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Editorial Words

Dear Distinguished Readers,

In the realm of academia, where the pursuit of knowledge and the sharing of wisdom take center stage, we are delighted to introduce the second issue of Volume 27 of the ASEJ Scientific Journal. This publication, in partnership with the Bielsko-Biala School of Finance and Law, continues to serve as a repository of intellectual exploration and a testament to the wealth of contemporary research.

Within the pages of this volume, a diverse collection of scholarly articles awaits. Each article represents a facet of our collective commitment to understanding the intricate tapestry of global concerns. From the realm of education to the intricacies of energy security, from the digital landscape to geopolitical intricacies, these articles provide valuable insights and open doors to meaningful discourse.

The essence of this volume lies in its unwavering dedication to furthering our comprehension of complex subjects. These articles, penned by experts and scholars who are leaders in their fields, are a testament to the rigorous examination and exploration of topics that resonate with our ever-evolving world.

As you embark on this intellectual journey through Volume 27, No. 2, we invite you to consider the broader tapestry of knowledge it presents. Each article adds depth and dimension to the ongoing conversations surrounding the most pressing issues of our time. Together, they form a mosaic of thought, offering fresh perspectives, innovative solutions, and a deeper understanding of the complexities that define our contemporary world.

These articles are more than words on paper; they represent the collective pursuit of wisdom and the desire to share it with our readers. In each piece, you will find the dedication of researchers who have invested their time, expertise, and energy to illuminate the issues at hand.

We encourage you to engage with these articles, to discuss and debate their findings, and to contribute to the ongoing dialogue that drives the pursuit of knowledge. We trust that this volume will not only inform but also inspire, and that the insights it offers will be a valuable addition to your intellectual journey.

The imperative role of risk management in ensuring the security of logistics processes within small service enterprises is illuminated, emphasizing the significance of mitigating risks in this sector. Safety management in the context of ISO 9000 quality management systems is dissected, underscoring the pivotal role of these systems in ensuring the safety and quality of organizations.

We invite you to immerse yourselves in this eclectic collection of scholarly works, each a beacon of knowledge and insight into these crucial subjects. The articles contained within this volume aspire to stimulate discussion, foster a deeper understanding, and inspire further exploration. We trust that the journey through these pages will be an intellectually enriching experience for all our readers.

Doc. Dr Kateryna Pilova
Editor of the ASEJ, Issue 2, Volume 27, 2023.

Safety management of organisations in the context of the ISO 9000 quality management systems

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Abstract— **The purpose of this article is to present how modern organisations enhance their safety using quality management systems. The paper evaluates the impact of the ISO 9001:2015 requirements on the level of safety of the organisation. It cites arguments both in favour, as well as against, the implementation of the standards. At the same time, the requirements of the standard, which can serve not only to ensure the safety of the organisation's operations and management, but also to achieve an appropriate level of development, were also evaluated. The essential elements for ensuring the safety of the organisation are presented in relation to selected aspects of the standard, with a particular emphasis on activities related to the need to analyse risks and opportunities to ensure the success of the organisation.**

Keywords— organisation's safety, organisation management security, ISO 9001 standard, risk and opportunity analysis.

I. INTRODUCTION

The last two decades have shown that when it comes to organisations, the priority should not only be their development, but also the safety of their operations. Progressing globalisation, along with changes forced by external factors, used to be treated as a threat. The diverse and unforeseeable nature of these changes pose a number of dangers.

An example of these was the global COVID-19 pandemic, which undermined people's sense of security. In the face of such a threat, a major transformation was necessary. The attention of the leaders of all countries around the world was focused on countering the effects of the pandemic. All available measures to protect people were mobilised. Mechanisms of solidarity and social responsibility also played an important role at that time. The pandemic was a global lesson for all on how the introduction of specific procedures and standardised methods of action makes it possible to achieve success. It also taught us how to improve the intellectual potential of any organisation and raise the awareness of all participants in the process.

The fight against the pandemic will certainly go down in history as a large-scale undertaking with scientific, economic, and even political and military implications. Global information sharing between scientists from all over the world resulted in the establishment of procedures for combating pandemics. However, the aforementioned example also applies to countering other types of threats based on the use of developed standards of practice.

Thanks to established patterns of behaviour and conduct, people felt much safer even in the face of a fight against an invisible enemy such as a new, unknown disease. There are still people who continue using masks in crowded places, including on public transport, at the airports, stadiums, concerts, etc. Such protective measures no longer surprise anyone, nor do they invite ironic smirks. If people still wear a mask to protect not only themselves, but also those around them, this reflects a high level of collective social awareness and bodes well for the future. What is of similar importance are ISO quality standards, the introduction of which is thought to have had a great impact on the development of mankind and is ranked alongside such achievements as the invention of the computer, sending the first man into space, constructing an atomic submarine, and digging the Channel Tunnel (Pawlak 2006)

Quality standards were originally introduced in the military sector and were developed to ensure safety in the aviation industry, both in terms of the safety of the soldiers using military equipment, as well as the reliability of the manufactured equipment. Another area where quality standards were implemented quite early was the automotive sector, where such measures helped to increase the safety of motor vehicle users. A crucial step in the area of quality standards was also their implementation in the process of increasing the quality of

medical services, patient treatment and care. This was achieved by developing appropriate procedures for medical staff.

There are currently more than 23,600 ISO standards, and their number is constantly growing. Standards are divided into distinct categories, known as series, depending on the issue they deal with. For example, ISO 9001 quality standards define the requirements for quality management systems, ISO 19011 outline the principles of auditing management systems, and ISO 14000 refers to environmental management systems (the 14001 environmental standard defines the requirements related to compliance of international corporations with the principles of environmental protection). ISO 18000 – standards for occupational health and safety management. ISO 22000 – standards for food safety management. ISO 22300 – standards for business continuity management (e.g. ISO 22301). ISO 27000 – international standards for information security and digitisation process management systems. The most important of this series is ISO 27001. ISO 28000 – standards for security management in supply chains. ISO 31000 – standards for risk management. ISO 45000 – standards for occupational health and safety. The aforementioned standards help to create a safe working environment for employees. (maxelektro.pl). However, as business practice shows, the most commonly used standards are the ISO 9000 series standards related to quality management, which are subject to quite frequent changes and revisions.

The possibilities of implementation of the ISO standards depend on what type of business the organisation is engaged in. As mentioned earlier, the implementation of quality standards in different areas of human activity was the natural result of the dissemination of knowledge. Initially, the aim was to improve the quality of products and services based on the organisation's own standards and procedures, in a response to enormous pressure from the organisation's external environment, and the need for repeatable processes that could ensure the highest quality. The application of a process-based approach linked to the PDCA (Plan-Do-Check-Act) cycle, and a risk-based approach integrates the requirements of other management system standards. ISO 9000 standards are characterised by high versatility and can be applied to all processes and to the quality management system in any organisation. This makes them suitable in a wide range of different industries and areas, including the military, aerospace, automotive, health, environment, and data protection sectors. Due to numerous advantages that they offer, these standards have quickly become popular among various types of organisations and have become a major pillar of their operational safety and competitiveness on the market. Employees of organisations are often apprehensive and reluctant regarding the implementation of quality management systems, which is due to the lack of awareness of the scope and ease of their application, as well as adaptability of this type of solutions in various economic fields. A significant number of organisations in Poland have already implemented procedures, instructions or other solutions or actions concerning the organisation of various processes, developed and applied on a daily basis, which are precisely a form of systemic solutions similar to quality standards. What is

needed for full implementation of the system is its proper documentation, training of employees and monitoring of its outcomes to drive continuous improvement. An additional advantage of quality standards is the fact that they are voluntary in nature. However, it should be borne in mind that the constantly changing environment poses a number of unpredictable threats to the organisation, which require continuous identification and analysis of their impact on the development of the organisation. A great deal of pressure is generated by the development of the level of organisational culture, which necessitates constant improvement of the quality of the services and products offered. The organisation's security is also about ensuring the safety of product users.

The aim of this paper is to demonstrate what impact quality management systems have on the operational security of organisations and what benefits they bring. It attempts to answer the following research questions. How do ISO 9001 standards affect the organisation's security management system? How does risk analysis enhance the organisation's security? The study employed a multi-method approach, consisting of the observational method, document analysis, and data synthesis. The basic source material for the study was the audit experience gained in the course of work in an accredited certification body, mainly audits conducted in organisations and those conducted by the Polish Centre for Accreditation – a national accreditation body authorised to grant accreditation to conformity assessment bodies. The source documentation consisted of audit reports, which were used to analyse the requirements of the standard. The study covered selected aspects of the ISO 9001 requirements that concern the top management and employees of the organisation. The selection was because the human being is always at the centre of any research on organisations. Even the most advanced information system cannot make independent decisions and cannot fully replace employees or top management in the organisation. The selected aspects are closely related to competence, leadership, awareness, and knowledge, as this is the most difficult area for both auditees and auditors. Other aspects of the standard, which cannot be addressed in such a short article, related to planning, design, production, provision of services, release of products and supervision of non-conforming outputs, directly concern protecting the organisation against misconduct and thus serve to ensure the safety of both the customers and the organisation itself.

II. ANALYSIS OF SELECTED ASPECTS OF ISO 9001 IN THE CONTEXT OF ORGANISATIONAL SAFETY MANAGEMENT

The question of whether an organisation that has an ISO management system in place is functioning significantly better of not is a debatable one, as there are arguments both for and against it. If an organisation is prosperous, generates considerable revenue, multiplied year by year, the employees are happy with their salaries, and there is a general atmosphere of cooperation, it is not worth changing anything, as there are costs involved in the implementation of the system, and subsequently in its maintenance. If this is followed by the

implementation of the standard by a certification body accredited by the Polish Centre for Accreditation (PCA), then the cost of maintaining such a system is considerably higher. Even if the certification has been granted, it does not mean that it has been granted forever, as the implementation and obtaining a certificate is only the beginning of the process. Maintaining the system requires ongoing supervision and internal audits by a designated employee of the organisation. In addition, periodical surveillance audits are conducted for the subsequent two years and, after three years, a recertification audit is carried out by an auditor from the certification body. After this three-year cycle, the certificate is renewed for a further three years. The procedure allows the company to maintain a high standard of its products and services, but also requires a high level of commitment and continuous improvement on the part of the organisation's employees, as well as entails the costs of employee training, which is indispensable for implementing the requirements of the standard. If any non-conformities are identified, they must be rectified within the deadline set by the auditor, which brings additional costs for the organisation. Companies that are solely profit-driven certainly find it difficult to allocate additional funds for the maintenance of such a system.

But money is not everything. The biggest barrier in many organisations is the human factor, namely the reluctance of employees to introduce changes and the fear that new changes will lead to redundancies. Anyone who has worked on a new project or been involved in the implementation of a new system knows how much effort it takes to convince employees that the new venture will bring positive changes. A crucial factor in this regard is also the negative attitude to change of top management, who are ultimately responsible for decision-making regarding any modifications in the organisation. Eagerness and enthusiasm alone are not enough, as a lot of work and effort are required to lead the organisation through this challenging time. Top management also needs to set proper example to their subordinates by their own actions. It is not enough to simply delegate responsibilities to employees and have other people do all the work, as the level of motivation will plummet. It is often the case that, at first glance, it seems that the organisation is functioning smoothly and does not need any 'revolution'. A great deal depends on the size of the organisation and the nature of its business. Some organisations operate in a market niche with no competition, others, due to the type of their business, simply do not require a quality management system.

Undoubtedly, there are persuasive arguments in favour of quality management systems. First of all, it is important to take a broader look at the organisation's environment. In the case of a key business related to an important sector of activity, it might turn out that certification is required and all the competitors in the industry already hold such quality certificates. All it takes is a little turbulence in the organisation's environment, or a negative opinion in the media, to sway the existing customers to competitors. Secondly, it is easier for a company these days to maintain a strong position on the market if customers find it credible. Since certification is a process that allows to differentiate one's products or services from among competitive solutions, it helps to achieve that objective. Quality standards impose certain rules of conduct, which must be adhered to and which the customer can always verify. This follows directly from section 5.1.2 of the Polish Committee for Standardisation: PN-EN ISO 9001:2015, according to which customer-oriented approach is about meeting legal requirements and existing regulations, which should be strictly defined and understood. In the event of a litigation, a great advantage for the organisation is the fact that it follows the law in all its operations, which undoubtedly increases the chance of winning the case, regardless of whether it concerns a product or a service. In this respect, it is yet another element that increases the safety of the organisation's functioning on the market.

New companies are being established in Poland every month. Based on the data of the Central Economic Information Centre (COIG), the number of newly established companies was: 34,303 in January 2023, 28,885 in February 2023, 34,868 in March 2023, 29,788 in April 2023, 30 414 in May 2023, 30,125 in June 2023, and 27,909 in July 2023 . COIG data shows that as at 11 August 2022, there were 93,258 companies operating in Poland with foreign capital or whose real beneficiaries were citizens of other countries (coig.com.pl)

The above information demonstrates the dynamic nature of the market and the constantly changing environment of organisations. What conclusions can be drawn from the statistics presented? In the face of progressing globalisation, having certain standards in place increases the security of organisations. Both CEOs of large corporations and directors of small and medium-sized businesses are trying to improve the quality of their products or services. Companies need to meet increasingly strict regulatory requirements, and being certified constitutes the best proof of their compliance in this respect. Gaining a competitive advantage on the market is a challenging task for any organisation, as is meeting customers' demands. The argument in favour of maintaining a certified system is that it is easier for employees to work under conditions that are clearly defined and described. If an organisation lacks this kind of guidelines, in the event of a problem, the employees are faced with a dilemma as to how to act.

Having a certified system in place also solves many social problems in the organisation related to mutual respect and cooperation. One such problem is a phenomenon known as the rat race. Although even the best standard or system cannot eliminate it completely, it can be somewhat minimised by referring to section 7.2 of the standard, which deals with the competences of employees. Each organisation determines how it takes care of the development of its human resources or, if necessary, hires external experts specialising in a given field. Behind every activity or process, there is a person with his or her knowledge, competences, skills, and a range of other assets that constitute his or her value to the organisation. Therefore, it is necessary to invest in people and their development and appreciate any bottom-up initiatives that serve the organisation. Every employee should have equal training opportunities, as this also leads to increased sense of security for both employees and customers of the organisation. An important aspect related

to maintaining a constantly high level of employee competence is addressed in section 7.3 . It talks about 'awareness', understood as maintaining a bond with the employees, building sound relationships between them, explaining what the common goals are and why it is so important to identify with the organisation. It is essential to ensure up-to-date knowledge of all procedures, instructions and methods related to processes, indicating the benefits of efficient task implementation and potentially negative consequences of non-compliance.

An especially important aspect affecting the perception of the organisation by people is the level of communication, both internal and external. This is referred to in section 7.4. This aspect is not just about marketing (every company has its own strategy on how to effectively reach out to potential customers), but about professional nature of the communication. If, instead of presenting the company in the best possible light, the person responsible for communication is brusque and incompetent, this can have negative consequences on the image of the organisation. This kind of unprofessional behaviour can cast a shadow over the competence of the rest of the staff, who may end up being identified with the behaviour of the incompetent employee. Therefore, it is necessary to make employees aware of the importance of this aspect and to promote positive behavioural patterns regarding phone, e-mail or direct, face-to-face communication. To ensure that, care must also be taken to ensure proper relationships between employees within the organisation through team-building events.

As far as external communication is concerned, the very first business contact or even the first few minutes of conversation can determine the customer's perception of the organisation. A high level of service that satisfies the customers' expectations always puts the organisation at an advantageous position. There is no standard that defines the appropriate procedures or solutions in this respect. There are no rules on how to create a perfect team that will ensure the proper functioning of the organisation. All these aspects are indirectly addressed in the section related to competence, awareness, and communication.

Section 5 of the standard entitled Leadership specifies the requirements for the top management, but also addresses the issue of appointing leaders. All competent top-level managers are aware what attributes a person should have to bring together a group of people focused on achieving a common goal. In well-functioning organisations, the employees gather around the leaders and form teams based on existing informal ties, developed during jointly solved problems or implemented corrective measures. This is particularly the case in crisis situations. It is at that time that some employees display abilities that set them apart from those around them and that allow them to step up and take the lead. Persons with such qualities deserve to be officially put in charge and appointed to leadership positions, as this can ensure the success of the team and the organisation. No standard can comprehensively define how to fully utilise the human potential in an organisation, but most of them emphasise this is an area that needs to be analysed in order to create an environment that ensures the development of each employee.

An especially important aspect is to instil in each employee in the organisation a sense of empowerment with respect to his or her role, in line with the human resources policy of the organisation. Each manager in charge of a team should feel empowered but should also bear in mind that his or her subordinates are subject to the same rules and regulations and must also be provided with appropriate conditions to promote their empowerment as well. *(Biela 2010)*. Each employee should have a sense of connection with his or her organisation and feel responsible for its image by understanding his or her own value as an important contribution to its functioning.

An especially important area that determines the security of the organisation's functioning is the way in which the information necessary for the implementation of the quality management system is stored and developed. It is not a question of compliance with the principles of the Data Protection Act of 10 May 2018, as this obligation is incumbent on everyone, but of the organisation's knowledge. The source of the latter may be internal, based on the organisation's own experience, acquired during its operations, including patents, completed projects, results of research or any other form of activity. They may also be external, acquired through participation in training courses, conferences, obtained from customers and suppliers and other sources related to the organisation's environment.

The need to store information is closely related to the size of the organisation, the type of business, the number of processes conducted, the number of customers and stakeholders and the competence of the staff. Quality standards indicate how to supervise documented information (see section 7.5.3 of the standard). Considering the contemporary hazards related to cyber security and the protection of data and internal systems from the threats posed by cyber-attacks through the use of appropriate technologies and entire processes to control and protect networks, software and devices, this is an extremely important aspect, if not a key one, for any organisation. (poradnikprzedsiebiorcy.pl). The standard strictly defines the need for appropriate conduct and procedures regarding the distribution of documented information, access to it, methods of searching and using it, rules for sharing it (in justified cases) to parties from outside the organisation, as well as the principles of its storage and disposal. There is also an issue of confidentiality and integrity of the records, in the sense of protecting them from unauthorised modifications by controlling each successive version of the documents. In general, every modern organisation, regardless of whether or not it has some kind of standard in place, should maintain this type of security internally. Such measures help to protect the interests not only of the organisation, but also those of its customers.

Opponents of the implementation of standards often claim that standards limit development opportunities, promote following the beaten path and hinder the creativity of employees of the organisation. Such a view, however, is inaccurate, as standards only provide indications and guidance, without prescribing anything. The way in which the requirements of the standards are implemented is always up to the employees responsible for the individual areas of the organisation. Even the auditors, who conduct surveillance and recertification audits, never question the methods used by the

organisation. Standards leave a great deal of freedom for all participants in the process.

An aspect that is of key importance in terms of increasing the operational safety of any organisation is a reliable risk analysis. This allows the organisation to gain a whole new perspective with regard to high-risk activities and methods of risk mitigation. In the event of emergence of a risk, instead of randomly trying to remove it, the focus should rather be on actions to address risks and opportunities (section 6.1 of the standard in question). In other words, first of all, the source of the risk should be identified, then procedures leading to its elimination should be implemented, and finally an assessment should be made whether it can be retained as a residual risk if it is not possible to eliminate it completely.

There are certain forms of risk that are an inherent feature of a given organisation. Risks typically trigger certain corrective measures. However, they should not be viewed purely negatively, but rather treated as opportunities. It is often risks that prompt organisations to implement modifications to their operations, such as finding new partners, changing the profile of their products or services, acquiring new customers or changing the technologies used. There may be opinions that if certain activities are repetitive and require no changes, then there is no need for a risk analysis. A typical profession which is repetitive in nature is that of an accounting clerk whose job is to settle dozens of invoices every day. Although typically the tasks performed in this case do not require any changes or adjustments, there is always a risk that the invoices may be destroyed, for example by flooding or fire. For this reason, it is worth thinking about appropriate protective measures and solutions in advance that will allow to continue operations without any major disruption.

Another example concerns IT security incidents. All organisations should have appropriate security measures in place to protect themselves against this type of threats. It is worth mentioning here the example of a certain company. One day, there was a server failure. The company had a back-up server, so it could immediately resume its operations. However, after some time, the back-up server also crashed. Why did that happen? The answer is simple: no one in the company, including the CEO, thought it would be a good idea to test the functionality of the back-up server in the event of a failure. In addition, no one performed a risk analysis of what might happen if two servers failed at the same time. It took a week for the server to be repaired, and during that time the company was forced into downtime.

Another example relates to an organisation with a head office located in the centre of a large city, where sudden heavy rainfall flooded the basement of the office building. The fire brigade switched off the electricity in the entire street to pump the water out of the flooded buildings. The lack of electricity made it impossible to continue operations, so the management decided that the employees should take their equipment home and continue working remotely. However, this also proved impossible, as the fire brigade closed the building and did not allow anyone to enter it. The clean-up took 10 days to complete. During that time, the company virtually had to suspend its operations, customers could not be contacted by phone or e-mail, and there was general chaos within the top management. No one was prepared for this type of situation, nor had ever considered that it would be a good idea to establish a back-up location with necessary computer equipment to continue operations safely without major disruptions. As a result of the mentioned incident and the lack of foresight on the part of the management, the image of the company was severely hurt. Customers were frustrated at the lack of any communication whatsoever. A week later, when the situation was back to normal, the CEO had to send e-mails to all 700 customers, apologising for the situation.

The following is yet another example of potential consequences of disregarding a careful risk analysis. A careless employee left a window open and went home. That night a storm passed through the city, wreaking havoc in the room and completely destroying the computer equipment inside. This was the room of an administrative employee, whose documentation was not backed up on any server. As a result, all correspondence with regular clients was irretrievably lost. After this incident, a decision was taken to store all of the company's correspondence on a server so that it could be easily retrieved.

The aforementioned examples clearly illustrate the reasons why such incidents occur. Action was taken too late, whereas all that was needed was a properly conducted risk analysis to determine how to proceed in potential crisis situations. Of course, in each of these cases, the organisations had fire and flood insurance policies, but that did not solve all the resulting problems. It is necessary to be much better prepared for this type of situation. Quality standards typically require a thorough risk analysis. If no standards are in place, usually no one in the organisation gives much thought to potential crisis situations, and, when they occur, it is usually too late, and their consequences are difficult to deal with.

IV. CONCLUSION

While the application of ISO 9001 cannot eliminate all the problems that may occur in an organisation, it may help to solve them and determines the appropriate course of action. The versatility and voluntary nature of the standards makes it possible to interpret their provisions with a good deal of freedom, as the requirements of the standard are not orders or prohibitions that must be strictly adhered to, and there are also no legal consequences for their misapplication. The creativity of the organisation in terms of the application of standards is a very important factor for its development. It is impossible to mention all the areas which the quality standard requirements apply to in such a short article. Many of them concern the operations and processes of the organisation, which have a direct impact on the quality level of its products and services. Regarding the question as to whether ISO 9001 standards are helpful in the safety management of the organisation, it should

be concluded that they have a great impact on improving the safety of its operation. They increase the efficiency of its functioning, help to systematise work, set objectives, harmonise processes, guarantee the consistent quality of products and services, and maintain a strong position on the market. Standards serve as guidelines for employees in their daily duties, give them a sense of security, enable them to develop and improve their competence, promote innovation, allow them to meet the needs of employees and customers, clearly define procedures and responsibilities at individual levels of the organisational structure, prevent problems and conflicts, as well as build a sense of community and commitment among employees. Risk analysis helps to eliminate the consequences of potential mistakes. It allows organisations to identify irregularities at an early stage, helps to mitigate negative effects, prevents crisis situations, facilitates the implementation of certain procedures based on analysed scenarios and action plans in the event of the occurrence of specific threats, as well as defining how to proceed in the event of external factors that pose a threat to the functioning of the organisation.

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