

The application of total quality management (TQM) as a response to modern management challenges from the transition process

Assoc.Ph.D. Katerina Kareska,

University "St. Kliment Ohridski"- Bitola, Scientific Tobacco Institute- Prilep, R. North Macedonia

e-mail: katekareska@gmail.com, katerina.kareska@uklo.edu.mk

APSTRACT

Total quality management as a modern concept is starting to be implemented in organizations in the Republic of North Macedonia. Its implementation is based on the perceptions of the positive effects it offers.

Total quality management represents a change in terms of the way of doing things, but also in the relationship between and with employees, the relationship with customers and the relationship with the environment. With the application of total quality management, technological changes, structural changes, changes in employees and changes in products and services, etc.

By introducing TQM, greater efficiency is achieved. Employees should know that TQM has no end and is constantly being improved. Managing the organizational changes caused by the introduction of TQM is essentially a critical component of the implementation itself. So, the main task of managers at all levels when deciding to apply TQM in the organization is to convince employees that they should abandon the previous way and focus on a new way of performing tasks and activities.

Keywords: quality, total quality management, managerial challenges, transition