**Examining the authority and expertise of the quality manager**

**In front of the fields of knowledge in the organization and the various sectors**

**Abstract**

In recent years, several incidents of violation of standards in the field of quality have occurred in Israel and around the world. These events affected the products' daily consumption and damaged the companies' image and their profits. The events intensified with the extreme event ((Covid-19 which changed the lifestyles we are used to and forced us to adapt to the new situation - working at a social distance. This event brought to awareness and discussion that the field of food safety and quality is in crisis, even in organizations with an orderly quality infrastructure and regulation whose role is to monitor and control the quality of the products. On the one hand, the status of a quality manager in Israel and elsewhere in the world needs to be institutionalized, and this because his success in the position depends, among other things, on the organizational culture. On the other hand, the authority is given to him by virtue of his position in the organization and not by the regulator's decisions. The work relies on the assumption The researcher that the profitability of companies in Israel is harmed by the existence of a poor quality culture, including the practice of hiring quality managers who lack knowledge and without giving authority.

Anker (2022) claimed that the difficulty in characterizing the quality manager as an expert is the vague and even ambiguous nature of his role - he must recognize and use different communication styles, and the extent of his success depends to a large extent on the organizational culture (Anker & Lurie, 2022), the examination was made in the broader context of professions The Propecia sellers (medicine, law).

In this study, we will expand the examination of the authority and expertise of the quality managers in Israel: (1) in front of the areas of expertise in the organization (which are not professional); (2) Comparing his expertise and authority in different sectors. Also, we would like to examine his handling of the challenges in day-to-day work during routine and emergencies. The examination will be done against his position in the organizational structure, the mutual relations between the officials (who could be more professional), interviews and observations with quality managers, and a questionnaire to cross-check the data received in the previous stages.

Limitations of the study: the ability to generalize to the entire population dealing with quality in Israel and the world.

**Keywords**: quality, quality manager, those dealing with quality, Israeli Society for Quality (ISQ), Expert, authority

# Chapter 1: Introduction

* 1. **The research subject and the research questions**

In this work, we will expand the examination of the authority and expertise of the quality managers in the organization vis-à-vis non-professional fields of knowledge (having the same status) and in the various sectors, and light of the increase in incidents of violation of standards in the field of food and medicine (Ministry of Health website2). The examination will be done against his position in the organizational structure, the interrelationships between the non-professional officials, interviews and observations with quality managers, and a questionnaire to cross-check the data received in the previous stages.

It affected the products' daily consumption and damaged the companies' image and profits. The events of which standards in the field of quality intensified in 2019 during the extreme event (Covid-19 that occurred in the world and Israel and affected the area of food safety and quality. Barel, a microbiologist, and expert in food infections "The Covid-19 event led to a discussion that the field of quality assurance and food safety has been in crisis in recent years" Events that occurred in organizations where there is an orderly quality infrastructure and regulation whose role is to monitor and control the quality of the products. The following is an example of the companies where the events occurred: Similac, Strauss, Tnuva, Peri-Hagalil, and Baxter Healthcare Corporation.

In most organizations, a quality manager is responsible for the quality area, whose position in Israel and the world is not institutionalized and whose authority is given to him by his position in the organization and not by the regulator's decisions. 2022 Anker claimed that the difficulty in characterizing the quality manager as an expert is the vague and even ambiguous nature of his role - he must recognize and use different communication styles, and the degree of his success depends mainly on the organizational culture. The exam was done in the broader context of recognized professions (medicine, law). The study results show that dealing with quality requires relevant knowledge in the organization's field of activity and training in the field of quality.

some respondents thought it necessary to grant the quality manager regulatory authority (the legal arena) by giving the status "Propecia." Another part believed that power should be given in the workplace (Anker & Lurie, 2022). The work relies on the researcher's assumption that the profitability of companies in Israel is harmed by a poor quality culture, including employing quality managers who lack knowledge and authority.

In this work, we will expand the examination of the authority and expertise of the quality manager in the organization against the non-professional fields of knowledge (with the same status): the marketing manager, the operations manager, the production manager, the planning and control manager, the human resources manager and the examination of the authority and expertise of a manager in different sectors, and this in light of The increase in incidents of violation of standards in the field of food and medicine (Ministry of Health website2). The exam will be done through in-depth interviews with quality managers from different sectors and observations of their activities to learn how they deal with their daily work challenges.

The research will be done with an integrated methodology, qualitative research (interviews and observations), and quantitative research (questionnaires).

The study will include three independent chapters in the context of the quality manager:

1. Chapter 1 - Review of the literature on the status of the quality manager in the various sectors in the context of expertise and authority, completing the information that still needs to be published (Anker & Lurie, 2022).
2. Chapter 2 – Test analysis. Examining the authority and expertise of the quality managers in the organization against the non-professional fields of knowledge (with the same status): the marketing manager, the operations manager, the production manager, the planning and control manager, and the human resources manager.

Will be done by examining the organizational structure and the interrelationships between the positions (use of the organization's internal documents).

Who determines the definition of the quality manager position:

* Who defines the work plan for the quality field?
* Who approves the work plan for the quality field?
* Are success indicators defined for the position?
* To whom does the quality manager report when there is an exception in the organization?
* To whom does the quality manager report when there is an exception outside the organization?

1. Chapter 3 – Test analysis. Comparison of the authority of the quality managers between the different sectors (medicine, food, service, industry, high-tech, military, voluntary).

The data obtained in Chapter 2 will be analyzed through interviews and observations with quality managers.

In the follow-up studies, we will answer the following questions:

1. Is it essential that every organization appoint a person responsible for quality issues? Through a critical analysis of findings, I will examine the importance of the role in the organization;
2. What is the authority of a quality manager in the organization compared to professionals who are not professionals in the organization?
3. Is there a difference in the authority of the quality manager between the different sectors? Through a critical analysis of findings, I will examine the degree of influence that the quality manager has;
4. How does the quality manager deal with the challenges in their day-to-day work? Through a critical analysis of the findings, I will examine the struggles of the stakeholders;
   1. **The purpose of the study**

Anker (2022) claimed that the difficulty in characterizing the quality manager as an expert in his role's vague and even ambiguous nature - he must recognize and use different communication styles. The extent of his success depends mainly on the organizational culture (Anker & Lurie, 2022); the examination was made in the broader context of professions Propecia sellers (medicine, law).

In this study, we will expand the examination of the authority and expertise of the quality managers in front of the areas of expertise in the organization that are not professional (the marketing manager, the operations manager, the production manager, the planning and control manager, the human resources manager, etc.) and the comparison of the authority of the quality managers in the various sectors (medicine, food, industry) and service, hi-tech, military). We will also examine how quality managers deal with the challenges in day-to-day work (during routine and emergency). The examination will be done in front of documents from the organizations in the context of its position in the organizational structure, the interrelationships between the non-professional officials, interviews and observations with quality managers, and a questionnaire to cross-check the data received in the previous stages

* 1. **Research hypotheses**

This study is intended to confirm the research hypothesis, according to which the difference in the expertise and authority of a quality manager, on the one hand, in front of the non-professional areas of expertise in the organization (marketing manager, operations manager, production manager, planning and control manager, human resources manager, etc.) and on the other hand, in front of the various sectors (medicine, food, industry and service, hi-tech, military), it is the one that harms their ability to prevent events of the kind mentioned here. The research hypothesis was formulated based on a literature review in the context of critical terms: expertise, authority, organizational culture, and extreme events.

The theoretical basis of the debate for research was examined in 2022 (Anker & Lurie, 2022)

* 1. **Research methodologies**

 The research will be conducted in two successive stages:

1. Structural analysis. He was examining the authority and expertise of the quality managers in the organization against the non-professional fields of knowledge (having the same status). The examination will be done against his position in the organizational structure and the interrelationships between the non-professional officials.
2. Qualitative and quantitative analysis. Comparing the authority of the quality managers between the different sectors. The examination will be done through the study of the data received in the first part, interviews and observations with quality managers, and a questionnaire to cross-reference the data obtained in the previous stages.

Because the triangulation method requires that the data produced by the various research methods be comparable and that several independent measurements be made (Jick, 1979).

1. Qualitative part/observations - a sample of experts. In-depth interviews will be conducted with quality managers from the following sectors:Industry, service, food, medical, hi-tech, and military all have more than ten years of experience in quality. also, We will observe how they deal with the challenges in their day-to-day work.
2. Quantitative part - a closed questionnaire will be sent to quality practitioners by email, on the association's website, and at the leading quality conferences. The participants will come from various industrial, service, food, medical, high-tech, and military sectors; they differ from each other in their seniority in quality practice.
   1. **The importance of the research and its expected contributions**

This is a groundbreaking study in the quality field to deepen knowledge and clarify issues in the quality area. The study's results will link the expertise and authority of the quality managers in the organization and the various sectors to deepen the examination.

Which was done in the broader context of recognized propecia professions ((Anker & Lurie, 2022),

In the last decade, there has been a trend to standardize the professional status of various occupations, including quality managers. The research results will serve as a theoretical anchor to strengthen the quality manager's role as a lever for his professional development and his identity as an expert. Thus he can contribute to IA and organizations.

* 1. **Limitations of the study**

The generalizability of the research findings to the entire population of quality managers in Israel and the world and all sectors, given the fact that the organizations will not choose randomly (qualitative research), and the survey (quantitative sample) will send to the majority of quality personnel, some of whom are connected to the Israeli Quality Association, which affects their position in the field and the discourse.