STRIVING FOR QUALITY - THE ANSWER OF HISTORY (AN EXAMPLE OF HOSPITAL SECTOR)

Darina Mineva, MD, PhD
Natoinal Health Insurance Fund, Bulgaria, 1407 Sofia, 1 "Krichim" Str.
dariamineva@abv.bg GSM 0899 311 653

Abstract

The aim of article is to examine the true role of the man-maker and the power that moves it to perfection. Presents the answer of the history.

The historical path of quality development reveals the natural dependencies and factors: the relationship between manufacturers and the quality rules, the producer's acknowledged role of quality as a competitive advantage, the role of the production process, the internal motivation of the producer to create rules because of his dependence from other manufacturers and consumers.

The two events: the division of labor and the division of labor alter the essence of motivation. The internal motivation of workers is diminishing, at the expense of the outside, as a material incentive. The internal motivation of the owners of the means of production increases with a motive for profit, at the expense of the external goal - the duty to society: paying taxes, improving the quality of life and securing salaries.

The simultaneous possession of the means of production and the actual production of the product is a motivation for self-validation. In the separation of labor from capital and the shaping of the two classes of managerial possessing means of production and the people of direct labor, the motivation changes. He comes down to a base level in Maslow's pyramid - of survival and protection. In both groups there is a different occurrence - profit and salary. An example from a hospital is given.

Three economic levers change the concept of quality: division of labor, separation of labor from capital and market exchange, which a priori leads to the idea that labor can be managed.

***Key words**: quality, motivation, means of production, division of labor, separation of labor from capital.*

INTRODUCTION

The topic of quality and quality management is one of the most advanced in management science. Today, there are many concepts to measure and assess the quality of the product and service. During the ages, however, quality has never been the same. It has evolved and modeled, according to the development of science technology and society, and the role of man is "entangled" in the results of their achievements. Where is the real role of the person who produces the product.

What is it and where it comes from the power that moves the manufacturer forward to perfection. Could the story give this answer?

AIM

The purpose of this publication is to answer the question: Where in the historical process there are such changes and which are they, so they change the quality and attitude towards the quality of society.

1. WHAT IS THE HISTORICAL PATH OF QUALITY DEVELOPMENT?

The American Quality Association (ASQ) tracks the development of quality in a chronological framework, outlining its roots back in time to "Medieval Europe" by the 13th century through the stages of: "Industrial Revolutions", "Early 20th Century", "World War II", "Total Quality" and "Beyond Total Quality".

In Medieval Europe, quality rules stem from the one who produces and this act is realized in the production process, probably as a prototype of the standard. "Signs of Inspection" and "Artisans' Signs" are the first tools to improve quality and the first form of control until the

Industrial Revolution in the early 19th century, and later perfected as certification and quality awards [1].

The epoch of the Industrial Revolution is a turning point and is characterized by two trends - the dependence of manufacturers on consumer quality needs and the subsequent process of division of labor based on economic regularity on the one hand, the linear dependence between the division of labor and productivity, and on the other, to the propensity for exchange based on one's own interest.

The division of labor leads to a proportional increase in productive power, and the basis of this process is the trait of human nature, the "propensity to exchange" of objects, which can not be achieved with the favor of people, but with the mutual benefit; with the attitude to one's own interest "(Adam Smith in his book" Study of Nature and Causes of the Wealth of Nations") [3, 4].

1880s Frederick Taylor created "Scientific Management". Mass production, assembly lines and division of labor. Introducing working standards and incentives for wages.

The first "standard of work" was created by the American inventor and industrialist Ily Whitney (Whitney, 1765-1825), who divides the production processes into separate elements and operations, standardized in product and technological terms. The English engineer Joseph Whitworth (1841) sets the stage for industrial standardization in the world [2].

The early 20th century is characterized by the incorporation of the "process" into the quality of the practices through the concept of Statistical Quality Control (SQC) and the Shewhart control cards, which are the modern tools for quality assessment and management [3, 4, 5]. According to Schuhard, "The production process yields facts and data that can be analyzed using statistical techniques to see if the process is stable and under control or is affected by a sustainable cause."

Dodge and Roming are introducing sampling methods for acceptance. Thus, a probabilistic approach to predicting acceptability based on the results of the sample is created. The concept of an acceptable quality level (AQL) emerges.

World War II is a watershed between the two "mechanical engineering" and "quality management" approaches. During this period, however, there is no quality-oriented professional society [6].

The concept of "Total Quality" focuses on improving the overall organizational process through the people who carry it out [7].

At the beginning of the 21st century, quality development penetrated beyond the concept of Total Quality and entered a mature phase manifested in several key moments: (1) reviewing ISO 2000 quality management standards with emphasis on improving satisfaction users; (2) adding new business performance criteria to the Malcolm Bouldridge National Quality Award (1995) and adding it to education and public health; (3) The "Six Sigma" quality concept for products and services focuses on process capability and robustness, process variation and risk of defects (4) development of the QFD method, "Quality Enhancement Function" to focus on user requirements in re / design of the product or service [8].

Modern quality reflects scientific excellence in quality management. It is linked to the schools of Science and Human Relations, as well as the names of scientists whose achievements are applied in the idea of total quality: Murray (1938) focuses on the need for achievement, affiliation, conviction and freedom of choice. Herzberg (1966) - "the amount of satisfaction and dissatisfaction independent of pay", McGregor (1960) - Theory X and Theory W, Maslow (1968) - Hierarchy of Needs Theory. Quality Revolution combines the contribution of Deming, Juran, Crosby, Ishikawa, Kano, Feigenbaum, Taguchi and Shigo around the philosophy of total quality. The application of production practices in the service sector is referred to as the "service rotation" [9].

Why is it important to study the historic path of quality?

The historic path of quality presents us with the natural dependencies and factors that are the cause of its upward development. The most important are:

- Organic link between manufacturers and quality rules.
- The role of manufacturers as a competitive advantage.
- Quality is created in the production process.
- The manufacturer creates the rules.
- The manufacturer is guided by his inner motivation.
- Producer dependence on consumer needs.

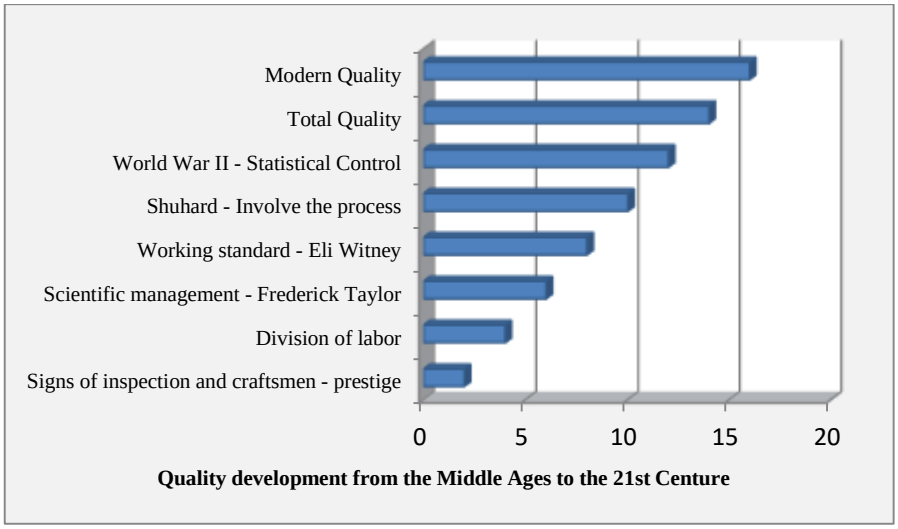

Figure 1 presents events as catalysts of upward quality development.

2. DISCUSSION

2.1. CONTRIBUTION TO QUALITY AND MANAGEMENT OF LABOR

Historically, the expression of a good reputation for producers puts the theme of the producers' motivation by opening up a new question - "Are they an expression of a desire for material prosperity or an inner (soul) sense of self-development?

The two events: the division of labor and the division of labor from capital are the two factors that change the essence of motivation.

- The internal motivation of workers is reduced, at the expense of the external as a material incentive.
- The internal motivation of the holders of the means of production is increased, with a motive for profits, at the expense of the external objective - a duty to society in the form of tax payments, improvement of the quality of life and the provision of salaries.

Until 1880. the epoch of the Industrial Revolution, there is internal motivation because the manufacturer is a monopoly of production and the market he produces and sells himself. He carries out the whole process and thus self-manages. Owning internal motivation After 1880, scientific management began to change in the status of those employed in production. Motivation evolved. The internal incentive for workers is lost because they do not have the means of production and receive part of the value of the product they have produced.

When the fact that work can be managed is realized, then the motivation of the producer (the worker) and the owner changes.

The owner of the means of production is not the material need but the personal expression. Profit is related not to basic needs but to higher need - like self-assertion. Therefore, there is a new sign of the motif - The motif is "flexible" - at any one moment it may be at a different level in Maslow's pyramid. All these levels, however, are attached to one factor - the self-preservation.

The simultaneous possession of the means of production and the actual production of the product is a motivation for self-validation. As an example, account should be taken of the importance of the signs of prestige of craftsmen in the Middle Ages.

In the separation of labor from the capital and the shaping of the two classes of managers who have the means of production and the people of the labor that they directly produce, the motivation changes. Goes to a lower level (base) in the Maslow Pyramid of survival and protection. In both groups there is a different occurrence - profit and salary.

2.2. STRIVING FOR QUALITY TODAY - EXAMPLE

The motivation for quality today repeats the abovementioned regularities. This is evident from the sociological experiment. He conducted a survey of 100 people in two hospitals. Taking into account the factors that are most important in terms of the needs of the employees, a questionnaire is prepared. The complex of motivational factors is formed on the basis of well-known motivational theories and models of motivation.

Each of the motivation factors has been assigned a rank (ranking 1 marks the most important factor, and rank 15 - the least important). The results of the ranking of motivational factors show general trends for both hospitals. The commonality between the two sets is that employees do not have the means to produce them.

The most important is paid to wages and security (1, 2) in the workplace, and at least to the opportunity for growth and initiative (12, 13) (Figure 2).

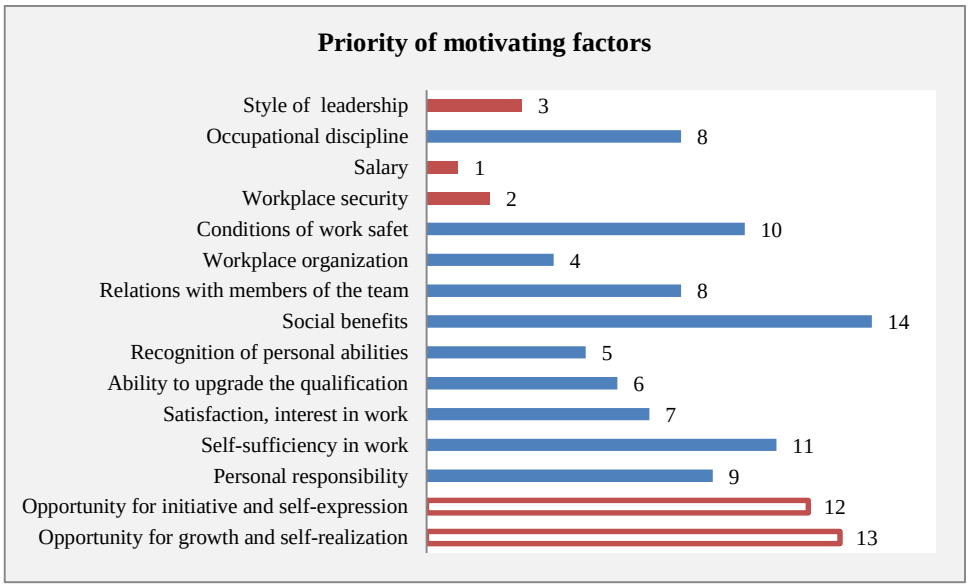

Figure 2 Importance of Motivation Factors for Employees in a State Hospital

The motivation of a hired employee is salary and workplace security, which is related to providing a basic survival need.

The factors "Growth, self-realization, initiative and expression" are ranked in the last places.

3. QUALITY CONCERNING QUALITY CONCEPT

In life and in business, the notion of "quality" is interpreted as: value, utility, or superiority. It refers to a characteristic, a sign of an entity that distinguishes it from other subjects.

At a later stage, the views of the so - called " "Quality gurus": Phageenbaum, Kano, Juran, Ishikawa, Deming, Drucker, unite around the concept of quality identity with "user

satisfaction" as the basis of the user's interaction with the product / service, are based on the user value. From these quality definitions, the quality structure emerges as a multidimensional three - component category known as "Triad of Quality - System, Process and Result, Later Enriched with the Fourth Component".

The direction of knowledge of the nature of quality is from the knowledge and improvement of a distinctive feature of a product to the way it is produced and the understanding of the factors on which the achievement of a higher level of quality depends (system approach and process approach) which creates a quality concept.

Therefore, quality and quality concept are two different things.

The idea of quality as nature and "nature" has emerged and naturally formed in the process of production, from the motivation of the producers who have the means of production. At this early stage in the Middle Ages, when the means of production are dominated by the one he produces, the motif combines two needs - base, existence and another, standing higher in Maslow's pyramid - for prestige that corresponds to the need for self validation.

When everyone strives for a sign or prize of the inspection to sell the product, that is, a basic need for survival is "mixed" with a higher need - for self-assertion.

The concept of quality / perception of quality is formed / emerged in the Industrial Revolution. Probably arises at the moment of separation of labor from the capital, which coincides with the beginning of the management of labor. The tendency is to increase the productivity of labor, ie. profit or it is the manufacturer's individual / internal motive.

Continuous quest for quality is the result of people's motivation. In an evolutionary sense, this motivation has changed under the influence of economic levers and the events of the social environment.

AS FOLLOWS:

1. In the production process, there is dependence between the quality motivation and the possession of the means of production.
2. The high level of motivation of the owner of the means of production is linked to the individual purpose of the shareholder (internal motive) - profit.
3. Non-use of means of production by manufacturers leads to motivation, which is only increased by material benefits.
4. If the producer does not own the means of production but has a high motivation, then it is only an updating person;

CONCLUSION

In the economic path of quality development, three economic levers change the concept of quality: ■ division of labor; ■ separation of labor from capital and ■ market exchange, which a priori leads to the idea that labor can be managed.

The result of labor management is changing / lowering the motivation of the one who produces directly, but does not have the means to produce and the one who owns the means of production and manages it, but does not actually produce the product.

Literature

1. http://www.asq.org/learn-about-quality/history-of-quality/overview/guilds.html)
2. Круглов, М.Г. Сергеев, С.К., Такташов В,А. И др., по материала книги „Менеджмент систем качества”, http://www.iteam.ru/publications/quality/section_85/article_878
3. Smith, Jim L., “The History of Modern Quality”, http://www.peoriamagazines.com/ibi/2009/jul/history-modern-quality
4. http://www.asq.org/learn-about-quality/history-of-quality/overview/industrial-revolut)

5. http://www.peoriamagazines.com/ibi/2009/jul/history-modern-quality
6. http://www.asq.org/learn-about-quality/history-of-quality/overview/wwii.html
7. http://www.asq.org/learn-about-quality/history-of-quality/overview/total-quality.html
8. http://www.asq.org/learn-about-quality/history-of-quality/overview/beyond-total-quality.html
9. History of Quality", (posted at 10:17AM Jan 05, 2009 by byuan in General), http://www.blogs.sun.com/byuan/entry/history_of_quality;