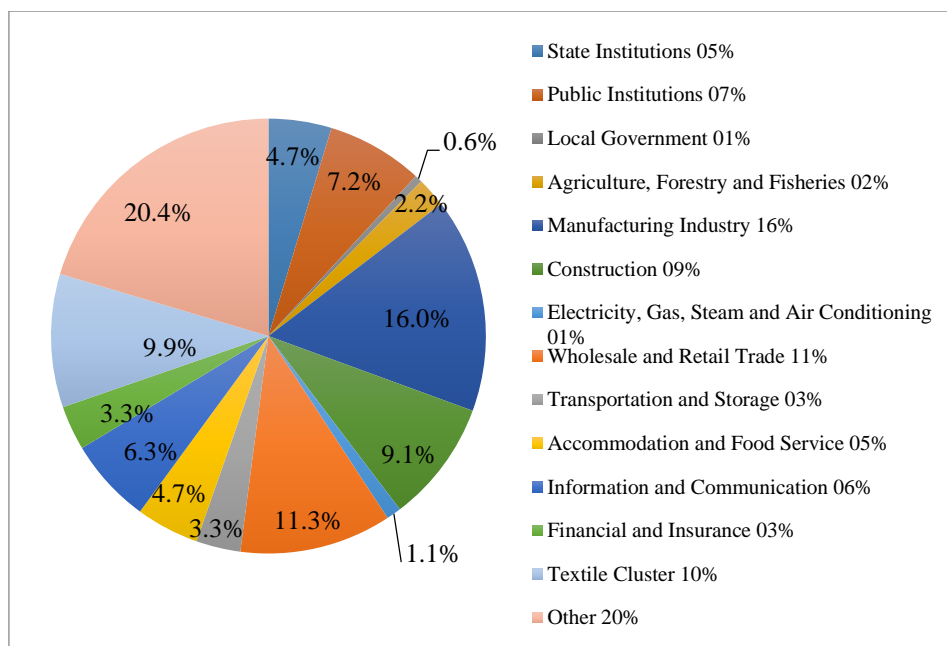


Figure1. Participation of companies in the survey according to separate economic branches (in percentage)

Therefore, one of the essential tasks of top management in introducing integrated quality management is building a system of motivation. This means sum of motivational factors, as well as measures for incentives and strategies that are planned and systematically incorporated in the work and organizational activities, in order to motivate the employees. The application of the system of quality means that there is a new type of organization and a special position for the representative from the authorities. In order to see the situation in that direction in the Macedonian companies, several questions are asked. *When inquired how Macedonian companies motivate employees to work better and more, the following data was obtained:*

- 37.2% of the Macedonian companies motivate the employees by providing bonuses, besides increment of salary;
- 29.5% responded that they motivate employees by increasing their salary;
- 24.2% motivate employees with combined and complex methods that are well-known and available to all employees;
- 9.1% motivate employees by enabling development to highly valued jobs.

Analyzed by economic branches, it can be concluded that in all economic branches salary increases are a key motive. Those companies are level one because the biggest motivational factor for the employees is money. For the application of total quality management other motivational factors are equally important.

Motivation with bonuses is present mostly in the services, processing industry, international trade, trade and agriculture, but as a motive is unknown in the construction and transport sectors.

A higher place in the hierarchy of the company, as well as the need for public recognition, is practiced in the service industries (companies that deal with financial activity and insurance activities). In agriculture, manufacturing and construction, the educational structure of employees is such that a large percentage belongs to skilled workers who do not receive bonuses and public recognitions, are not motivated for innovation, and no training is provided to acquire additional knowledge.

The punishment system for employees is the most sensitive part of organizational behavior. When asked how companies punish employees if they do not fulfill their working obligations, the following data was obtained:

- 55.6% of the respondents answered that in the event that employees fail to perform their work obligations they introduce additional training and pay more attention to these the employees;
- 21.5% of them are dismissing their employees;
- 18.2% relocate employees to lower jobs and deduct a certain percentage of their salary;
- 4.7% relocate employees to lower positions.

Within the company, innovation as a stimulating measure imposes a need for a system of awards and recognitions. The main creator of the innovation climate is top management, which must be an enthusiastic innovator, to be self-innovative - to think beyond the static business patterns, to be open to new ideas, to be willing to accept the risk and to provide them with the necessary resources to deliver, listen, encourage, support and trust employees and be tolerant of possible failures and mistakes.

Management must be in the function of training each individual in the organization to find an answer to the unknown changes and to establish a process of continuous improvement - innovations, aligned with the operational management of the organization. When inquired whether their innovations are being rewarded and how much of their total revenues are invested in innovation, research and development, the following data was obtained:

- 37.5% of companies do not invest in innovation research and development at all;
- 36.6% of respondents allocate more than 1.0% of total income;
- 16.5% allocate between 0.5-1.0% of the total income;
- 9.4% allocate less than 0.5% of total revenues.

And in companies that invest in innovation, research and development, only 7% of them are rewarding innovations, which shows that top management is de-motivating the employees in their wishes to make additional efforts for innovation or innovative activities. Investments in innovation, research and development are small, both in terms of the number of organizations and the amount allocated on such investment. The largest share in investing in innovation lies in services and agriculture.

Innovation is part of the corporate culture. In highly developed countries, innovation management has become one of the most important areas of quality management of the company and even more than that. It is known that marketing, good positioning on the market and building a brand are not just methods for improving

sales and increasing profits, but rather a special situation in employee awareness. So yes, innovation has stopped to be just a word in companies' missions and visions, but a necessary condition in the awareness of each individual in the same.

On the basis of the received results and the above mentioned aims of this research, it was confirmed that in the Macedonian companies there is:

- poor care for quality;
- lack of attention to the continuous education;
- minimal invest in innovation;
- very small number of companies have built in system for quality;
- very minimal care for the employees, the buyers, the suppliers and the environment;
- weak application of SPC;
- working with large costs;
- team work is considered as old-fashioned;
- lack of micro-climate for quality development in RM;
- lack of motivation for quality development;
- poor application of Informatics in the production;
- certificates are obtained at any cost;
- lack of strategic planning and effective management (usually one person does many functions).

In one word, there is need for reengineering of the Macedonian companies. The results from the research have helped in the creation of a universal and integral methodology for projecting and implementing the motivation system in the companies as part of a universal and integral methodology for projecting and implementing the TQM system in the companies (Mitreva, 2011). This methodology can be applied in planning new changes of the way of thinking of the employees, when the company wants to apply the TQM strategy or when it strives to be "a world class" company. In order to fulfil those aims, the managers and the employees need to gain additional theoretical and practical knowledge that will help in the process of conducting the companies.

The necessity of building a good quality system and applying TQM (Total Quality Management) strategy in Macedonian companies will be realized only through building a motivation system as an integral part of the house of quality. The motivation system means introducing summary of motivational factors, as well as measures for incentives and strategies that will be methodically and systematically incorporated in the work and organizational activities, in order to motivate the employees. However, in order to achieve this, top management must:

- attract and retain the best people;
- ensure quality implementation of the tasks undertaken;
- encourage creativity and innovation, which will result in fast and quality solution of the problems;
- provide recognition of employees within the organization and their engagement in its continuous development.

4. Suggested methodology for projection and implementation of the subsystem: Motivation

In companies, any invested energy should target the organizational goals, but also the needs of employees that should be compatible with the goals of the organization. For the application of the total quality management system, the first thing to change is the awareness of the quality of the overall work that should be most present in the top management, then the employees.

Quality awareness is created through several motivational activities:

- developing the awareness of every employee that the quality of the product is crucial for sales, and the business results of the organization depends on the sales of quality product;
- every employee understands that significantly affects the quality of the product with their engagement at work;
- to show every employee that his/her idea of improvement and innovation will be applied because it is significant;
- to build a system for advancement and reward for the results achieved.

In designing and implementing the integrated methodology for the TQM (Total Quality Management) system in Macedonia it is very important to motivate employees, especially when the economic situation of companies becomes more difficult, when all opportunities are exhausted, when they are struggling to keep up on the market, reduce costs, and thinking of how to motivate employees in such conditions.

A more efficient and more productive way is, predicting the future, by encouraging innovations to improve the quality of products and processes. Many top managers recognize the creativity of their employees, recognize their potential to create ideas for new business opportunities, but they, as managers, and fail to create a climate, training, or process to make those ideas come true. In this way, they accidentally humiliate the creative potential of their employees.

The motivation of the employees as a driving force in the promotion of the quality of products and services should be incorporated in the quality management and quality assurance plans and programs for all sectors and in all functions. Motivation is an obligation of top management and therefore, appropriate incentives for more efficient and more productive work of employees on different levels in the organizational structure should be pursued. In order to effectively design and implement the TQM (Total Quality Management) system, an atmosphere of trust and motivation is needed, both for employees and for managers.

In order to create an atmosphere of trust and motivation for all employees, it is necessary to:

- organize constructive meetings on management level, in which the mutual directions for the significance of quality management are analyzed. The results of those meetings may be given in a form, to understand compliance in their implementation, the rules of supervision, adequate education instruments and sanctions for failure to perform tasks;
- to create special teams, such as profit centers, in which the associates are conveyed direct responsibility for the quality of products / services;
- if the organization has set the internal conditions for the establishment of TQM (Total Quality Management), then there are favorable assumptions for motivation of all stakeholders, with their participation in the management of the overall quality processes.

Therefore, it is very important to build a system of motivation, as well as to tailor the reward to the assessment of the quality of work in the management teams, or their cooperation with other teams. Motivation of top management is the business results of the company expressed through continuous increment of the profit, ratings, exports, technological development, quality of work, good business relationships, etc. For the quality manager motivation is the introduction of a quality assurance system in accordance with the ISO 9001: 2008 standard, and especially if that standard has international verification. For managers at a tactical level, motivation is: efficient management of business processes at optimum costs and increased productivity.

Consideration should be given to the influence of the material factor and the remuneration system on the efficiency of the individual work of managers and their performance, in particular:

- 1- The material awards for managers must be linked to indicators that show the performance of the work to which the manager can influence, and the performance standards to be feasible;
- 2- there must be a clear link between the results of the managers' work and the remuneration system;
- 3- the remuneration system may be based more on the positive, than the negative consequences of the managerial behavior;
- 4- the increase in the material remuneration for managers must be sufficiently stimulating to justify the additional effort being invested;
- 5- wage increases must directly monitor the increase in productivity;
- 6- material remuneration must be adequate to the work invested and fair, compared to others;
- 7- the pay gap between good and bad workers/managers must be significant to ensure work stimulation.

For employees, there are several ways in which managers need to foster creativity.

Praise and positive criticism of new ideas encouragement: When a new idea is heard, a natural reaction is to criticize it at first to identify flaws. The new ideas are mainly semi-formed, so they can easily be rejected. They are usually far from the focus of the activities, and can be easily rejected. But there are no bad ideas. Bad ideas are the most often boards to come up with good ideas. Every company needs a lot of bad and crazy ideas, because in their framework there is a concept that can be reworked and adjusted, and especially to grow into an innovation that works. Each time, when one approaches a new idea, for which he receives criticism from his superiors, he leaves discouraged for further creativity. Thus, a bad message is sent to everyone that new ideas are not needed, and anyone who volunteers to report risks is being criticized, even teased.

Practicing Brainstorming: For many brainstorming in the companies, is bold and old fashioned, but good storms of ideas are one of the best ways to create fresh ideas and actively involve employees at all levels. If companies do not hold brainstorming meetings to come up with creative solutions to problems, they miss the opportunity for new ideas. Brainstorming meetings should be short and energetic, with a clear focus and to create a field for more new ideas. Most often, meetings should be under the mentorship of someone who has great enthusiasm and helps with the way of presenting ideas and prevents initial criticism and blame.

Reducing problems by involving employees in decision-making: In most companies, top management is responsible for solving major problems. Strategic problems are too complicated but employees on the lower scale of the hierarchy are closer to processes and buyers and can easily see what the problem is. If they actively

engage, and given them a chance and a challenge to help find a solution, they will come up with rich source of ideas, they will get the feeling that they are useful and that their work is respected. Much better decisions will be made, and employees will more easily accept the initiative to get involved in solving problems.

The advantage of innovation over the efficiency of business processes: It is natural for managers to focus on improving the existing business processes. Every process can be improved, but only if attention is paid to improving things, there is a risk of missing the chance, doing things differently, which is the essence of innovation. Existing processes must be improved, but at the same time to seek and apply new methods and techniques for improving the performance of products and services.

Control of overtime and working extra hours: In companies, following the way of efficiency, there is also overtime and working hard many hours. The belief hard work will solve the problems is false. The need to find different ways to solve problems is much more than working in the old way. The working day should consist of learning time, entertainment, thinking about something else, unbelievable ideas and trying new initiatives. We need to stop and look for other opportunities. If we are focused on the same way to do things, and all our energy and attention are directed to all that works, then it is impossible to find time and try a new way to achieve the goal.

Flexibility in realization of plans: Co-operative plans should be in a flexible framework, used as directives, rather than as detailed maps which direction the company must follow. Unforeseen changes in operation, new chances and experimentations are to be expected. Plans must not be a bunker in which non-inventive managers are hiding. A company that plans very much and firmly adheres to the plan, is limiting itself. Market and customer needs change so quickly, so the question arises of how precise is the plan.

To avoid imposing of "the guilty feeling": To impose a culture of guilt for failure is a sure way to stop the entrepreneurial spirit. Many innovation projects will fail, but they are valuable for the time consumed, because if they do not try, they cannot determine whether they are useful or not. Edison (Thomas Alva Edison) had a thousand failures in his experiments that resulted in the discovery of an electric light. On the questions of how he handled all those failures, his answer was that they all made him learn to think in a new way.

Creating a reward system: For the team that runs the innovation project, a different incentive is needed. It should be rewarded after reaching key points. Team members should be treated as entrepreneurs and chance for action should be given. If our rewards are so structured, to reward only well-positioned products and things, in that case the chances of starting new business processes are small.

To prevent giving innovation project to production units: New products or services are gentle and vulnerable and should be given special attention until they are strengthened and placed on track. Each operating manager is too occupied with meeting the monthly norms and goals, so that he/she cannot pay enough attention and energy to the new product. The best way is to place the innovation in a department for innovation. This department has other tasks and goals, works according to other rules, and is headed by an innovation manager who has enough strength and strives to have at least one successful innovation and learns from those who have failed.

Staff training: With adequate training, people can develop the art of observation, brainstorming, adaptation, combination, analysis and to choose good ideas. Each one of us can be creative if encouraged and motivated. We are all creative, but gradually our creative instincts are grounded due to the daily routine of work.

5. Conclusion

The process of authorizing and encouraging employees in finding new solutions and improving business processes should consist of recognition of their initiative and creativity in problem solving and for their proposed and accomplished improvements and innovations. Top management must create a motivating system of recognition and rewards to develop the process of authorizing and involving employees. All of this imposes more systemic effort on the basis of strong leadership (a new style of top management based on market vision, policy and strategy, system orientation and business morale that will restore confidence among management and employees), participation of all employees (willingness to cooperate and team work, which does not crush creativity and individualism).

In this paper we propose a methodology for the advancement of the business processes, which means a dialy improvement that leads to an increase in the business processes, satisfaction of the buyers/users, the satisfaction of the employees, suppliers and the environment. This methodology was applied in different Macedonian companies from different economic branches (Mitreva et al., 2016a; Mitreva et al., 2016c). During this process the defined quality was achieved, the buyers were protected from the defective products, and that cased an increased competitiveness and profitability on the marker, better quality, lower defects and costs in working, an increased satisfaction and the participation of the employees in making a decision. This points to the fact of the universal application of this mehtodology in practice regardless of the economic branch of the companies.

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