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Zrównoważony rozwój organizacji – odpowiedzialne zarządzanie

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BUSINESS PROCESS ORIENTATION AND QUALITY ORIENTATION INTERRELATIONSHIP – SURVEY RESULTS

Summary: The aim of the paper is to identify and present the interrelationship between the Business Process Orientation (BPO) maturity level and the level of implementation of the Quality Orientation (QO) in selected organizations coming from Poland, Serbia and Ukraine. The key research questions are: Is there a correlation between BPO and QO in surveyed organizations in Poland, Serbia and Ukraine? What is the shape of this correlation in each country? What is the strength of this correlation in each country? Does the strength of this correlation depend on the country in which organizations operate? **Methodology:** This paper presents the results obtained from survey conducted in Poland, Serbia and Ukraine. This study reports on respondent's perception concerning Business Process Orientation and Quality Orientation. To measure and analyze the survey results concerning the interrelationship between BPO maturity level and the level of implementation of the QO in organizations there was used a specially designed questionnaire and statistical measure: Pearson's correlation coefficient. **Findings:** The study of the correlation between the BPO maturity level and the level of implementation of QO has confirmed that there is a strong correlation between the above-mentioned variables. Identified correlation is an increasing linear function in shape. This means that the higher the level of BPO maturity in surveyed organizations, the higher the degree of implementation of QO. The strength of this correlation does not depend on the country in which the organization operates. Differences are small. The main research limitations of this paper show that the results concern a surveyed sample and report on respondent's perception of BPO and QO. The paper adds value by the identification of the strength of interrelationship between the BPO maturity level and the level of implementation of the QO in selected organizations from Poland Serbia and Ukraine. It also presents the comparison of correlation between BPO and QO in surveyed countries.

Keywords: Business Process Orientation (BPO), Quality Orientation (QO), relationship, correlation.

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What gets measured gets done.

P. Drucker

1. Introduction

The increasing complexity of business processes and increasing turbulence of business environment result in increasing competitive pressure. As a result, there can be observed an interest and focus on Business Process Orientation (BPO) in both management science literature and in practice – in organizations representing different sectors, countries, business profiles, etc. The emergence of Business Process Orientation is associated with a change of paradigm in the business management [Preißner 2010; Czyż-Gwiazda 2011; Czyż-Gwiazda 2013]. Incorporating BPO to the organization should increase the efficiency and flexibility of processes, the speed of processes, can cause that the organization meets customer requirements efficiently and impacts cost reduction process. The literature emphasizes that from the process perspective organization management leads to the achievement of better overall results, although the maturity level of BPO in an organization can differ depending on the type of organization, the industry in which it operates, the degree of staff involvement in an actual implementation or process orientation.

Also Quality Orientation is a key issue explored by researchers and practitioners since several ages. Especially the theory of quality control, quality assurance and quality management concern this problem. The literature emphasizes that Quality Orientation is expressed by the incorporation of quality rules. Therefore QO is changing at the time. However, the objective of QO is still the same although the characteristics are liable to change. The better overall QO should always benefit in better customer satisfaction and this in better overall organizations results.

The aim of the paper is to identify and present the interrelationship between the Business Process Orientation (BPO) maturity level and the level of implementation of the Quality Orientation (QO) in selected organizations coming from Poland, Serbia and Ukraine. The key research questions are: Is there a correlation between BPO and QO in surveyed organizations in Poland, Serbia and Ukraine? What is the shape of this correlation in each country? What is the strength of this correlation in each country? Does the strength of this correlation depend on the country in which organizations operate? The level of implementation of Quality Orientation is defined as the level of implementation of eight Quality Management Principles (QMP) in organizations.

The paper is divided into several parts. First two parts include introduction and theoretical background concerning Business Process Orientation and Quality Orientation viewed through an implementation of Quality Management Principles. The third part presents the methodology of conducted surveys. Then the fourth part presents the main findings which result from survey analyses. Conclusions are included in the fifth part. Bibliography is in the last part.

2. BPO and QO in management science

In literature there is empirical evidence concerning studies on both Business Process Orientation (BPO) maturity level and the implementation level of Quality Orientation (QO) defined as the level of implementation of eight Quality Management Principles (QMPs) in organizations. However, there is little knowledge about relationship between BPO and QO [Lisiecka, Czyż-Gwiazda 2013]. It is a research gap recognized in the literature. Therefore this interrelationship becomes a key issue for this survey. The study of interrelationship between BPO and QO needs to identify and describe two main issues:

1. Business Process Orientation (BPO) and
2. Quality Orientation (QO).

Both are wide known by theoreticians and practitioners and have been presented especially in management science. Below is presented a short theoretical background concerning these two issues.

2.1. Business Process Orientation (BPO)

Both in national and international literature there have been several publications dealing with the Business Process Orientation and Business Process Management in recent years [Lisiecka 2013; Lisiecka 2010; Czakon 2004; Skrzypek, Hofman 2010; Nowosielski 2009; Nowosielski 2008; Grajewski 2007; Grudowski 2007; Czekaj 2009; Bitkowska 2009]. This subject becomes the focus of researchers and business practitioners. The emergence of Business Process Orientation and business process management is associated with a change of paradigm in the business management [Czyż-Gwiazda 2011]. Functional paradigm, characterized by the search for organizational effectiveness in traditional functional areas, was superseded by the paradigm of the process. In the new paradigm, the existing specialization of work, was supplemented by the need to view organizations from the perspective of end-to-end processes, value chain perspective and even the systems of value chains. It requires not only structural but also cultural changes in the organization as well as changes in the style of organization management and in thinking about the organization [Czyż-Gwiazda 2011].

The maturity of Business Process Orientation in organizations is an interesting issue for researchers from different countries. International studies in this area were conducted by i.e. K.P. McCormack and W.C. Johnson [McCormack, Johnson 2001], and the continuation of their work can be found in works of such authors as: R. Skrinjar'a, V. Bosilj-Vuksic, M. Indihar-Stemberger [Skrinjar, Bosilj-Vuksic, Indihar-Stemberger 2008]. Research in BPO area has been also carried out for several years in Poland [Czyż-Gwiazda 2010; Czyż-Gwiazda, Burka 2011; Kalinowski 2011; Kalinowski 2012]. According to the literature Business Process Orientation maturity can be studied by evaluating the following characteristics (Table 1).

Table 1. Business Process Orientation – characteristics

No.	Characteristics
1	The average employee views business as a series of linked processes
2	Process terms such as input, output, process, and process owners are used in conversation in organization
3	Processes within the organization are defined and documented using input and output to and from customers
4	The business processes are sufficiently defined so that most people in the organization know how they work
5	Implementation of information technology is based on the processes, not on functions
6	Jobs are usually multidimensional and not just simple tasks
7	Jobs include frequent problem solving
8	People are constantly learning new things at work
9	Process performance is measured in the organization
10	Process measurements are defined
11	Resources are allocated based on process
12	Specific process performance goals are in place
13	Process outcomes are measured
14	An on-line control of information quality in processes has been established
15	Information flow through process is continuous and efficient

Source: [Skrinjar, Bosilj-Vuksic, Indihar-Stemberger 2008, p. 745].

The characteristics defined in Table 1 were used in the empirical part of this paper and became the basis for defining and analysing the BPO maturity level in surveyed organizations.

2.2. Quality Orientation (QO)

Quality Orientation (QO) presents philosophical commitment to developing and maintaining a sustainable quality-based competitive advantage leading to increased business performance [Mehra, Joyal, Rhee 2011]. The Quality Orientation has its foundation in the principles of Total Quality Management – TQM [Mehra, Joyal, Rhee 2011]. TQM is a management philosophy. The aim of this management philosophy is to change corporate cultures from a passive and defensive culture to a pro-active and open culture where the basic TQM principles increase customer satisfaction, continuous improvement and everybody's participation is applied everywhere in the organization [Dahlgaard, Dahlgaard-Park 2006]. The goals of TQM are to satisfy customers, prevent poor quality rather than correcting problems, develop an attitude of continuous improvement, understand the value of measuring performance to identify opportunities and maintain improvements, and to eliminate chronic sources of inefficiencies and costs. These goals could be achieved if there is total commitment by entire organization (including top-management and employees)

as well as principles of TQM are fully understood by them [Talib, Rahman, Qureshi 2011]. TQM stresses a systematic, consistent and organization-wide perspective, involving everyone and everything. It focuses primarily on total satisfaction for both internal and external customers within a management environment that seeks continuous improvement of all systems and processes. The philosophy emphasizes the use of all people, usually in multi-functional teams, to bring about improvement from within the organization [Pun, Nurse 2010].

Total Quality Management as a philosophy is characterized by principles, practices and techniques. The quality principles are a set of underlying assumptions of how to view the organization and its relation to customers, competitors and suppliers [Dean, Bowen 1994; Johansson, Witell, Rönnbäck 2013]. Quality Management Principles (QMPs) are a comprehensive and fundamental set of rules or beliefs for leading and operating an organization aimed at continually improving performance over the long-term by focusing on customers while addressing the needs of stakeholders [Pun, Nurse 2010]. Therefore QMPs are usually seen as the fundamental characteristics of Quality Orientation.

The number of principles differs between authors. Usually the range is from 3 to 13 principles [Witell, Antoni, Dahlgaard 2005]. There are also QMPs described by the quality awards end excellence models. The most famous principles are included in ISO 9000 standard [ISO 9000 2005]. These eight principles drawn up by International Organization for Standardization include: (1) customer focus, (2) leadership, (3) involvement of people, (4) process approach, (5) system approach to management, (6) continual improvement, (7) factual approach to decision making and (8) mutually beneficial supplier relationships [ISO 9000 2005; Rogala 2010]. The characteristics of all above mentioned principles are presented in Table 2 and are fundamental for Quality Orientation description.

Table 2. Quality Orientation – characteristics

No.	1. CUSTOMER FOCUS
1.1	The organization identifies the groups of interested parties.
1.2	The organization tries to fully identify customers' requirements and expectations, and to verify and update them.
1.3	The organization determines the influence (both negative and positive) of the individual interested parties on its activity.
1.4	Customers' complaints are investigated effectively and in the right time.
1.5	Customer satisfaction is measured in the organization.
1.6	Information about customer satisfaction is made public inside the organization and around it.
	2. LEADERSHIP
2.1	The strategy and/or policy are determined in the organization
2.2	Top management establishes and communicates ambitious, real and comprehensible aims for worker teams and/or individual employees.
2.3	The hazard, which can influence the achievement aims, is analyzed in the organization.

Table 1, cd.

2.4	The strategy and policy are regularly updated by using data from inside and outside.
2.5	The Organization provides its employees with necessary sources, trainings and freedom of action within the scope of their tasks, qualifications and responsibility.
2.6	Management of the organization appreciates employees' work, initiative and creativity.
2.7	The right communication between all levels of the organization is functioning properly.
	3. INVOLVEMENT OF PEOPLE
3.1	Qualifications of the organization employees are fully used by the organization.
3.2	The organization employees are creative and innovative.
3.3	The organization employees are fully aware of their impact and importance on achieving the organization's aims.
3.4	The organization employees try to find possibilities of raising their qualifications.
3.5	The organization employees easily share knowledge and experience. They willingly cooperate with other employees and interested parties.
3.6	Employees are willingly engaging in the organizational continual improvement processes.
	4. PROCESS APPROACH
4.1	Basic/main processes in the organization are identified.
4.2	Actions in processes, sequences of those actions, inputs and outputs of the process, and sources necessary for their realization, are identified in the organization.
4.3	Employees who are responsible for the processes (processes leaders) are identified in the organization.
4.4	Measures of the processes are identified in the organization.
4.5	Measurements of the processes are regularly monitored and their results are analyzed.
4.6	Essential process indicators, which serve to make strategic decisions, are determined.
	5. SYSTEM APPROACH TO MANAGEMENT
5.1	Relations between processes in the organization are identified. Process map is worked out.
5.2	Employees are aware of the fact that the organization is a system of cause and effect of connected elements.
5.3	System approach is used to increase organization's results.
5.4	The systematic learning is present in the organization.
	6. CONTINUAL IMPROVEMENT
6.1	Top management in the organization encourages and supports its employees in continual improvement in order to achieve expected aims.
6.2	The organization identifies areas for continual improvement, innovations and systematic learning.
6.3	Learning is the key issue in the organization. Top management supports initiatives connected with organizational learning.
6.4	Self-evaluation is carried out in the organization.
6.5	At the improvement process the organization uses different methods, tools and techniques, such as: Six Sigma, Lean Management, 8D, 5S, benchmarking.
	7. FACTUAL APPROACH TO DECISION MAKING
7.1	Decisions made in the organization are based on an analysis of facts, supplemented by the intuition and experience.

7.2	Top management in the organization provides appropriate access to data, information and tools which allow making an affective analysis. Are there determined access methods and people who are authorized to access the data?
7.3	There are determined access methods and people who are authorized to access the data.
7.4	Data and information collected in the organization are useful (are fully used) to make decisions.
8. MUTUALLY BENEFICIAL SUPPLIER RELATIONSHIPS	
8.1	Criteria of suppliers qualifications are worked out and updated in the organization.
8.2	Qualifications criteria include multifaceted range, for example: price, deadline of deliveries, service method, after sale service with trainings.
8.3	Top management in the organization deals with the development of relations with key suppliers and partners (shares the experiences with partners).
8.4	Partners and suppliers of the organization are involved in and have influence on the organization's success.

Source: own work based on [ISO 9000 2005].

A set of statements that describe the QMPs developed and contained in Table 1, were used in the empirical part of the paper to identify the implementation level of Quality Orientation in surveyed organizations. The assumptions used to develop this table are included in standards of ISO 9000 family.

Quality Management Principles define the relation of the company and its employees to quality management and allow for using a synergy effect in quality management system [Hamrol, Mantura 2004]. Quality Management Principles can be used by the organization's management to improve organizational operating. They aim is to facilitate achievement of the quality objectives and the management objectives of the organization. Quality Management Principles provide a clear relationship of a company's quality system to its management system in a business framework [Pun, Nurse 2010].

3. Methodology

On the basis of identified research gap and formulated research questions there were determined four main hypotheses. Below they are presented in detail.

H1. There is a correlation between the level of Business Process Orientation maturity and the level of implementation of Quality Orientation (the eight Quality Management Principles) in surveyed organizations in Poland, Serbia and Ukraine [X-Y].

H1.1. There is a correlation between BPO and QO in surveyed organizations in Poland.

H1.2. There is a correlation between BPO and QO in surveyed organizations in Serbia.

H1.3. There is a correlation between BPO and QO in surveyed organizations in Ukraine.

H2. The correlation between BPO and QO is linear in its shape and positive in surveyed organizations in each country (it means that the higher the maturity of Business Process Orientation in the organization, the higher the level of implementation of Quality Orientation) [X->Y].

H2.1. The correlation between BPO and QO is linear in its shape and positive in surveyed organizations in Poland.

H2.2. The correlation between BPO and QO is linear in its shape and positive in surveyed organizations in Serbia.

H2.3. The correlation between BPO and QO is linear in its shape and positive in surveyed organizations in Ukraine.

H3. The correlation between BPO and QO can be evaluated as a strong correlation in surveyed organizations in each country [$r = (0,6-0,8)$].

The strength of the correlation is interpreted as follows:

- less than 0.2 – no or negligible correlation,
- 0.2-0.4 – weak correlation,
- 0.4-0.6 – significant correlation,
- 0.6-0.8 – strong correlation,
- 0.8-0.9 – very strong correlation,
- 0.9-1.0 – almost complete dependence.

H3.1. The correlation between BPO and QO can be evaluated as a strong correlation in surveyed organizations in Poland.

H3.2. The correlation between BPO and QO can be evaluated as a strong correlation in surveyed organizations in Serbia.

H3.3. The correlation between BPO and QO can be evaluated as a strong correlation in surveyed organizations in Ukraine.

H4. The strength of the correlation between BPO and QO does not depend on the country in which organizations operate.

For clarity and transparency of formulated hypotheses a graphical research model was created (Fig. 1).

A specially designed questionnaire was used in the survey. The questionnaire consists of introduction, two main parts with a list of statements and extensive specifications, which included nine questions. The first main part of the questionnaire concerns the implementation level of quality management principles and contains 42 questions. The second main part relates to the maturity level of business process orientation and consists of 15 questions. Respondents' task was to evaluate all statements/questions listed in the questionnaire. The evaluation is a subjective assessment of respondents and it uses a five-point Likert scale, where 1 means "no, I do not agree, it is not true" and 5 means "yes, I agree, the statement in 100% is true". There were used tools and techniques of statistical analysis to the analyses of results, including descriptive statistics and correlation analysis.

The questionnaire was mailed electronically to the organizations in Poland, Serbia and Ukraine. The aim of such a structured sample was to allow a comparison

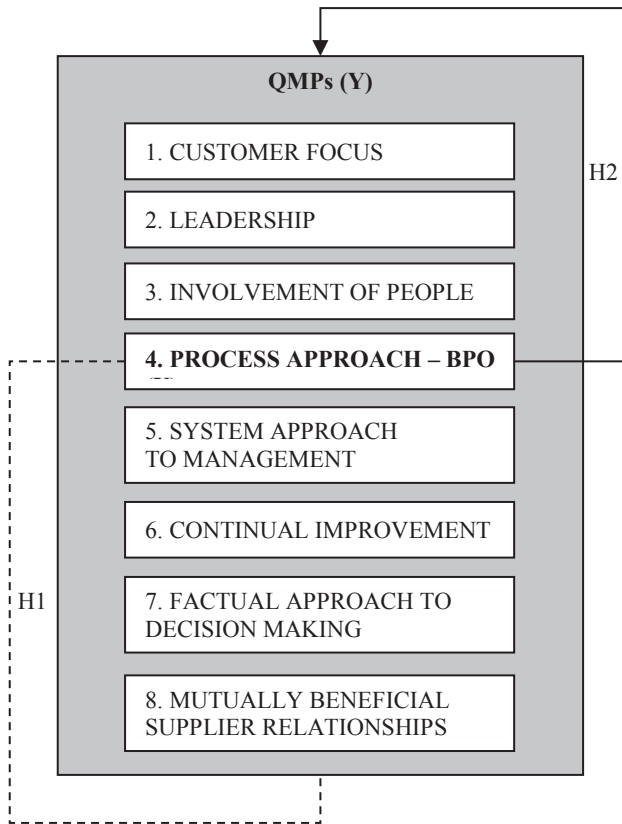


Fig. 1. Research model and hypotheses

Source: own work.

between achieved results in each country. The survey was addressed to the representatives of middle and senior management, in particular to quality managers. In Poland the reference list received from one of the management systems certification bodies was used in the survey. Organizations from Serbia were selected for this survey because there was a possibility to reach and collect data from this country. The partner for the data collection on the basis of designed questionnaire came from the University of Kragujevac in Serbia. In Ukraine the partner represented the National Technical University of Ukraine, Kiev Polytechnic Institute (NTUU, KPI).

Generally in 2012 the questionnaire was mailed to about 680 organizations in Poland and 100 organizations in Serbia. From the beginning of 2013 the questionnaire was mailed also to 342 organizations in Ukraine. As a result 86 questionnaires were received in Poland (they represent about 13% of the surveyed organizations in Poland). The next 80 questionnaires were received from organizations coming from

Serbia (80% of the surveyed organizations in Serbia) and 93 questionnaires were received from organizations coming from Ukraine (27% of the surveyed organizations in Ukraine). See Fig. 2.

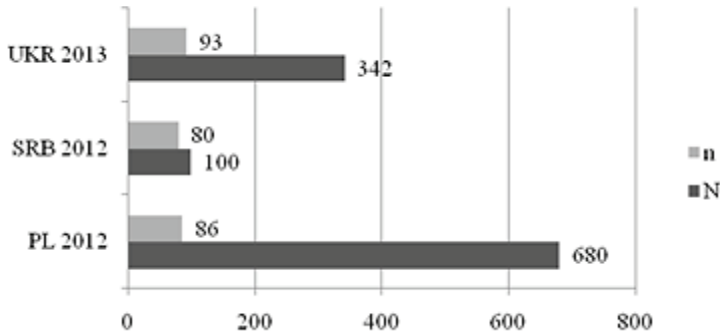


Fig. 2. Survey sample

Source: own work.

Below are presented the survey results. Excel and SPSS were used for the analyses of collected data and a statistical measure: Pearson's correlation coefficient (r) was used in survey analysis.

4. Findings

The overall analysis of all main sample characteristics is presented in Fig. 3. The presented results indicate that service organizations dominate among the organizations that responded to the survey. Such a situation appears in two cases: in organizations surveyed in Poland and in Ukraine. A totally different situation is in case of Serbian organizations, where respondents represent mainly the manufacturing organizations. In Poland service organizations represent 52% of respondents and in Ukraine as many as 70%. For comparison, among the surveyed organizations in Serbia manufacturing organizations dominate, which represent nearly 60% of all respondents. On the second place of surveyed organizations are service organizations – 32%. Among the respondents are also non-profit organizations and local governments units.

The results also showed that the study consisted of companies of all sizes. However, the most popular surveyed organizations are small size organizations. There are three main groups among organizations surveyed in Poland. The first group consists of companies employing up to 50 people (31%), the second employing up to 250 people (27%), and the third more than 250 persons (25%). A very similar situation is with surveyed organizations from Ukraine where small organizations amount to 46%, medium and big size organizations – 22% each and micro

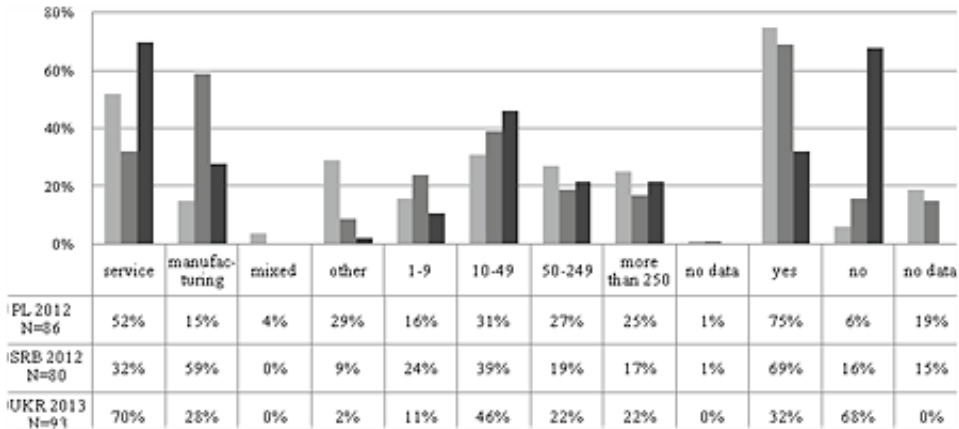


Fig. 3. Sample characteristics

Source: own work.

organizations – 11%. Also among the organizations surveyed in Serbia organizations employing up to 50 people strongly dominate (nearly 40%) of all surveyed organizations. However, micro organizations that employ only up to 10 people are on the second place – 24% of all surveyed organizations in Serbia. On the third place are organizations employing up to 250 people – 19%, and next are large organizations, employing more than 250 people – 17%.

The analysis of the data also shows that 75% of surveyed respondents in Poland and nearly 70 % of surveyed respondents in Serbia have an implemented and certified quality management system according to ISO 9001 standard. However, there is a difference between Poland and Serbia on the one hand and Ukraine on the other. In Ukraine only 32% of surveyed respondents have the ISO certificate. It means that most surveyed organizations are not certified according to ISO 9001 standard.

The analysis of the data shows that Pearson’s correlation coefficient for respondents from Poland is close to 0.8 (0.78591). This means that in Poland the surveyed organizations confirm a strong relationship between BPO maturity level and the implementation level of the QO. The identified linear mathematical notation has the form: $y = 0,761x + 1,104$, and its graphical picture is presented in Fig. 4.

The results obtained from the surveyed organizations in Serbia show that Pearson’s correlation coefficient was almost the same as in Poland, namely 0.76587. Mathematical linear function of this correlation is: $y = 0,613x + 1,144$. This correlation means that organizations in Serbia also confirm that there exists a correlation between the BPO and QO (see Fig. 5).

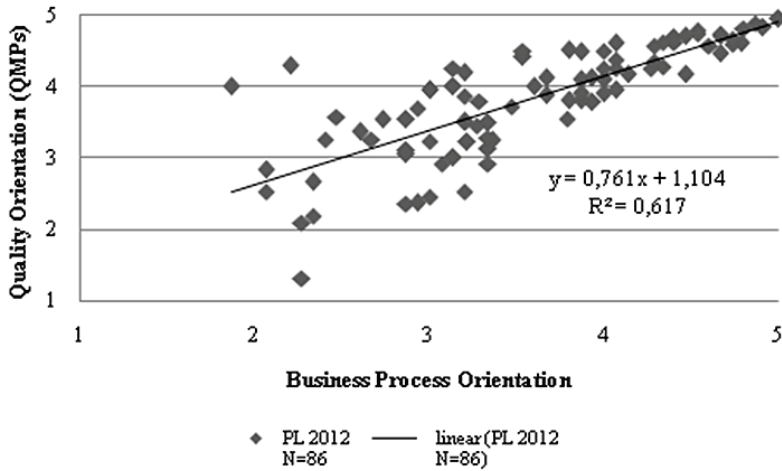


Fig. 4. Correlation between BPO and QO in surveyed organizations in Poland

Source: own work.

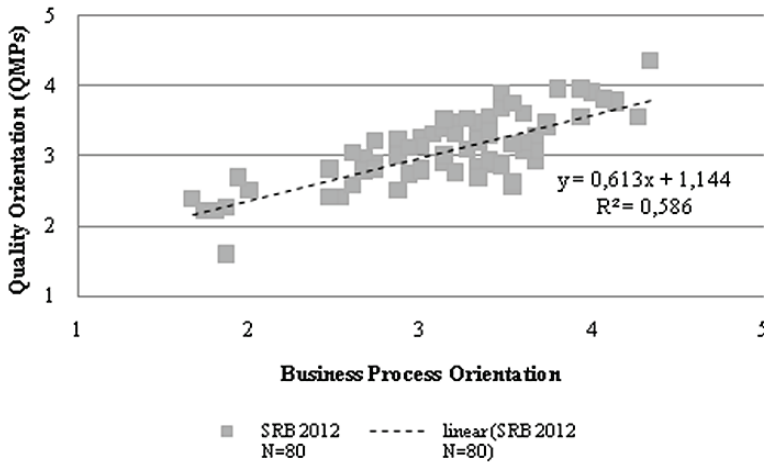


Fig. 5. Correlation between BPO and QO in surveyed organizations in Serbia

Source: own work.

In Ukraine the results of the survey also confirm that there exists a correlation between BPO and QO. The Pearson's correlation coefficient is equal to 0.85914. It means that this correlation is stronger than in case of organizations from Poland and Serbia. Such a result according to established assumptions should be interpreted as a very strong correlation. Mathematical linear function of this correlation is: $y = 0,746x + 0,952$ (see Fig. 6).

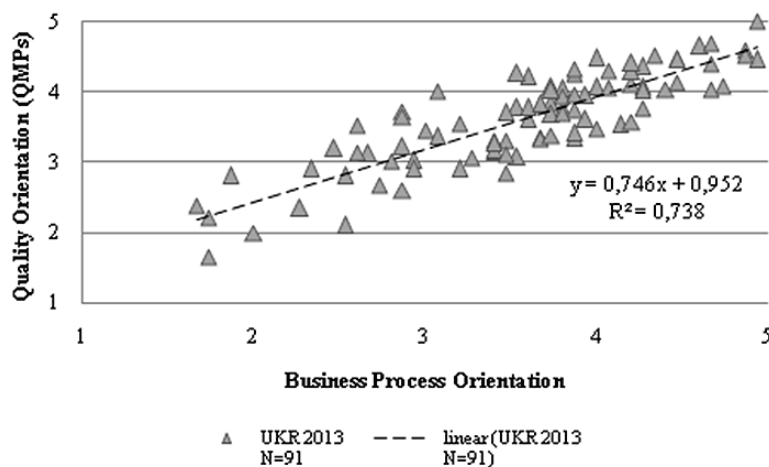


Fig. 6. Correlation between BPO and QO in surveyed organizations in Ukraine

Source: own work.

The comparison of the identified linear correlation in organizations from Poland, Serbia and Ukraine is presented in Fig. 7.

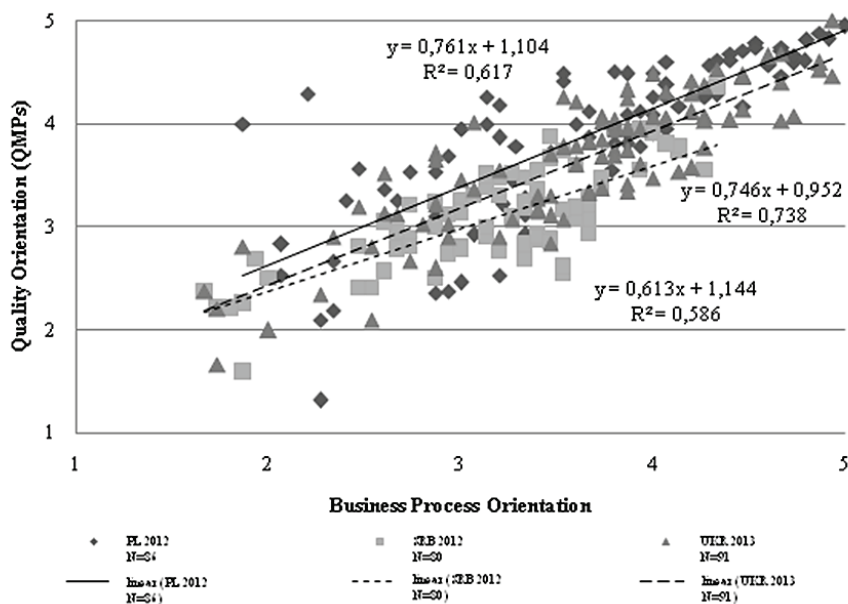


Fig. 7. Correlation between BPO and QO in surveyed organizations in Poland, Serbia and Ukraine

Source: own work.

The overall comparison of correlation between BPO and QO shows that regardless of the country which surveyed organizations comes from the Pearson's correlation coefficient is relatively high. Also the mathematical linear functions of this correlation are very similar. In all three cases this function is linear and positive. Detailed results concerning Pearson's correlation coefficient (r) are presented in Table 3 and in Fig. 8.

Table 3. Pearson's correlation coefficient (r) – results

r	value
r PL	0,78591
r SRB	0,76587
r UKR	0,85914

Source: own work.

The analysis shows that the strength of this correlation can be evaluated as strong in case of surveyed organizations from Poland (0,79) and from Serbia (0,77). In case of Ukrainian organizations the correlation was evaluated as very strong by the surveyed respondents (0,86).

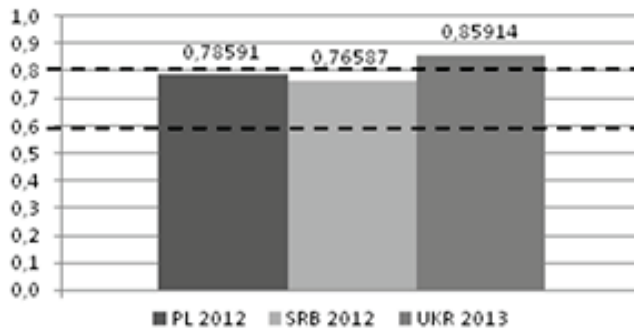


Fig. 8. Pearson's correlation coefficient (r) – results comparison

Source: own work.

The survey results also show that the strength of this correlation does not depend on the country. The strength is very similar in scores and oscillates between strong and very strong correlation for surveyed organizations from Poland, Serbia and Ukraine.

5. Conclusions

The study of correlation between the Business Process Orientation maturity level and the implementation level of Quality Orientation has confirmed that there is a strong or even very strong positive linear correlation between the above-mentioned variables. The survey results allow verifying the hypotheses formulated at the beginning of the study. First hypothesis was verified positively, which means that there is no reasons to reject the hypothesis that there is a correlation between the level of Business Process Orientation maturity and the level of implementation of Quality Orientation in surveyed organizations in Poland, Serbia and Ukraine.

The correlation between BPO and QO is linear in its shape and positive in surveyed organizations in each country. This means that the higher the maturity of Business Process Orientation in the organization, the higher the level of implementation of Quality Orientation. It means that also the second hypothesis was verified positively.

In case of the third hypothesis the strength was different concerning the country. The analysis shows that the strength of this correlation can be evaluated as strong only in case of surveyed organizations from Poland (0,79) and from Serbia (0,77). In case of Ukrainian organizations correlation was evaluated as very strong by the surveyed respondents (0,86). Therefore after results analysis the third hypothesis was rejected.

The survey results also show that the strength of this correlation does not depend on the country in which organizations operate. The strength is almost the same for all surveyed organizations from Poland, Serbia and Ukraine.

The main research limitations of this paper include that the results concern surveyed sample and report on respondent's perception of BPO and QO.

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RELACJA POMIĘDZY ORIENTACJĄ PROCESOWĄ A ORIENTACJĄ PROJAKOŚCIOWĄ – WYNIKI BADAŃ

Streszczenie: Celem opracowania jest identyfikacja i zaprezentowanie powiązania pomiędzy poziomem dojrzałości orientacji procesowej (BPO) i poziomem wdrożenia orientacji projakościowej (QO) w wybranych organizacjach z Polski, Serbii i Ukrainy. Główne pytania badawcze to: Czy istnieje korelacja pomiędzy orientacją procesową i orientacją projakościową w wybranych organizacjach w Polsce, Serbii i Ukrainie? Jaki jest kształt tej korelacji w każdym z badanych krajów? Jaka jest siła tej korelacji w każdym z krajów? Czy siła tej korelacji zależy od kraju, w którym funkcjonują badane organizacje? Metodyka badań: W opracowaniu zaprezentowano wyniki badań przeprowadzonych w Polsce, Serbii i Ukrainie. Badania prezentują wyniki opinii respondentów dotyczących orientacji procesowej i orientacji projakościowej. Do pomiaru i analizy wyników badań dotyczących relacji pomiędzy poziomem dojrzałości orientacji procesowej i projakościowej w badanych organizacjach wykorzystano specjalnie zaprojektowany kwestionariusz ankiety oraz statystyczną miarę: wskaźnik korelacji Pearsona. Wyniki: Badania korelacji pomiędzy poziomem dojrzałości orientacji procesowej i projakościowej potwierdziły, że istnieje pomiędzy tymi zmiennymi silna korelacja. Kształt tej korelacji ma postać rosnącej funkcji liniowej. Co oznacza, że im wyższy jest poziom dojrzałości procesowej w badanych organizacjach, tym wyższy jest poziom realizacji orientacji projakościowej. Siła tej korelacji nie zależy od kraju, w którym funkcjonuje organizacja – różnice są niewielkie. Do głównych ograniczeń przeprowadzonych badań zaliczyć można: wyniki dotyczą tylko badanej grupy organizacji (wyniki ograniczone są do próby badawczej) i przedstawiają subiektywne opinie respondentów na temat BPO i QO. Wartość opracowania podnosi identyfikacja siły zależności pomiędzy poziomem dojrzałości orientacji procesowej i poziomem realizacji orientacji projakościowej w wybranych organizacjach w Polsce, Serbii i Ukrainie, a także prezentacja wyników porównania siły korelacji pomiędzy badanymi zmiennymi (BPO i QO) w badanych krajach.

Słowa kluczowe: orientacja procesowa, orientacja projakościowa, relacja, powiązanie, korelacja.