

Integration of Total Quality Management into Stakeholder Management Policy and Harmonization of their Interests

Dalia Susnienė, Povilas Vanagas

Kauno technologijos universitetas
K. Donelaičio g. 73, LT-44029, Kaunas

The paper presents the organization as a collaboration of multiple and diverse constituencies and interests, referred to as stakeholders. Stakeholder view of the organization integrates stakeholder relationships within a company's resource base, industry setting, and sociopolitical arena into a single analytical framework. Although it is not that difficult to envision a stakeholder focus in running a business, it is exceedingly difficult to implement such a focus. The key relationships for a business go far beyond the relationships with its customers to include the relationships with its employees, as well as those with suppliers and partners, investors and market analysts, and even government regulators, trade associations and other entities that influence the general business climate in which a given business operates. The paper introduces an integrated strategy for building a network of collaborative stakeholder relationships based on fundamental shift in management philosophy and attention. Singular needs and interests of stockholders are replaced by a focus on understanding and balancing the interests of all company's key stakeholders. It is not easy to find mutually beneficial relationship between organization and its stakeholders. Quite often building a network of reciprocal relationships with all stakeholders is not simple. In most companies, competitive pressures keep all eyes focused on the short term goals, making it extremely difficult to bring long-term issues to the forefront. Traditional accounting systems based on financial measures of performance make it difficult to assess the impact of intangibles like relationships or reputation. And collaboration means letting go out of control, which is always difficult for corporate managers schooled in the art of competition. There comes total quality management which can throw the new light on cooperation between stakeholders and organization offering new solutions in harmonization of these relationships. Comparing the characteristics of total quality management it is further deduced that the business aim of long term success will be accomplished if management acts to optimise quality of product and service to customers, subject to meeting the needs and expectations of non-customer stakeholders. Thereby it can be deduced that total quality management focus on customers together with emphasis on employees, suppliers, shareholders and other stakeholders aims to safeguard mutual wealth consequently strengthening the priority of all stakeholders. That means there must be found optimum in quality, when it does not threaten to violate the needs of other stakeholders. From total quality management perspective

there are three different concepts on how to satisfy different stakeholder interests: accommodation of interest, alignment of interest and balancing of interest.

Establishing ground rules to ensure respectful interpersonal communication helps create a "safe" environment within which individuals feel free to express their views, without fear of "looking stupid", being criticized, or otherwise sanctioned. Through positive long-term relationships, companies identify "win-win-win" opportunities that serve the corporation as well as stakeholders and society.

Keywords: *stakeholders, harmonization of stakeholder needs and interests, total quality management, cooperation, relationships, satisfaction.*

Introduction

The paper presents the organization as a collaboration of multiple and diverse constituencies and interests, referred to as stakeholders. Stakeholder view of the organization integrates stakeholder relationships within a company's resource base, industry setting, and sociopolitical arena into a single analytical framework. Although it is not that difficult to envision a stakeholder focus in running a business, it is exceedingly difficult to implement such a focus (Walker and Marr, 2001; Hill, 1992; Evan, 1993). If we try a word association game with a typical businessperson and say the word "business" what will we hear first? Chances are it won't be "people" or "relationships". Instead we may hear "profits", "management" or "stock-market" because business still tends to be associated mainly with money and performance. However, in the new economy driven by knowledge assets and technology with evolving channels of goods and services, "the leading business organizations are already beginning to focus on people more than on the traditional elements and indicators of business success" (Donaldson, 1995).

The key relationships for a business go far beyond the relationships with its customers to include the relationships with its employees, as well as those with suppliers and partners, investors and market analysts, and even government regulators, trade associations and other entities that influence the general business climate in which a given business operates (Galbreath, 2002; Donaldson, 1998; Mitchell, 1997). All of these relationships constitute a complex relationship network where a change in any particular relationship can readily cascade throughout all of the other relationships (Gass, 1997). There comes total quality management "where quality means successfully meeting internal and external customer (or in other words

Characteristics of old and new approaches to corporate-stakeholder relations

Stakeholder management	Stakeholder collaboration
Fragmented	Integrated
Focus on managing relationships	Focus on building relationships
Emphasis on buffering the organization	Emphasis on creating opportunities and mutual benefits
Linked to short-term business goals	Linked to long-term business goals
Idiosyncratic implementation dependent on division interests and personal style of manager	Coherent approach driven by business goals, mission, values, and corporate strategies

stakeholders) expectation and zero defections” (Radder, 1998). In order to convince investors to stay with the organization and keep their shares, employees to cooperate between themselves, customers to buy more products and services, and suppliers to maintain strong supply chain there is no choice but to keep positive relationships with all stakeholder groups.

The best relationships are truly interdependent, with all parties involved relying on and trusting the others to do what is necessary to benefit the relationship as a whole. They represent the quintessential “win-win” opportunity for a business (Barney, 2001).

Scientific problem: Can the integration of total quality management principles into the aspects of satisfaction of stakeholder needs and interests solve the problem of harmonization of these?

Research object: stakeholders’ needs and interests and their influence in the activity of organization.

The goal of the paper: to show the synergy and strategic value of holistic approach of total quality management in the field of stakeholder management; to present three different concepts on how to satisfy different stakeholder interests from the point of view of total quality management; to introduce conceptual framework to assist in solving key issues occurring in stakeholder relationships.

Research methods: logical and systematic comparative analysis of scientific literature.

Organization-stakeholder relationship based on the principles of total quality management

Modern organizational cooperation with stakeholders diagram reveals multidimensional relationship between them (Figure 1).

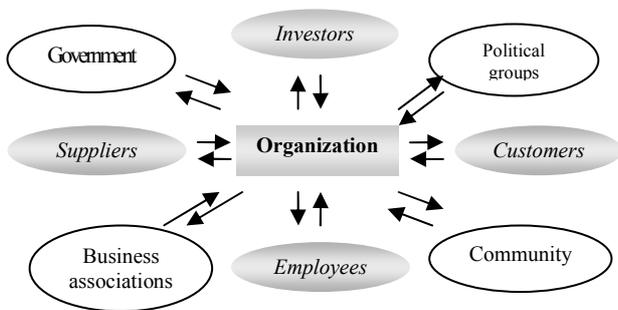


Figure 1. Stakeholder system of organization.

There is a significant advantage in taking a more integrated company-wide approach and identifying as well as building strategically important stakeholder relationships. In addition to increasing organizational effectiveness and consistency of response, this kind of holistic approach also allows an organization to build on the synergies that occur when positive relationships with one stakeholder group, such as a local community, starts to have a beneficial impact on other stakeholder group, such as customers (Elias, 2001). The following table summarizes the characteristics of the old approach to organization-stakeholder relations and introduces new one integrated with total quality management concepts where management of the relations is seen as a collaboration process (Table 1).

A collaborative approach to building stakeholder relationships sees it as being reciprocal, evolving, and mutually defined (Conti, 2003; Priem, 2001). The manager is not separate from stakeholder relationship but is part of it. Thus the idea of “managing” relationships is not only untenable but is viewed as being counterproductive for both the corporation and its stakeholders in the long run.

Conceptual viewpoint on the strategies of collaboration between organization and stakeholders

It is not easy to find mutually beneficial relationship between organization and its stakeholders. Quite often building a network of reciprocal relationships with all stakeholders is not simple (Svendsen, 1998). In most companies, competitive pressures keep all eyes focused on the short term, making it extremely difficult to bring long-term issues to the forefront. Traditional accounting systems based on financial measures of performance make it difficult to assess the impact of intangibles like relationships or reputation. And collaboration means letting go out of control, which is always difficult for corporate managers schooled in the art of competition (Svendsen, 1998; Margolis, 2001; Jones, 1999). However, despite these barriers, for many companies, stakeholder relationships do offer enormous potential. For some, stakeholder relationships may even be a source of competitive advantage.

Considering the characteristics of the contemporary business enterprise, it is deduced that in pursuit of long-term success the latter will act to satisfy the needs and expectations of its stakeholders (Foley, 2001; Mayer, 1995). Comparing the characteristics of total quality management it is further deduced that the business aim of long term success will be accomplished if management acts to optimise quality of product and service to customers, subject to meeting the needs and expectations of non-customer stakeholders. Thereby it can be deduced that total quality management focus on customers together with emphasis on employees, suppliers, shareholders and other stakeholders aims to safeguard mutual wealth consequently strengthening the priority of all stakeholders. That means there must be found optimum in quality, when it does not threaten to violate the needs of other stakeholders.

Stakeholder theory does not present a conceptual viewpoint about mutual agreement between organization and its stakeholders consequently leaving the companies themselves to decide about collaboration and thus leaving

much space for their self-will. To be successful in the long term, collaborative partners must find third-way solutions preventing conflicts. Creating integrative solutions provides an alternative to domination or compromise (De Geus, 1997). As management theorist Marry Follett (Follett, 1918) recognized over fifty years ago, domination is not usually successful in the long run because the side that is defeated will simply wait for its chance to dominate. Similarly, with compromise, neither side gets what it wants, and hence the conflict will occur again and again in some other form.

While groups need to develop strategies and procedures for managing conflict in the early stages, the ongoing, sometimes time-consuming and difficult struggle to define common ground is extremely important in the long-term. The common idea and the common will are born together in the social process.

A lot of cases are witnessed on corporate governance attempt to increase managerial responsibility for shareholder value creation and to reconcile this wealth orientation with stakeholder management. The reports may be viewed partly as a reaction to the success of shareholder value and economic value maximization strategies. A key feature of these cases is that wealth creation and stakeholder interest reconciliation will occur in some ill-defined “long term” (Windsor, 1999). The Peters Report (1997) explicitly endorses a balancing notion: “Companies must seek a good balance between the interests of the providers of risk capital (investors) and the other stakeholders. In the long term this should not mean a conflict of interests”. This may imply that balancing action is necessary (“must”), but that any resulting short-term interest conflict are resolvable (“should not mean”) in the long term. The Dey Report (1994) states that “the principal objective of the corporation is enhancing shareholder value and the longer term interests of shareholders will not be well served if the interests of other stakeholders are not addressed”. This suggests short-term balancing of interests. The report’s presumption, however, is that “creating shareholder wealth in a market economy will usually be in the best interests of stakeholders generally”. It suggests that those “best interests” are also “longer term”. The American Law Institute accepts stakeholder reasoning: “The modern corporation by its nature creates interdependencies with a variety of groups with whom the corporation has a legitimate concern, such as employees, customers, suppliers, and members of the communities in which the corporation operates”. The long-term profitability of the corporation generally depends on meeting the fair expectations of such groups. Its principles suggest costing of social impacts: “It is now widely accepted that the corporation should at least consider the social impact of its activities, so as to be aware of the social costs those activities entail. By implication, the corporation should be permitted to take such costs into account, within reason.” The term “reason” suggests balancing of some sort.

Total quality management approach in harmonization of stakeholder interests

All the above mentioned statements can be understood as with increase of shareholder value there is a positive influence on other stakeholder interests from the long-term perspective leaving the company itself to decide whether to cooperate or not. This attitude could not be accepted from

total quality management perspective which distinguishes three different concepts on how to satisfy different stakeholder interests:

1. Accommodation of interest suggests that supply of benefits meets or exceeds demand for benefits. As on a bus, there are at least as many seats as passengers (multiple parties are “chartering” a bus for common use). Accommodation shows interest accommodation through long term expansion of benefits. Each stakeholder group gains something relative to the present, and there are fixed proportions over time, there should be no interest conflict. It is assumed that fixed proportions are fair proportions, if not, expansion of benefits may ameliorate but cannot resolve injustice.
2. Alignment suggests that interests move in the same general direction. Bus riders might get on and off at different points or two buses might convoy together for a trip. Alignment, which is more akin to accommodation than to balancing, is different from either. Goodstein et al. (1993) depict an organization that has both a strategic direction or plan and its stakeholders aligned with the direction. They visualize alignment in terms of overall direction shown by a large arrowhead and alignment of various actors shown by various arrowheads pointing in the same direction.
3. Balancing preserves the possibility of competition among interests that must be reconciled without full resources to do so. Some tradeoffs must be achieved. There are more passengers than seats but some minimally satisfactory solution is found, as standing in the aisle or changing seats periodically.

Respectful communication also depends on setting ground rules early in the process that are accepted and followed by all members. Establishing ground rules to ensure respectful interpersonal communication helps create a “safe” environment within which individuals feel free to express their views, without fear of “looking stupid”, being criticized, or otherwise sanctioned (Smith, 2000; Lijander, 1992). Respectful communication can cover a range of verbal as well as non-verbal actions. Often it is the details that matters.

Organization should establish the ground rules for communication and conflict resolution before problems arise so that members will feel free to engage in debate and so that problems will be dealt immediately and not be ignored. Ideal partners are those with excellent communication and conflict resolution skills who are committed to cooperation and collaboration (Jones, 1992). The following are some of the questions partners should discuss to ensure appropriate communication:

- How frequently should we communicate?
- Who will communicate with whom?
- What communication channels are most appropriate?
- What types of information will be shared?
- What information is private?
- How will be dealt with communication problems?
- What aspect of our respective corporate cultures might hinder communication?
- How can we overcome those barriers?

The development of the collaborative stakeholder relationships.

Stage	Task	Tools/methods	Results
Creating a foundation	<ul style="list-style-type: none"> Assess relationship building (RB) as a strategic direction Review and refine social mission, values, and ethics Communicate corporate commitment 	<ul style="list-style-type: none"> Strategic planning session with senior management Employee involvement process Dialogue sessions with staff 	<ul style="list-style-type: none"> Decision made to proceed with RB strategy RB Strategy Group formed Mission, values, and ethical guidelines reviewed and updated Employee aware and supportive
Organizational alignment	<ul style="list-style-type: none"> Assess organizational readiness Identify gaps and inconsistencies Assess systems and structures Make changes as needed 	<ul style="list-style-type: none"> Employee survey Systems review Participative process to facilitate change 	<ul style="list-style-type: none"> Employee minds-sets and skill-sets assessed Systems improved to facilitate relationship building Liabilities resolved
Strategy development	<ul style="list-style-type: none"> Inventory and assess existing relationships Benchmark best practices Meet with stakeholders Refine goals and prepare strategy Set up internal structures Begin action planning 	<ul style="list-style-type: none"> Inventory questionnaire RB Strategy Group workshop Environmental scan Informal dialogue with stakeholders Stakeholder team meetings 	<ul style="list-style-type: none"> Status report on current relationships completed “Best practices” established Priorities identified Views and needs of potential partners understood Goals clarified Stakeholder teams formed Strategy and action plans put in place
Trust building	<ul style="list-style-type: none"> Exchange information Clarify expectations and perspectives Identified common goals Develop organizational structures Clarify roles and responsibilities, short-term objectives, and timelines Develop and implement “first projects” Identify and resolve areas of conflict Ensure availability of resources 	<ul style="list-style-type: none"> Face-to-face meetings On-line information system, e-mail Facilitated workshops Empirical observation Dialogue Conflict resolution 	<ul style="list-style-type: none"> Access to larger pool of information Increased trust Shared language and vision More integrated relationships between organizations Innovative solutions Enhanced reputation for both organizations with successful projects
Evaluation	<ul style="list-style-type: none"> Design and conduct stakeholder audit Celebrate success Learn from failures 	<ul style="list-style-type: none"> Stakeholder audit Internal dialogue Recognition and reward 	<ul style="list-style-type: none"> Impact of relationship building on corporation measured Regular communication channel with established stakeholders Values aligned between stakeholders and the corporation
Repeat	<ul style="list-style-type: none"> Repeat steps and refine approach 	<ul style="list-style-type: none"> RB Strategy Goup workshop Consultation with members of stakeholder teams 	<ul style="list-style-type: none"> Relationships continually improved

Communication can be particularly challenging in low-trust, high-stakes situations (Jensen, 2000). In these situations, individuals' behavior will be shaped by their perceptions. If they don't trust others in the group, if they don't feel they have control over decisions that will be made by the group, and if they believe they could be negatively affected by the decision, they will be unable to process information. In low-trust situations, people also become highly selective about what sources of information they choose to receive and which information they believe. Cognitive static or mental noise will interrupt their ability to hear what others are saying and communicate their own feeling accurately (Clarkson, 1995).

Partners in successful relationships learn how to deal with the conflicts, pursue mutual consensus because each stakeholder or its groups are interdependent, benefits from the success of the other though retains its identity. Development of stakeholder relationship undergoes different maturity stages that are closely linked with integration of total quality management (Table 2).

Because of the cyclical and evolving nature of developing relationships, the length and significance of the

stages will depend on the complexity of the issues, the type of collaborative venture, and the preexisting level of understanding between the parties (Blair, 1995).

Developing the relationship between stakeholders it is very important to carry stakeholder analysis and implement conflict management system. The paper introduces conceptual framework to assist in solving key issues occurring in stakeholder relationships (fig. 2). This framework is derived from a review of the literature across many field of study. These include organizational management; knowledge systems and systems thinking; stakeholder salience theory; sociology of development; negotiation and social conflict; natural resource management; interactive policy-making; organizational learning, and total quality management.

The first set of steps (from 1 to 5 inclusive) is particularly relevant to situations in which there is no crisis, but rather where one part is seeking to understand the dynamics of a natural resource management issue or to intervene it. Steps 6 to 9 are more specific to decision making behavior by groups faced with social conflict. Almost all steps relate to each other; hence the conceptual framework can be read beginning anywhere.

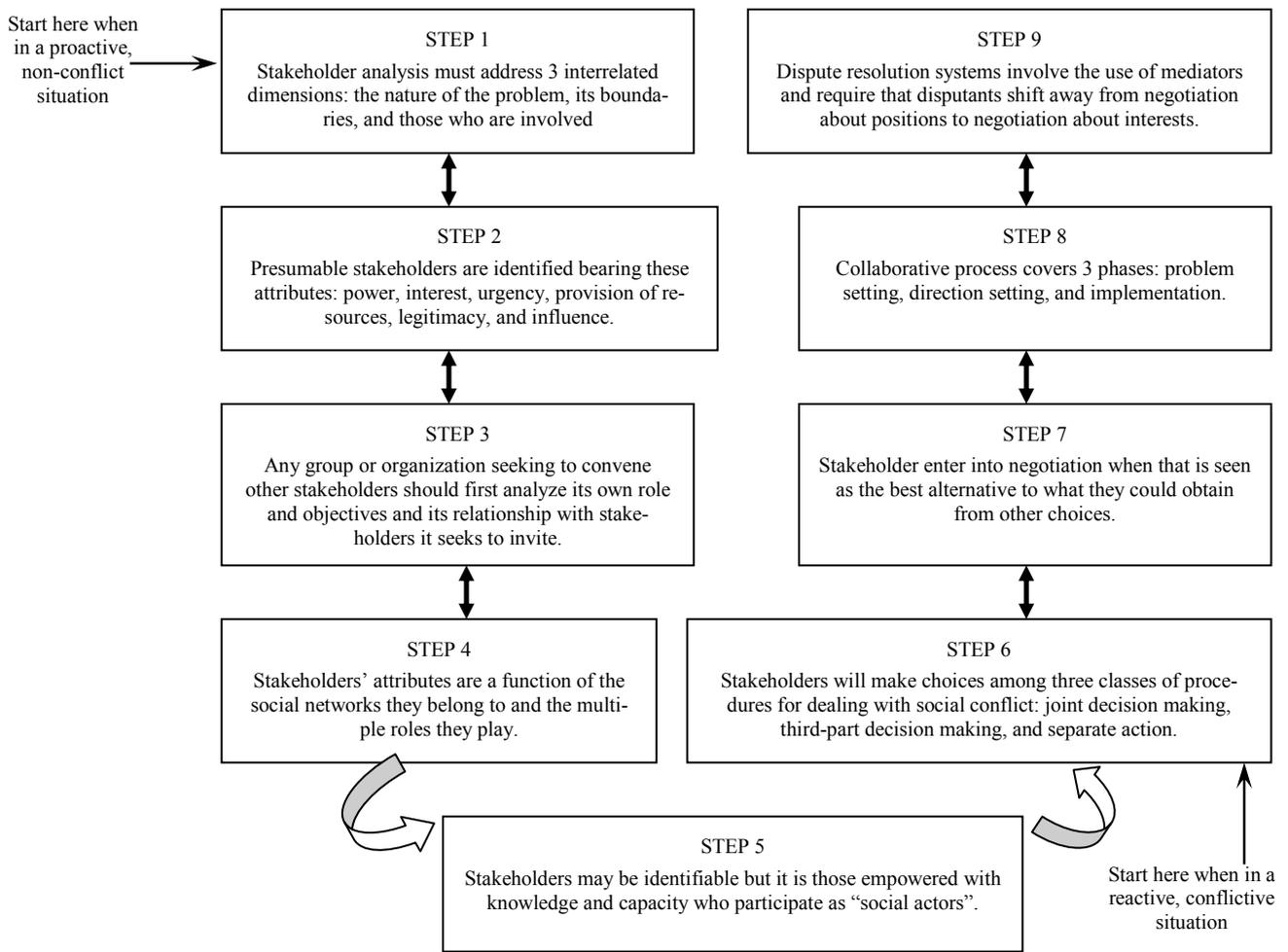


Figure 2. Conceptual framework for stakeholder analysis and conflict management.

A stakeholder management policy is needed and has a hard task of defining the share of benefits among stakeholders in ways that are fair to them and fit the strategic goals of the organization. When talking of share of benefits, traditionalists become suspicious, thinking in terms of economic benefits only (Gregory, 2003;.) These are important, but stakeholder expectations can be satisfied in different ways. For example, employees are very sensitive to quality of the physical and social environment, self-fulfillment opportunities, job enrichment, and the long-term success of the enterprise; suppliers look for long-term relationships, information, and cooperation.

Conclusions

1. When the organizations acknowledge that their interests could be best achieved through positive relationships with others and tend to expand organization interests involving the needs and interests of all stakeholders, the opportunities to develop mutually beneficial relationships increase dramatically.
2. Harmonization of internal systems and structures of organization in order to satisfy the needs and interests of organization stakeholders is an everlasting, continuous, and multidimensional process. Top management should be permanently focused on cooperation with stakeholders, workers should recognize their responsibility in the relationship process, all possible communication systems should be easily accessed to the rele-

vant groups, and incentive system should be closely related to the cooperation success with stakeholders but not with the short-term financial indicators.

3. There are many different stakeholders or stakeholder groups. Very often they bring different resources and expectations to start and develop cooperation. Thus can cause a lot of problems in relationship process.
4. In order to develop successful long-term cooperation partners must find mutually defined solutions to solve arising conflicts. Partners in successful relationships learn how to deal with the conflicts, pursue mutual consensus because each stakeholder or its groups are interdependent, benefits from the success of the other though retains its identity. Establishment of integrated solutions on the basis of the principles of total quality management offers alternative solutions to the prevailing majority when minority is left unsatisfied or to the compromise between the parties when both ones are left unsatisfied: accommodation of interests, alignment or balancing.

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Dalia Susnienė, Povilas Vanagas

Visuotinės kokybės vadybos integravimas į suinteresuotųjų šalių vadybą ir jų interesų harmonizavimą

Santrauka

Šiuolaikinės organizacijos veikla apima daugybės įvairių jos sudamųjų dalių ir jų interesų ryšius, kuriuos galima apibrėžti suinteresuotųjų šalių samprata. Organizacijos orientacija į suinteresuotąsias šalis sujungia ryšius su jomis į vieną analitinę sistemą, apimančią organizacijos resursus, pramonės ir sociopolitinę aplinką. Visi šie ryšiai sudaro kompleksinį organizacijos ir suinteresuotųjų šalių ryšių tinklą, kur ryšių pokytis su viena iš šalių gali atsiliepti visoms kitoms suinteresuotosioms šalims, taip pat ir organizacijai. Šiuo aspektu labai svarbią reikšmę įgyja visuotinė kokybės vadyba, kur „kokybė reiškia sėkmingą vidinių ir išorinių vartotojų lūkesčius tenkinimą bei defektų nebuvimą“ (Radder, 1998). Vidinių ir išorinių vartotojų sampratą nesunkiai galima išplėsti bei pritaikyti ją suinteresuotųjų šalių sampratai, nes visuotinėje kokybės vadyboje visų vartotojų poreikių tenkinimas labai glaudžiai siejasi su suinteresuotųjų šalių glaudžiu tarpusavio bendradarbiavimu. Norint kompanijoms įtikinti investuotojus išlaikyti savo akcijas, darbuotojus glaudžiai tarpusavyje bendradarbiauti, vartotojus pirkti kuo daugiau gaminių ar paslaugų, o tiekėjus išlaikyti stiprų tiekimo tinklą, sprendimo raktas yra pozityvūs ryšiai su visomis suinteresuotosiomis šalimis. Kiekviena kompanija, didelė ar maža, turi savo suinteresuotųjų šalių ratą, kuris dažniausiai apima investuotojus, darbuotojus, vartotojus, tiekėjus ir bendruomenes (visuomenę).

Mokslinė problema: Ar visuotinės kokybės vadybos principų integracija į suinteresuotųjų šalių pasitenkinimo ir interesų užtikrinimo aspektus gali padėti sprendžiant tarpusavio ryšių harmonizavimo problemas?

Tyrimo objektas: suinteresuotųjų šalių poreikiai ir interesai bei jų įtaka organizacijai.

Tyrimo tikslas: parodyti visuotinės kokybės vadybos holistinio požiūrio į suinteresuotąsias šalis strateginę vertę ir sinergetinę efekto naudą; remiantis visuotinės kokybės vadybos požiūriu, pateikti tris naujas nuostatas, leidžiančias derinti skirtingus suinteresuotųjų šalių interesus; sudaryti organizacijos ir suinteresuotųjų šalių ryšių modelį.

Tyrimo metodai: loginė, sisteminė užsienio mokslinės literatūros analizė, remiantis lyginamuoju ir apibendrinimo metodu.

Organizacijos ir suinteresuotųjų šalių ryšiai visuotinės kokybės vadybos požiūriu

Šiuolaikinė suinteresuotųjų šalių sistemos diagrama parodo daugialypius organizacijos ir įvairių suinteresuotųjų šalių ryšius. Ši sistema apima visas suinteresuotąsias šalis ir atskleidžia abipusį organizacijos ir suinteresuotųjų šalių ryšį.

Abipusiškai naudingus ryšius sukurti su visomis suinteresuotosiomis šalimis nėra paprasta. Dar dažnai organizacijos susitelkia į trumpalaikius tikslus, ir joms sunku iškelti į pirmą vietą ilgalaikę perspektyvą. Tradicinės sąskaitybės sistemos grindžiamos finansiniais rodikliais ir susiduria su dideliais sunkumais vertinant nematerialiųjų ryšių ar reputacijos svarbą. Daugeliu atveju vadovams sunku pereiti nuo vadovavimo prie bendradarbiavimo sąvokos, apimančios didelį potencialą, ir sukurti konkurentinį pranašumą. Šioje situacijoje labai padėtų visuotinės kokybės vadybos idėjos, kad kiekvienas vidinis ar išorinis vartotojas, t.y. suinteresuotosios šalys, yra labai svarbios kompanijai ir be jų ji negalėtų ne tik konkuruoti, bet ir egzistuoti. Taigi galima teigti, kad visuotinės kokybės vadybos orientacija į vartotoją, kartu akcentuojant darbuotojų, tiekėjų, akcininkų ir kitų suinteresuotųjų šalių svarbą organizacijai, siekia užtikrinti abipusę gerovę, stiprindama visų suinteresuotųjų šalių prioritetą. Vadinasi, optimizuojant gaminio ar paslaugos kokybę vartotojui, sudaromos prielaidos tenkinti ir kitas suinteresuotąsias šalis. Tačiau šiuo atveju turi būti surasta optimali kokybė (Foley, 2001), kurios siekis nepažeistų kitų suinteresuotųjų šalių.

Konceptualios nuostatos dėl strateginių bendradarbiavimo ryšių tarp organizacijos ir suinteresuotųjų šalių

Suinteresuotųjų šalių teorija niekur nepateikia konceptualių nuostatų, kaip surasti suinteresuotųjų šalių interesų tarpusavio sutarimą. Kadangi nėra aiškių kriterijų, kompanijoms apie tai paliekama pačioms spręsti, o tas sąlygoja tam tikrą savivalę. Norėdami palaikyti ilgalaikį sėkmingą bendradarbiavimą, partneriai privalo surasti abipusiškai tenkinančius sprendimus konfliktams spręsti. Integruotų sprendimų sukūrimas siūlo dominavimui ir kompromisui alternatyvą. Dominavimas nėra sėkmingas todėl, kad kita šalis paprasčiausiai laukia savo galimybės pranokti ir pradėti dominuoti. Kompromiso atveju nėra gerai tai, kad nė viena pusė negauna to, ko norėjo, taigi konfliktas kas kart kita forma pasikartos.

Nors grupės išvysto strategiją ir procedūras konfliktams spręsti pradinėse formavimosi stadijose, tačiau toliau vykstanti ilga ir sunki kova ieškant bendro pagrindo yra labai svarbus ilgalaikės perspektyvos požiūriu. Bendra idėja ir bendri ketinimai gimsta kartu socialiniame procese.

Suinteresuotųjų šalių interesų harmonizavimas visuotinės kokybės vadybos aspektu

Daugelis mokslinių straipsnių, besiremiančių tradicinės vadybos principais, leidžia suprasti, kad akcininkų vertės didinimas teigiamai nulemia kitų suinteresuotųjų šalių interesus ilgalaikės perspektyvos požiūriu ir paliekama pačiai kompanijai spręsti, ar ji norės bendradarbiauti, ar ne, o ši nuostata prieštarauja visuotinės kokybės vadybos principams, kuriuos geriausiai išreikštų trys sąvokos, susijusias su poreikių tenkinimu:

1. **Interesų pri(si)taikymas (*accomodation*)**, kai naudos pasiūla atitinka ar viršija jos poreikius. Interesų prisitaikymas įmanomas išplėtus naudą ilgalaikėje perspektyvoje. Kiekviena suinteresuotoji šalis ką nors gauna dabartyje, o ateičiai nauda atitinkamai paskirstyta, ir tai neturėtų sukelti interesų konflikto. Paskirstyta turi būti teisingai, jei ne, tai naudos išplėtimas gali pagerinti situaciją, bet neišspręs neteisybės.
2. **Interesų vienijimas (*alignment*)**, kai jie juda ta pačia kryptimi. Interesų vienijimas daugiau turi bendro su prisitaikymu nei su koordinavimu. Goodstein (Goodstein ir kt., 1993) vaizduoja organizaciją, kuri turi strateginę kryptį ar planą bei jos narius, t.y. suinteresuotąsias šalis, suvienytas su pasirinkta kryptimi. Tai galima pavaizduoti kaip tuščiaavidurę rodyklę, reiškiančią kryptį, o daug mažesnių paprastų rodyklių, nukreiptų viena kryptimi, yra jos viduje ir atstovauja įvairioms suinteresuotosioms šalims.
3. **Interesų subalansavimas (*balancing*)** išsaugo konkurencijos tarp interesų galimybę, o kompromisas randamas derinant interesus prie turimų išteklių.

Organizacija, kurdama ir vystydama suinteresuotųjų šalių ryšius, pereina įvairias brandos stadijas (bazės sukūrimas, organizacijos pa-

ruošimas ir struktūrų suderinimas, strategijos išvystymas, pasitikėjimo sukūrimas, įvertinimas ir pakartojimas), glaudžiai sietinas su organizacijos sistemos ir kokybės vadybos integracijos modeliu. Dėl ryšių formavimo cikliškos ir evoliucinės prigimties kiekvienos stadijos trukmė ir svarba priklausys nuo sprendžiamų klausimų sudėtingumo, ryšių pobūdžio ir ankstesnio egzistavusio supratimo tarp šalių.

Tobulinant ryšius, reikalinga nuolatinė suinteresuotųjų šalių analizė bei konfliktų valdymo sistema. Šiame darbe siūloma konceptuali sistema gali padėti spręsti bendravimo įvairiose situacijose su suinteresuotosiomis šalimis problemas ir yra pagrįsta plačia įvairių sričių mokslinės literatūros apžvalga: organizacijų vadyba, žinių sistema ir sisteminiu mąstymu, suinteresuotųjų šalių svarbumo, išskirtinumo (*salience*) teorija, vystymosi sociologija, derybomis ir socialiniu konfliktu, žmogiškųjų išteklių vadyba, darnia plėtra, suaugusiųjų mokymu ir bendravimu, interaktyvia politika bei organizaciniu mokymu.

Išvados

1. Kompanijoms pripažįstant, kad jų interesai gali būti pasiekti per bendradarbiavimą su kitais ir tada, kai savus interesus praplečia, atsižvelgdamos į visų suinteresuotųjų šalių interesus, žymiai padidėja galimybės kurti bei vystyti abipusiškai naudingus tarpusavio ryšius.
2. Vidinių organizacijos sistemų ir struktūrų derinimas, tenkinant suinteresuotųjų šalių poreikius, yra nuolatinis, nenutrūkstamas bei daugiamatis procesas. Aukščiausias vadovų lygmuo turi aiškiai ir nuolatos remti bendradarbiavimą su suinteresuotosiomis šalimis, darbuotojai turi suprasti savo atsakomybę ryšių palaikymo procese, komunikacijų sistemos turi būti visiems prieinamos, o pripažinimo ir paskatų sistema turi būti susieta su sėkme bendraujant su suinteresuotosiomis šalimis, o ne su trumpalaikiais finansiniais rodikliais.
3. Organizacijos suinteresuotosios šalys gali būti labai įvairios. Jos dažnai su savimi atsineša skirtingus išteklius bei lūkesčius partnerystės ryšiams užmegzti ir vystyti, o tai gali kelti įvairių bendradarbiavimo proceso problemų.
4. Norėdami palaikyti ilgalaikį sėkmingą bendradarbiavimą, partneriai privalo surasti abu juos tenkinančius konfliktų sprendimus. Integruotų sprendimų sukūrimas, remiantis visuotinės kokybės vadybos principais, siūlo daugumos dominavimui (kai lieka nepatenkinta mažuma) ir kompromisui, kada abi šalys lieka nepatenkintos, alternatyvius sprendimus, susijusius su poreikių tenkinimu: interesų pri(si)taikymu, interesų vienijimu, interesų subalansavimu. Sėkmingai besiklostančiuose ryšiuose išmokstama valdyti konfliktus, siekti bendro sutarimo, nes suinteresuotosios šalys tampa iš dalis priklausomos viena nuo kitos, siekdamos bendros naudos, nors ir išlaiko savo identitetą.

Raktažodžiai: *suinteresuotosios šalys, suinteresuotųjų šalių poreikių ir interesų derinimas, visuotinė kokybės vadyba, bendradarbiavimas, ryšiai, pasitenkinimas.*

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