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AGRICULTURAL ORGANISATIONS AND QUALITY

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ABSTRACT

The article deals with possibilities of building-up of quality management system in a small agriculture organisation in the Czech Republic. There is given a brief description of a status quo for a building-up of quality management system within an organisation generally. This description comes out of a defined process characteristic.

A car industry was preferred as a basic part of the state economy. Many studies deals with specific aspects of it and develops control tools for this industry in last 20 years. The agriculture was never at the top of the interest. However, everybody needs agricultural production on a daily basis.

There are presented main specifications of agriculture organisations in comparison to production organisation. It is important not only for quality management system. Agriculture organisations started to implement information systems or they started to increase efficiency of their production and their organisation structure now. The management system within agriculture organisations is a segment of market with a little support.

Effective support to agriculture organisations is important for a task of quality system in order to increase the level of competitiveness of the national economy. Self sufficient production of high quality food is important. (People must to eat quality foods and to drink quality drinks.) Care about plants, animals and soil must follow ethic aspects. Agriculture organisations have the key position in the national economy from this point of view.

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1. INTRODUCTION

The public associates the domestic economy with the preferred automotive industry and its suppliers at the present day. Its aspects, problems and control tools are solved. On the other hand agriculture is a day need for everybody. Unfortunately this branch is of a marginal interest. Agriculture organisations have their own specifics. They implement information systems and they increase productivity and so on. They need to help in this situation, in order to maintain their economic competitiveness. This strengthens the national economy, too. This article tries to help to agriculture organisations with the basic steps of quality management system implementation and maintenance.

2. ISSUES OF AGRICULTURAL ORGANISATIONS IN PUBLICATIONS

Present publications describe the status-quo of agriculture mainly. A bad approach to agriculture is enforced overall for a long time in the Czech Republic, as publications [1],[4],[9],[10],[11] and so on write.

Artificial fertilisers are used a lot of according to publications [9] and [10] and unrenovable resources are wasted [4]. The goal is to increase the level of production. On the other hand, pollutants are sediment in soil and water too and foreign organisms are spread out [10]. Pollutants sediments are in organisms too. The text [11] deals with a devastating of soil, as the base of this branch absolutely. An internal composition of agricultural production is not appropriate. There is a surfeit of oil plants and a lack of vegetables and domestic fruits. The farming of animals declined considerably [9].

Many agricultural organisations based their own existence on an incorrect adjusted endowment system, as publications [9],[10],[11] write. They waste, because they do not harvest a crop or they depreciate it (for example by fire, by break during strike). An endowment system of individual countries is different too. Authors [10] a [11] compare the status quo of a domestic agriculture to a developing country absolutely. On the other hand, agricultural organisations are obligated fulfil many legislation requirements and an administrative increase for them [4].

The education of a young generation stagnates in the agricultural branch [1],[10], as in the maintenance. A small interest of public is about this branch overall. There is not a methodical preparing of the improving process according to [4]. The best approach for an agricultural production is a quality increasing and a solving on the market. This situation

is the added value to the product from a quality control view in the norm ISO 9001. Several planned programs and strategies according to texts [1],[11] and [2] have a task to remedy the current poor level of the status-quo. The production, its safety and the added value would be increased and environment, biodiversity and employment of people would be better, as [4],[9],[11] write. The interest in this branch from public and children must be supported also according to the text [1] by education, by translated publications and by excurses to organisations. However the state refuses similar activities at enhancing of people awareness about the quality in the economy overall! The author [4] describes a need to modernise of domestic agricultural enterprises too.

The author [4] shows a need to implement quality management system according to food production organisations. Appropriate branch standards are lacking for this of course. The book [13] analyses and compares a bad situation of food industry and agriculture with car industry in this context. Agricultural organisations are small and medium organisations by size according to text [8]. These organisations need to help during build-in quality management system not only, as text [6] writes. They have their own specifics: a lack of resources, supply to big organisations a specific organisation culture according to [6] and [12]. A possibility of using of the help offers from consulting organisations as in [2], but there are many disadvantages. Publications as [6],[12] and [14] and so on describe many examples of them. Authors of all proposals agree with a long time character of the change need of agricultural status quo. Authors [4] and [10] see the future of the agriculture as a permanent sustainability. Authors of publication [5] see it in the appropriate control of the whole supply chain including success indicators. The author [7] describes the status quo of a possible future of the agricultural also in the words “quality of life”. In parallel to this information the need is to ensure a sensitive care about soil, water, safety of organisms and a waste prevention of resources from the state. In accordance with the book [3] is required to realise the implementation of the management system and improve it. Otherwise the status quo exists, which is described above.

3. SMALL TO MEDIUM AGRICULTURAL ENTERPRISES AND THE POSSIBILITY OF IMPLEMENTATION OF A QUALITY MANAGEMENT SYSTEM

3.1. THE STATUS QUO OF AGRICULTURAL ORGANISATIONS

This is presented an approach to given theme, which outcome from ideas in publications and from a small research.

Agricultural organisations are small and medium organisations according to the classification of enterprise size in the text [8]. They have usually 50 employees. The staff of these organisations has a small qualification usually, but they have enthusiasm for the work. The head is often a high school educated person. The number of employees in the agriculture is declining and organisations looking forward the young and willing employees in vain. The salary and the prestige of employee in agriculture are low. On the other hand, employees are exposed to hard work conditions (for example: heavy and uncontrollable burdens, driving cars, wet terrain, dust and so on) and their safety is endangered.

Employees of agricultural organisations aware often system links their production with the food industry and sometimes with the environment too.

Computers, cell phones and questionable no mobile funs are presented to children instead the environment, the quality and the culture. In addition, a basic school cancelled the original agriculture education and training fields in many places. The education and excursions are absented in the agriculture almost. Publications about the agriculture for children are translated; in order to domestic experts write it.

The product of agricultural organisations is in the form of plants and animals mainly. Perception of isolated items is it, not perception of ecosystems. Organisations have problems with a low added value of the production, which try to increase. A performed work and a time spent by way depend on the weather, the season and the available terrain. The specialisation of organisation production is given by: a size, a slope, an altitude, a climate, a soil type and so on. The most of work is performed outside. This way is given uncertainty of amount, time and output quality of their production. Amount of profit, which is never deformed endowment, must outcome from this. Organisations start to do the business, in order to cross over a season and a possible low salary from the agriculture production. In part they continue in origin aided production, some seek a new market place (for example sales, a food production, a small machine engineering, a textile or plastic production). Research samples of organisations were a very innovative from the view of the main agriculture production and their additional production. They outcome from a strong page and they are successful. These organisations have a long continuous time of the production. A hard planning outcomes from this situation and exceeds common period for common production. In real it includes minimum three years.

Agricultural enterprises contend with a lack monetary resources. They have extensive store items - equipment and production. Expira-

tion times and ensuring of store items are important. The special equipment is need mainly for ensuring a whole production. The equipment of organisations is updated progressively, but a lot of is still outdated. Employees provide common maintenance of equipment mainly along in own workshops. A type of maintenance is after defect (corrective) or preventive before important agriculture times (sowing, harvesting) according to the organisation. The outsourcing is used for new difficult equipment. Buildings are older and less maintained mainly. Problems about order and cleanness have big reserves for domestic organisations commonly. This problematic in agriculture organisations concludes mainly: an order around buildings, insufficiently clear equipment, no identification of milk cans and containers and so on. On the other hand, identification of animals, the key equipment and some plants on fields is a very common. Agriculture organisations do not burden the region with their production as much yet (for example a bad smell of silage). Danger problems were seen in agriculture organisations as: open covers of equipment mechanisms, which can cause an injury.

The publicity does not assert as much in this branch, but customers require quality outputs. The market is a very specific, because these organisations are the first producer in a food chain mainly, but also for a feed production, medicaments and a cosmetic. Domestic agricultural organisations are under a non advantage in face to the status quo before the public and interest of the stat authority. Different registers and obligatory evidences do a hard situation for this type of organisations. The press is to a reduce price of the production and to increase a delivery at the time. Public requires bio products under the press of publicity in conditions, which corresponded with an endowment, a speed up, an artificial fertilize and other ways of unnatural created products. The EU restriction about the production of some plants and other items do not help to the Czech Republic too and problems are created to these organisations by it. They would be capable production in required quality and price. An endowment system (according to special conditions) distorts not only process, but relations to the agriculture overall. The number of animal is decline and the unemployment is increase from this reason. The state does not protect domestic enterprises before the competition, which rules given to our organisations do not must fulfil.

The disposal of soil for other purposes is not the fault of agriculture organisations, but other industrial and business groups. Stocks and assembly halls are built at the best domestic soil, while the original brown zones (often near railways) are not used. The connection with the surrounding nature was disrupted in the past century by a mass

agricultural production both in terms of ecosystems (repealed nature bounds, springs, plants and animals and so on), as well as families of farmers. The key knowledge was remained "forgotten" for the development of agricultural production. Organisations have a problem to obtain them now. Fundamentally, return is a very hard to the sustainable small production, which has worked in this country already.

3.2. THE STATUS QUO OF THE QUALITY MANAGEMENT SYSTEM IN AGRICULTURAL ORGANISATIONS

The most of organisations from the sample in research had not implemented a quality management system according to the norm ISO 9001 or they do not consider implement any of branch standards. The positive is that they all measure certain basic indicators (marks) - the number of employees, the size of fields with produced plants, the status quo of farming animals, the milk production, the quantity of aided products, financial indicators and maintain a register of equipment and animals.

Organisations have much nonconformity consciously or unconsciously from a detailed view of the research, which are described above. Ensured nonconformities becomes aware only some. Employees suffer often from an operational blindness.

The intellectual transformation to the process approach still did not realize in the heads of people. The effort to secure of customers requirements and to expend of offer with a smaller capacity operates rather by that time. The arrangement of workplaces is still a technological indeed. The sense of a process conception did not go off in the right words yet. A process is a modern word connected with a function approach reality now. This fact reflected partly in a small added value. An organisation structure look likes as a hierarchy with function units. The control of these units is directive. The check mechanism accesses as imperfect. Employees are not educated enough for application of the process approach. The press method is used. There is a waste from a view of waste kinds in: a resource, a waiting, a transport, moves, a no using of employees abilities.

On the other hand, it should be noted that the norm ISO 9001 and other legislation in this direct is written by a very difficult language for the knowledge of employees in enterprises too. Therefore it is not surprising that employees of agriculture organisations do not understand it.

A norm application will be difficult in them. In fact, this norm is overtaken generally only. Its interpretation is defined with a more preci-

sion hand by hand with its difficult and next nonconformities, costs and waste crop up.

4. THE RECOMMENDATION

The right direction of a management system implementation in the agricultural organisation shows in the end considering previous finding approach by own contribution with an occasional help of consulting services. This organisation preserves a general knowledge over the system and the documentation by this way. It verifies some determinate items (for example: aim values of indicators). It debugs processes. Employees will take the management system as their own, if everybody will participate and develop it.

Generally, it is possible to approach to building-in by this way. The process characteristic by the book [13] is the base of it. Follow recommendations outcome from it considering previous finding. Organisations know their customers. They know their procedures, but they not have it often sufficiently documented and optimised. They know their own products provided to customers and their requirements. Therefore they know own inputs by this way too. An establishing of processes waits the most of organisations only. It is seem an available considering classification of small to medium enterprises to establish three independent main processes - the plant production, the animal production and the product production (if it exists), next leader process (the financial management and the human resource), the infrastructure process (a maintenance, a purchasing and a network) and the quality process (for independent opposite the management and the production). It is important to establish an owner with sufficiently responsibilities, authorities and resources for an every process. The person must be a qualified and a kind. However an organisation structure outcomes from here as a flatter. It is possible to extend indicators of processes in the number with establishment of their aim values. Surveyed organisations knew a basic legislation for the branch of the business. There can be recommended for building-in a quality management system the norm ISO 9001 as base. Next this is the norm for an improvement ISO 9004, the norm for a terminology of management system ISO 9000, the norm for an internal audit ISO 19011, the norm for a safety in work OHSAS 18001. The branch standard for the food industry is the norm ISO 22000 or the norm FSSC 22000 for a certification. A simple but a very effective complex of quality tools can be recommended for the first establishment of management system. It can consist from: control table (for forms), flowchart (for description of

processes), the Ishikawa diagram (for establishing key causes of problem tasks) and the Pareto diagram (for effective control of nonconformities). Next the 5S method can be recommended to implement consecutively that help with order and savings in the organisation.

5. CONCLUSION

Most of agricultural organisations in the Czech Republic are in a difficult economic and political situation without the proper support of the state and the public. Therefore they must implement a quality management system to all their duty in order to survive in highly competitive environment. This article offers them the procedure with special recommendations. There is introduced the general process characteristic, including the process map, in order to provide to organisations default settings. Enthusiastic employees are a valuable basis for these organisations.

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