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**CORPORATE ORGANISATIONAL MATURITY ASSESSMENT
METHOD ON THE BASIS OF ISO 9004:20099
(PN-EN ISO 9004:2010)**

**METODA OCENY DOJRZAŁOŚCI ORGANIZACYJNEJ
PRZEDSIĘBIORSTWA NA PODSTAWIE ISO 9004:2009
(PN-EN ISO 9004:2010)**

Abstract: When looking for ways to achieve the organisational maturity, one should attach a lot of importance to the organisational efficiency and extensive improvement processes which affect all organisational areas and subsystems and which require flexibility. An effective enterprise understands, responds to and affects its surroundings, is able to adequately acquire the resources, to manage them appropriately, to achieve the set goals and to meet the needs of its employees and customers, is productive

and effective in its actions, is able to adapt to changes, is loyal to its employees and customers, can boast within its structures satisfied and creative staff creating innovative ideas that are valuable for the customers. On the road to the organisational maturity one should take into account many organisational, technical, economic and human factors. This paper is a brief presentation of the author's thoughts in this context. The aim of this paper is to present a corporate organisational maturity assessment method based on the guidelines included in ISO 9004: 2009 (PN-EN ISO 9004: 2010)¹, enabling one to assess the process maturity level of the organisation. This paper synthetically explains the concept of process maturity, discusses its determinants, draws attention to its connection with the quality management system and then presents the results of research on the developed model. The aim of this paper is to determine the maturity of the management system and to identify elements that require more attention and greater commitment on part of the management staff. In the conclusions the author shows future development directions which should be the focus of the studied organisation.

Keywords: process approach, process maturity, quality management, improvement, self-esteem
JEL Classification: G3, L15, L29

Streszczenie: W warunkach poszukiwania sposobów umożliwiających osiągnięcie dojrzałości organizacji duże znaczenie przypisuje się efektywności organizacji oraz szeroko zakrojonym procesom doskonalenia, które dotyczą wszystkich obszarów i podsystemów organizacji oraz wymagają elastyczności. Efektywne przedsiębiorstwo to takie, które rozumie, reaguje i wpływa na swoje otoczenie, charakteryzuje się umiejętnością właściwego pozyskiwania zasobów, odpowiedniego zarządzania nimi, osiągania wytyczonych celów i zaspokojenia potrzeb pracowników oraz klientów, produktywnie i skutecznie w swych działaniach, umiające dostosować się do zmian, lojalne wobec pracowników, a także klientów, skupiające w swoich strukturach zadowolonych z wykonywanej pracy i kreatywnych pracowników, tworzących nowatorskie idee, które stanowią wartość dla klienta. Droga do dojrzałości organizacji wymaga uwzględnienia wielu czynników o charakterze organizacyjnym, technicznym, ekonomicznym i ludzkim.

W niniejszym artykule przedstawiono pokrótce przemyślenia autorki w tym kontekście. Celem artykułu jest przedstawienie metody oceny dojrzałości organizacyjnej przedsiębiorstwa na podstawie wytycznych zawartych w ISO 9004:2009 (PN-EN ISO 9004:2010), umożliwiającej ocenę poziomu dojrzałości procesowej badanej organizacji. W treści artykułu syntetycznie omówiono koncepcję dojrzałości procesowej, omówiono jej determinanty, zwrócono uwagę na jej powiązanie z systemem zarządzania jakością, a następnie zaprezentowano wyniki badań dotyczących opracowanego modelu. Celem przeprowadzonego badania było ustalenie dojrzałości systemu zarządzania i wskazanie na te elementy, które wymagają większej uwagi i większego zaangażowania ze strony kadry kierowniczej. W podsumowaniu zaprezentowano również dalsze kierunki rozwoju, na których powinna skupić się badana organizacja.

Słowa kluczowe: podejście procesowe, dojrzałość procesowa, zarządzanie jakością, doskonalenie, samoocena

Kody JEL: G3, L15, L29

Introduction

Enterprises which function in the conditions of the progressive fluctuations of the business environment, a growing uncertainty and risk must seek ways which enable

¹ ISO 9004:2009 Quality management systems – Guidelines for performance improvements; the Polish edition: PN-EN ISO 9004:2010 Management for the sustained success of an organization. A quality management approach.

them a maintenance and a development on the competitive market and achieving a success. A development, when described generally, is a process of changes ongoing in time. From the enterprise point of view it can be related to its part or a whole, with regard to all or one area of functioning, e.g. objectives, a structure, a technology or human resources.

An organisational development is also described as a process of an improvement of the management structures and manners which is undertaken with a proper relation to the changes occurring in the business environment. The enterprise development means also an increase in the organisation size and its share in the market, a level of its efficiency and effectiveness². A necessity of the enterprise development results from the current situation in the business environment, in which organisations must constantly change. First of all, the development is to prevent eliminating from the market, an increase in the competitiveness, furthermore it often results from the natural needs of the entities³.

An ability to develop is a basic condition of achieving a success in the contemporary organisations. The development should be made according to the established rules and it should bring established effects. So, the changes we here deal with should have an intentional character. The development from an assumption has also a long-term character, undergoes gradually, is created as a result of introducing the next changes. The organisational development does not need to occur at the same time what an economic development, we may also deal with it within a period of the economic stagnation. Its "driving force" can be an owner, managers, employees, as well as external factors⁴.

An issue of the organisational maturity of the enterprise is connected with an ability to change and develop of the enterprise. The maturity is connected with the phenomena and processes which can support the organisational development and a process of achieving the maturity remains in connection with improving skills and obtaining certain properties. The maturity is related to the phenomena which can be a subject of a change and a development. A process of achieving the maturity is linked to improving skills and obtaining certain properties, means also a readiness to concerned tasks⁵.

In order to describe a level of the process maturity of the organisation, one evaluates an advancement of the applied methods and techniques of managing processes on the scale of the entire organisation⁶. The process maturity of the organisation is a condition in which it is possible a repeatable achievement of the same result of processes (or with a small, available deviation) with regard to previously defined key factors. The process maturity of the organisation can be also defined as an organisational ability to manage effectively processes

² *Modern Concepts and Management Methods*, Jean Brilman; trans. [from Fr.] K. Bolesta-Kukulka, PWE, Warszawa 2002, pp. 11-17.

³ W. Werpachowski, *Selected Problems in the Enterprise Management: System and Process Attitude Towards Management*, Technical University Publishing House, Białystok 2009, pp. 29-32.

⁴ M. Bojarowski, *Selected Aspects of the Improvement of Organisations, Goods and Services*, Gdańsk University of Technology Publishing House, Gdańsk 2011, pp. 34-39.

⁵ Z. Malara, *Seeking Organisational Maturity of an Enterprise*, Oficyna Wydawnicza Ośrodka Postępu Organizacyjnego, Bydgoszcz 2001, p. 44.

⁶ A. Bitkowska, *A Process-Oriented Management in the Contemporary Organisations*, Difin, Warszawa 2013, pp. 25-27.

which support a realisation of strategic objective. There is a twofold dependency, firstly process objectives must result from the strategic objectives, and on the other side achieving planned objectives of processes enables a realisation of the strategy⁷.

The full process maturity does not occur in the organisations from day to day. Usually achieving its higher levels requires time, endurance and informed decisions. On one side the process maturity level informs us how a process consciousness of the organisational members looks like, and on the other side if and how managerial staff use knowledge about processes in the development decisions. The process maturity models allow for directing an organisational development for greater effectiveness of processes and the entire organisations. In the escalating changes of micro and macro business environment a high level of quality maturity of the organisation is an important factor which influences its market position, effectiveness and competitiveness. The organisational maturity is described using such measures as: effectiveness, effectivity and excellence. The organisational maturity reflects a degree of its preparation to realise specified tasks in the complex manner, and indicated features are a sign of this maturity.

The maturity in relation to the organisation is an achievement of a state of full development and a possibility to achieve an excellency. At the same time achieving a maturity level is not tantamount with obtaining the excellency which requires constant improvement. The organisational development is strongly connected with a readiness to concerned behaviour, views and attitudes with regard to efficient functioning of the organisation⁸. The organisational maturity reflects a degree of its preparation to a realisation specified tasks in the complex manner and indicated properties are a sign of maturity. This maturity is related to phenomena and processes which can contribute to an organisational development and a process of achieving the maturity remains in relation to improving skills and achieving specified properties⁹. A process of achieving the maturity is connected with an improvement of all areas in the enterprise, including skills which testify a readiness for a realisation of certain tasks. The above considerations related to the organisational maturity of the enterprises allow for formulating a thesis that structures existing in the enterprise enable an implementation of an excellence model in the organisation as a key tool which supports managing an organisation.

A dynamics of operating of the contemporary enterprises enforces changes in the organisations. Contemporarily as a main growth and development factor can be considered a necessity of the constant development of the enterprise processes and consequently of the entire organisations, directed towards increasing effectivity and customer's satisfaction. In such terms the organisational development can be identified with increasing its effective-

⁷ E. Skrzypek (ed.), *An Impact of Process-Oriented Management on the Quality and Innovation of the Enterprise*, Quality and Knowledge Management Department, UMCS Publishing House, Lublin 2008, pp. 45-49.

⁸ Z. Malara, *Seeking Organisational Maturity of an Enterprise*, Oficyna Wydawnicza Ośrodka Postępu Organizacyjnego, Bydgoszcz 2001, pp. 11-17.

⁹ E. Skrzypek (ed.), *The Ways of Achieving Organisational Excellence in the Conditions of the Environmental Turbulence: Challenges of Theory and Practice*, t. 1, Maria-Curie Skłodowska University Publishing House, Lublin 2008, pp. 45-49.

ness. An improvement of the effectiveness cannot be treated as a single project, but it should be a constant process with a long-term perspective. A control of processes provided systematically, on the ongoing basis, creates conditions for implementing changes in the processes, which in turn, should favour a development of the concerned entities. A process orientation allows for managing in the flexible manner directed towards creating an added value, and a key figure is here a customer and his/her needs¹⁰. Perceiving an organisation from a perspective of the processes ongoing in it enables additionally to have a comprehensive view on the organisation, in which a leading role plays a systematic approach, an identification and a discovery of interdependencies between processes and their components what enables further better understanding of a value creation in the enterprise, improving its effectiveness and customer's satisfaction both internal and external¹¹.

A process approach in management assumes a cross-sectional view for an organisational reality which constitutes a set of processes which are mutually pervasive¹². These processes have a both substantive and non-substantive nature and one can manage them what supports achieving development objectives of the organisation. In many organisations a key issue becomes an elaboration of a friendly atmosphere between functional areas and processes. A cooperation inside an organisation directed towards an effective and effectiveness realisation of processes enables to orientate the organisation to satisfying customers and by making changes in the processes for enhancing their effectiveness and a constant development. So, the development can be here equated to a constant improvement of processes¹³. The constant improvement is a concept which assumes introducing systematic changes in the processes. This idea requires from an organisation a certain maturity which manifests, among others, in an effective leadership, an involvement of people and making decisions on the basis of facts. The properties of the process maturity of the organisation, depending on the specific case, can be various. The organisational needs are also different in this field area.

1. The enterprise characteristics

Bank Gospodarki Żywnościowej S.A. is a bank which renders services on the basis of the Act of 29th August 1997 – The Banking Law (Journal of Laws of 2015, item 128). Bank BGŻ as a national bank was established in 1975, and in 1994 it was transformed into a joint stock company. According to the state on 31st December 2014 Bank Gospodarki Żywnościowej S.A. was included in the capital Group of BGŻ S.A., as a dominant entity and Bankowy Fundusz Nieruchomościowy Actus Sp. z o.o. as its subsidiary. After a takeo-

¹⁰ W.B. Cieśliński, *Improving a Process Orientation of the Enterprises*, University of Economic Publishing House in Wrocław, Wrocław 2011, pp. 33-38.

¹¹ I. Otol, *Management Processes in Enterprises and Competitiveness in the Conditions of the Infected Market*, Częstochowa University of Technology Publishing House, Częstochowa 2013, pp. 24-28.

¹² L. Pacholski, B. Malinowski, S. Niedźwiedź, *Process, Structural and Cooperation Aspects of the Enterprise Organisational Innovation*, Poznań University of Technology Publishing House, Poznań 2011, pp. 30-33.

¹³ J. Czekaj (ed.), *Methods of Managing Processes in the Light of the Studies and Empirical Researches*, University of Economics Publishing House, Kraków 2009, pp. 43-44.

ver of Bank BGŻ S.A. by BNP Paribas was created Bank BGŻ BNP Paribas Joint Stock Company on 30th April 2015. A substantial subject of economic activity of BNP Paribas are retail bank services, institutional banking, deposit activity, credit activity, brokerage services, insurance services, financing trade, activity on the debt security market.

In the scope of the retail bank activity Bank BGŻ BNP Paribas realises maintaining current accounts, saving accounts, maintaining retail deposits, selling electronic cards, insurance products, servicing institutional customers, selling credits, brokerage services, financing foreign trade operations, activity on the market of non-public programs of debt security issuing.

Bank BGŻ BNP Paribas leads its activity in a few segments: traditional banking (facilities, centres, cash dispensers), electronic banking (eBGŻ, eBGŻ Firm, eBGŻ Lite), telephone banking (automated service IVR, TeleBGŻ service).

According to data presented by the bank in the report for 2014, its net sales profit is 178 176 million PLN and it is lower than in 2013 by 35 124 million PLN, that is 16,5%. Therefore the bank works on reducing costs and increase effectivity¹⁴.

An organisational structure of Bank BGŻ BNP Paribas is based on the team and linear system, in which an enterprise is managed by a management (President of the Board), but appropriate sections. This structure is characteristic for firms in which is present a delegation of competences and responsibilities. The linear and team structure of the Bank enables maintaining rules of single-person management and sufficient flexibility. However, in the case of too extended structure worsens a communication between units (dominance of vertical, not horizontal communication).

The bank follows in its activity an offensive strategy which adjusts a firm for increasing its profit, what in practice means an extension of its product offer, a customer database, an increase of a number of operations and organisation and such operation planning in order to meet requirements not only in terms of finance, but also organisation and logistics. The activity of BGŻ BNP Paribas has not an offensive, pioneer nature since the firm does not introduce quite new products to the market and up till now not known on the banking market. In the strategy can be found elements of following activities therefore an enterprise strives to adapt on the market and maintain on it, offering competitive products. They are of the compensatory activities nature therefore an enterprise tries to adapt examples and benchmarks from the competitive and receptive firms, so it introduces proven solutions, such as, e.g. mobile banking, new credits or deposits.

A significant fact in the activity of BGŻ BNP Paribas is also a fact that a bank cooperates with the Polish and foreign with regard to offering additional and supplementary products (bank cards, insurances, services in the security segment). BGŻ BNP Paribas, as any other enterprise, has around it a business environment, which is constituted by overall processes, phenomena and institutions, influencing its activity within a scope of: shaping interchangeable relations, development perspectives, activity area and selling possibilities¹⁵.

¹⁴ Bank BGŻ S.A. – *Announcement of the Management Board of Bank Gospodarki Żywnościowej S.A. on the convening of the Ordinary General Meeting and draft resolutions in 2014*, Warszawa 2015, p. 24.

¹⁵ K. Wach, *Regional Environment of Small and Middle Enterprises*, University of Economics Publishing

2. The objective of the study and a system characteristic

An objective of this research analysis is an assumption of the organisational maturity of the selected enterprise (bank) on the basis of guidelines contained in ISO standards. For making an assumption of the process maturity level it is necessary to adapt one process maturity model. The model, which in this context, according to the requirements of PN-EN ISO 9004:2010 it is worth to apply, is a self-esteem model. The self-esteem is one of the assumption instruments of the standardised quality management systems. Its basic advantage is simplicity¹⁶. According to a definition contained in the attachment to PN-EN ISO 9004:2010 standard a self-assessment is a comprehensive and systematic review of activities and results of an organisation related to criteria of the selected standard¹⁷. An effect of the performed review of activities and achievements of an organisation can be determining a maturity degree of the management system. One should not identify a self-esteem with audits, which are aimed at determining a degree of fulfilling requirements of standardized quality management systems. Findings made during an audit can be helpful in the assumption of effectivity and possibilities of improving a quality management system. The assumption results can also help in an identification of possibilities of an improvement and innovation, determining priorities and plans of further activities which are aimed at achieving a permanent organisational success¹⁸. They can help to indicate weaknesses and strengths of the quality management system which functions in the organisation and additionally they can constitute data for management system reviews. It is a good tool of learning by and improving of the organisation.

One of the particularly important issues connected with an improvement of the organisation and its quality management system mentioned in PN-EN ISO 9004:2010 standard is establishing and implementing this self-esteem system. While performing a self-assessment and analysing its results, one should also remember about its disadvantages: a subjectivity of an assumption and a psychological distortion which results from an opinion, that a higher self-assessment is connected with a higher assumption provided by an expert team. Moreover, a team which performs an assumption can have a problem with understanding concerned terms contained in the self-assessment questionnaire. In the literature there is a lack both suitable methods and procedures which allow for determining an impact of the system maturity level on the organisational results, as well as evidences for a link between an self-assessment and achieved economic results¹⁹. As it has been mentioned one of the especially important aspects connected with improving

House, Kraków 2008, p. 9.

¹⁶ P. Kafel, P. Sikora, *Connecting a Manner of Defining Quality with a Maturity Level of the Management Systems in the Polish enterprises*, "Quality Problems 2013, No. 1.

¹⁷ PN-EN ISO 9004:2010, p. 47.

¹⁸ From the researches of Bristol Quality Centre results that a benefit from self-esteem is assumed at the highest level by the British enterprises associated in EFQM. R. Haffer, 2011, *Self-Esteem and Measurement of the Activity Results in the Enterprise Systems*. Seeking business excellence, UMK Publishing House, Toruń, p. 194.

¹⁹ A. Bitkowska, *Process-Oriented Management in the Contemporary Organisations* Difin, Warszawa 2013, pp. 19-23.

an organisation and its quality management system mentioned in ISO 9004 standard is establishing and implementing a self-assessment process.

As it has been mentioned a self-assessment a comprehensive and regular review of organisational activities and their results with regards to criteria of the assumed model. According to more extended definition a self-assessment is a systematic, versatile and comprehensive review of organisational activities and their results with regard to criteria of the model, aiming at an identification of organisational strengths and areas which require improvements, assigning priorities to planned improving activities that can be monitored on a regular basis²⁰. The self-assessment is realised on the basis of a business excellence model is focused on both an excellence of obtained results, and ways of achieving them in the scope of the organisational system. The self-assessment process identifies and follows all important business (organisational) results and delivers feedback for a process which consists in planning and realising a strategy in the frame of the feedback. At the same time, an emphasis is put not only on the financial results of the activity or other hard management aspects, such as an excellence in the scope of formulating and realising a strategy or designing and realising business processes, as well as non-financial results, such as, e.g. a customer, an employee and a local society satisfaction and soft management aspects, such as leadership effectivity or an effectivity in managing people and relations²¹.

The main reason of selecting a self-assumption model to an analysis conducted for this study is a fact that reaching for this model an author, first of all, considers estimating a progress performed on the way to the excellence. This estimations will allow for an objective identification both current strengths, and areas which require improvements, giving a possibility to determine priorities related to the improving initiatives. A holistic dimension of the approach which is delivered by a business excellence model, increases a probability of full integrating these initiatives with an enterprise strategy.

Launching a self-assessment process in the enterprise allows for a precise conceptualisation of the achievement levels to which it is going to pursue. The excellence benchmarks in the scope in which organisations measure their progress, allow for considering many aspects of organisational functioning, and therefore for an integration both current, and past initiatives, such as customer orientation, process reengineering, balanced scorecard, creating corporate responsibility. ISO 9004 standard encourages to the self-assumption, according to which an essence of the self-assessment is delivering guidelines to an organisation based on the facts where should be directed measures in order to obtain an effect of improvement. ISO 9004 standard encourages to establishing and implementing a self-assessment process in the organisation adjusted in terms of an assumption scope and depth to the organisational objectives and priorities. ISO 9004 specifies self-assessment guidelines which can be applied in any organisation with regard to its functioning as a whole or

²⁰ E. Skrzypek (red.), *An Impact of Process-Oriented Management on the Quality and Innovation of the Enterprise*, Quality and Knowledge Management Department, UMCS Publishing House, Lublin 2008, pp. 54-59.

²¹ K. Opolski, J. Kudła (red.), *Quality and an Effectiveness Increase of the Bank Branches*, CeDeWu.PL Professional publishing, Warszawa, 2006, pp. 39-42.

a part, however refers also to the other established and commonly self-assessment models, e.g. linked to national and regional quality awards²². An essence of the self-assessment according to ISO 9004 is a determination an effectiveness and effectivity degree of an implementation of quality management system and an assumption of its maturity with regard to each of the ISO 9004 main chapters, ranging from 1 (no formal system) to 5 (the best results in its class). The self-assessment according to ISO 9004 can be applied on a regular basis for the purpose of determining possibilities both for improvement, and innovation and estimating a progress in improving activities.

3. An self-assumption results on the basis of own studies

In order to assess a maturity level of the selected enterprise has been used a PN-EN ISO 9004:2010 model in the scope of the self-assessment. The first element are assumptions with regard key elements related to an improvement, innovation and learning which are summarised in Table 1.

Table 1. Self-assessment questionnaire of key elements with regard to improvement, innovation and learning of the concerned firm

Tabela 1. Arkusz samooceny kluczowych elementów dotyczących doskonalenia, innowacji i uczenia się badanej firmy

Element	Level 1	Level 2	Level 3	Level 4	Level 5
Decisions related to improvement priorities			Priorities are based on needs and expectations of stockholders		
Does it appear learning?		Systematic learning of successes and failures of the organisation occurs			
Improvement		A basic improvement process is implemented based on the corrective and preventive actions			

²² R. Haffer, *Self-Esteem and Measurement of the Activity Results in the Enterprise Systems*, UMK Scientific Publishing House, Toruń 2011, pp. 19-20.

Innovations				There are established innovation priorities (urgency, availability of resources, strategy). Suppliers and partners are involved in the innovation process. Effectivity and effectiveness of innovations are evaluated at a regular basis.	
Learning		Learning results from a reaction to systematic analyses of problems. Here are processes of sharing information/knowledge.			

Source: Own elaboration on the basis of R. Haffer, *Self-Esteem and Measurement of the Activity Results in the Enterprise Systems*, UMK Scientific Publishing House, Toruń 2011, pp. 20-23.

From an analysis of key elements with regard to an improvement, innovation and learning of the studied firm results that this organisation is at the 2-3 maturity level in this scope. An assessment of importance of economic and financial advantages resulting from the maturity assessment of the management system has been applied to PN-EN ISO 9004:2010 with regard to financial and economic advantages. The respective questions related to an assessment according to PN-EN ISO 9004:2010 standard are assessed in terms of an organisational maturity level. The maturity levels are as follows:

- Level 1 – does not appear (0% areas of appearance);
- Level 2 – marginal process, takes place only in certain areas (25% areas);
- Level 3 – known practice, but not applied commonly (50% areas);
- Level 4 – practice commonly applied, with exceptions (75% areas);
- Level 5 – practice takes place without exceptions (100% areas).

At the next stage, an assumption scale of an importance level of advantages resulting from an improvement has been created – from advantages of low relevance for an organi-

sation to key advantages for achieving financial and economic advantages for an organisation. An assessment of advantage relevance is based on an assessment of probability of occurring advantages using assessment levels:

- Level 1-2 – a lack of advantages;
- Level 3-4 – low probable advantage;
- Level 5-6 – probable advantage;
- Level 7-8 – high probability of advantages;
- Level 9-10 – certain advantage.

Table 2. An assessment of importance of economic and financial benefits resulting from a maturity level of the management system

Tabela 2. Ocena ważności korzyści ekonomicznych i finansowych wynikających z poziomu dojrzałości systemu zarządzania

Questions for the assessment method compliant with ISO (eight management rules)	Maturity level (M = 1 to 5)	Level of advantage importance (B = 1-10)	Significance coefficient (MxB)
1. Customer orientation	Rank 6		
1. Has an organisation identified correctly target customers?	4	8	32
2. Does an organisation fully understands customer's needs and expectations and of those who create a supply chain and has it identified suitable resources?	4	8	32
3. Has an organisation introduced measures of a customer satisfaction level and are complaints adjusted within a proper term?	3	6	18
2. Leadership	Rank 3		
1. Does a management describe and communicate a policy, directions, plans and significant information?	4	6	24
2. Does a management describe and approve a hierarchy of financial and economic objectives and information about resources and results?	4	8	32
3. Does a management take care for an environment favourable for employees in which they can actively participate while achieving objectives?	2	8	16
3. Involvement	Rank 2		

1. Do people are perceived as an organisational “core” and do they influence achieving financial and economic advantages?	3	8	24
2. Are employees motivated appropriately so that they look for new possibilities to enhance qualifications for the sake of an organisation?	3	8	24
3. Are employees interested in a cooperation with other employees, customers, suppliers?	4	8	24
4. Process approach	Rank 4		
1. Are connected actions, resources and exits managed as a process?	5	8	40
2. Are possibilities of key processes understood well?	5	6	30
3. Are applied techniques of risk assessment and an assessment of potential effects?	4	6	24
5. Management system approach	Rank 7		
1. Have interdependent processes been correctly identified, understood and managed?	4	4	16
2. Do possibilities of a process restrict understanding its independencies?	4	6	24
3. Is a process approach effectively used in the organisation in order to achieve benefits?	3	8	24
6. Constant improvement	Rank 1		
1. Does a management encourage and support a constant improvement in order to get benefits?	2	6	12
2. Has an organisation an effective monitoring system in order to follow and evaluate an improvement process on the regular basis?	2	4	8
3. Does a management recognise a meaning of the improvement process in order to achieve financial and economic advantages by an organisation?	2	5	10

7. Approach in decision process	Rank 5		
1. Are decisions taken effectively on the basis of analyses and experiences?	2	6	12
2. Does a management share data and information helpful in conducting analyses?	1	6	6
3. Does a management supervise if decisions help in achieving an optimal added value and help to achieve unfavourable changes?	3	6	18
8. Favourable relations	Rank 8		
1. Do effective processes of selection and assessment of suppliers and partners in the supply chain function?	4	8	32
2. Does a management take care for relations with key suppliers?	3	6	18
3. Does it take place sharing and informing about plans and mutual relations between an organisation and partners in the supply chain?	2	6	12

Source: Own elaboration on the basis of R. Haffer, *Self-Esteem and Measurement of the Activity Results in the Enterprise Systems*, UMK Scientific Publishing House, Toruń 2011, pp. 24-27.

A study of an assumption of a maturity degree of the management system according to v standard has demonstrated that researched areas has not indicated significant negative assessments related to the relevant eight areas. However, in the areas of leadership, approach of systematic management, constant improvement and process approach has indicated areas which should be improved.

While analysing a situation of the BGŻ BNP Paribas enterprise one should notice that this enterprise is at the high maturity level, but in order to maintain success results must constantly verified all above mentioned activity areas since as a whole they influence on its condition and possibilities of development.

In the standard scale ISO BGŻ BNP Paribas is at the 3rd maturity level where an emphasis is put on a realisation of constant improvement where an improvement process is fully applied therefore its results are good, but trends of improvement are of constant nature. Due to that an enterprise is not threatened. Moreover, about an organisational maturity of BGŻ BNP Paribas also decides that it criteria defined by Mr. Grajewski as factors of organisational maturity²³. They are summarised in table No. 3.

²³ P. Grajewski, *A Process-Oriented Organisation*, PWE, Warszawa 2007, p. 22.

Table 3. Factors which decide about organisational maturity of the enterprise

Tabela 3. Czynniki decydujące o dojrzałości organizacyjnej przedsiębiorstwa

Factor of organisational maturity	Fulfilled (YES/NO)
Processes are fully identified, employees have full knowledge about them	YES
Works connected with designing processes are planned.	YES
Processes are measured and monitored	YES
Process managers were appointed who coordinate their course and assuming their effectiveness	YES
Processes are improved using a value analysis and cost analysis to achieved results	YES
Market relations appear inside an organisation in which an internal customer play a leading role	YES

Source: Own elaboration on the basis of P. Grajewski, *A Process-Oriented Organisation*, PWE, Warszawa 2007, p. 22.

In the light of the above mentioned results of the studies we can state that BGŻ BNP Paribas as an enterprise partially organisationally mature is able to function problem-free in the long-term.

In BGŻ BNP Paribas are realised projects which include a comprehensive approach to a description of process realisation methods linked to them, so there is prepared a documentation, there are known detailed goals, and its employees are conscious and knowledge about customer expectations.

In the studied organisation executors of tasks, especially responsible for knowledge and skills of the employees who realise processes are well prepared to work and open for introducing potential changes. Each process realised in the studied bank is supervised by a manager who knows his/her responsibilities, is competent and unassisted and reliable.

In the studied organisation occurs an infrastructure relevant to a realisation of the project objectives and also IT infrastructure which support performing relevant tasks.

As a result of performed studies we can determine that in BGŻ BNP Paribas are applied measures which reflect manners of measuring process results and a set of indices which are used to verification of process effectivity; it also occurs a skill to use them in practice.

Conclusion

An intensive economic development imposes a necessity of a constant improvement of managing organisations. It evidences a progress within a scope of a corporate management process, and linked to it effects of competitive fight on the current, turbulent market.

The above mentioned is connected with a development of knowledge in the scope of an organisation and management at the different stages of the human development. One of the significant elements which occur in this string of a development of scientific and practical activities, apart from other preconditions, is a quality element, and actually a quality management, as well as applied in this approach scope.

ISO 9004 standard is aimed at supporting an organisation in achieving a long-term success, and guidelines contained in it are to help in a constant improvement of the organisational activity, in enhancing its effectiveness and effectivity by fulfilling customer needs and expectations in the balanced manner in the long-term. A new version of the standard, besides increasing customer and stakeholder satisfaction, specifies wider perspectives of a quality management directed towards improving all organisational areas. ISO 9004 standard gives an opportunity for checking a maturity level of the relevant management system elements, enables to discover strengths and weaknesses of an organisation, as well as points out ways of improvement and innovative solutions²⁴. A self-assessment promoted by ISO 9004 is indicated as an “important tool of a review of an organisational maturity level”²⁵.

A role of the self-assessment in the systematic quality management is non-trivial since it is strictly connected with improvement fulfilling a diagnostic and informational function for performed actions to the benefit of this improvement. Conducting a self-assessment enables to verify requirements and objectives for an organisation and to collect information which are a basis for changes in the organisation.

Summarizing the above results of the conducted studies, one can determine that BGŻ BNP Paribas as an enterprise is at the significant maturity level. As it results from the performed studies BGŻ BNP Paribas meets a range of key conditions therefore it can be named an enterprise which is mature organisationally. To the most important of them belongs, among others, a leadership understood as a support for processes realised in the enterprise by a managerial staff which is characterised by a high level of process consciousness. In the researched organisation an organisational culture is focused on a customer, in turn a team work and personal responsibility are directed towards realisation changes within a course of the processes. Competences are perceived in the studied enterprise as skills necessary for designing all processes, so they manifest by a knowledge level and employee skills in the scope of managing processes, and additionally there are applied methods of introducing changes in the processes. To the conditions which testify about the process maturity of BGŻ BNP Paribas one should include also a supervision which encompasses mechanisms connected with management of the complex processes, but in the frame of the assumed, elaborated business concept, and additionally a division of responsibilities is considered which is linked to it, as well as a level of a process integration inside an organisation and while taking into account external entities.

The researched enterprise must still improve its activities orientated towards a sustained organisational success. A management should be more focused on the identification of needs of the interested parties, and as a main objective should set a constant improvement of the organisation. The implemented quality system must be extended for the purpose of an integration of all domains of organisational management. The plans of further improve-

²⁴ Compare PN-EN ISO 9004:2010, *Management Directed at Sustained Organisational Success...*, and A new edition of ISO 9004 designates a way towards “sustained success”, translation D. Czepik following: <http://www.iso.org>, <http://www.malongroup.pl/nowe-wydanie-normy-iso-9004-2009>.

²⁵ PN-EN ISO 9004. *Management Directed at the Permanent Organisational Success. An Attitude Using Quality Management...*, p. 7.

ment should be foreseen for a long-term. Permanent research and analysis of the business environment must be present in order to assume risk and plan eventual reactions in order to minimize losses. All employees of the organisation must be conscious that needs and expectations of the interested parties are the most important output data in the made decisions and should be monitored and fulfilled on a regular basis. It is worth to pay attention that the weakest link in this organisation is an approach in the decision process and poor information flow. So, if this enterprise pursues to an excellence so in this field area it would be necessary to implement changes. To sum up, one should notice, that BGŻ BNP Paribas as the enterprise is at the significant maturity level, and therefore it could function efficiently for a long-term, even if there are small disturbances inside its structure. This result is satisfactory and testifies effectivity of the implemented system, which must be gradually further implemented. BGŻ BNP Paribas must constantly work on quality improvement in all areas of its activity. One should focus on the detailed elements of the quality system which has had the worst results in the research. The managerial staff should more efficiently involve in the activities which are aimed at improving a maturity of the weakest elements of its quality system. It depends on the approach of the managerial staff how other employees will take care for quality of the organisation and in which direction this organisation will develop.

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