Collaborative Quality. Creative Quality. Total Quality

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Abstract: The objective of our study was a comparative analysis of the three new concepts that are subject to quality management and underlying the attention of organizations, specialists and managers. Relationships are presented in the interactive dynamics, the theoretical framework needed collaborative quality according to quality dimensions (cultural, strategic and operational), specific new quality management arguments. Keywords: quality management, total quality, quality collaborative, creative quality, teamwork.

Introduction
Traditionally, quality management was considered a functional level strategy, operations related to the organizational structure, job performance, organizational change, human resource management, organizational behaviour, quality control and improvement, quality culture. Practices in quality management have been documented in numerous studies that have been developed and validated measurement tools such practices and the impact on performance (Boéri – 2006, Nguyen – 2006, Hermel – 1999, Canard – 2009, Dale et all – 2012).

Quality means doing things right, a product / good service, satisfied customers responsible workers, good management, excellent quality management. “Quality is made by people who master / ensure / control / continuously improve our quality according to the documents that prescribe it.” [15, 163]

In all areas the quality is obtained through cooperation and collaboration through teamwork, based on professionalism, quality of education and culture. Quality must meet / satisfy on demand / market requirements and consumers which may change over time. This change takes place in three dimensions corresponding to the three planes that characterize quality:

- The cultural dimension,
- The strategic dimension,
- The operational dimension.

The necessary changes in management require an answer based on the existing models of quality management philosophy understood as an integrator, which lists quality collaborative, creative quality and overall quality. And the international standards ISO 9000 series of the 2015 edition bring a new vision on specific concepts of quality and quality management. The current issue of quality is complex, but there is only one factor responsible for this situation. The causes vary from one country to another, from one sector to another, from one organization to another, from one stage to another.

1. Total Quality
Total Quality is “all the principles and methods on raising the awareness of all stakeholders of an organization to achieve the objectives of improving quality and customer satisfaction with the lowest cost” [12, 44]. This is, in fact, total quality management.

The components of total quality values are based on concepts such as trust, responsibility, and integrity. This system of values that lead to top performance and excellence include: professionalism, involvement, empowerment (empowerment), overtaking, creativity, innovation and opportunity. These different sets of values are not mutually exclusive, but complement a working environment that involves, authorize and give importance to staff.
Experts in quality of the French management school (Boéri – 2006, Canard – 2009, Faucher – 2006, Froman – 2010, Monin et all – 2001) agree with the definition of total quality as a policy integrating and mobilizing the energies and knowledge which means the three spheres complexity of relationships and a strategy for empowerment and participatory management. We can include in this definition and quality of collaborative.

Total Quality Management (TQM) will be replaced by new generations based on Knowledge Management and Science Sustainability and models of excellence will take into account the Triple Performance (TBL). These changes will occur by increasing the role of managerial education quality and sustainable development.

“The company is now seeing the third generation of TQM in conditions in which concepts such as transparency, accountability and responsibility (social) are conjugated in the stock of knowledge about quality management” [7, 683]. This new generation is based and learning organization, stakeholder theory, sustainable development, participatory management.

All these parameters are constantly changing. In these circumstances, to achieve sustainable customer satisfaction, constant improvement of effectiveness is possible only in a continuous and dynamic process [13, 40].

Maintaining the level of quality is a state of contentment that can jeopardize the competitiveness of the organization. The innovation is characterized by “climb stairs” provided that the performance is not too long breaks. Continuous improvement allows daily adjustment of the organization to customer needs. If excellence is centred on total quality, creative and collaborative, it means an expansion of the concept of TQM quality management type. If excellence extends to a binding quality management that integrate environment, health and responsibility, and other financial, human, ethical, then talk about integrated management (integrated) or global quality management.

Faucher [6, 186] argues that it is more correct to talk about integration into a single system all the components of functioning of the organization: quality, security, environmental, social, and financial and not an “integrated management”. By integrating all these components and issues we reached the interaction of three spheres: economy, society and environment, thus sustainability.

The quality of product / service assessed by compliance with the specifications is undoubtedly one of the most important dimensions of the concept of “quality competitive global – CGC” [16, 231]. CGC is a “strategic concept that allows for systematic product value throughout its life cycle, as it is expected customers and suppliers and in accordance with the requirements of stakeholders involved in product life cycle” [16, 268]. Total quality approach is based on organization, methods / standards useful and concrete, collaborative teamwork, commitment, involvement and responsibility


Collaborative Quality is a key determinant of progress, competitiveness and quality of life. Organizational collaboration covers important principles such as mutual trust, common overriding interests, complementary expertise etc. However, the implementation of cooperation projects calls for these principles to be contextualized and concrete operational.

According to the Dictionary of the Romanian Language (1993), the collaboration means “participation in an operation which is carried out jointly” while cooperating means "to work jointly with someone, to work, to accept collaboration.

Collaborative Quality is the result of collaborative teamwork. Collaborative Quality existed as a necessity since ancient times, especially in agriculture, industry and health care.
There are several types of cooperation to obtain a product / service of a certain quality:

- internally (between employees on the team) and external (between the suppliers, between experts, between manufacturer / supplier and customers etc);
- multidisciplinary, interdisciplinary, transdisciplinary;
- in various fields: culture, education, health, industry, research, administration, environment protection etc;
- voluntary (i.e. the quality circles), organizational (ex. quality organization);
- hierarchical, vertical, horizontal, etc.

In the early 1960s it appears in Japan the quality circles, based on voluntary activity which led, in turn, the quality of the Japanese miracle. Expression of how participatory management and leadership through total quality, quality circles have witnessed a remarkable popularity worldwide. These take into account what we call today - quality collaborative and mastering quality. According to Ishikawa's definition mentioned JUSE [19], “quality circle is a small group consisting of running volunteer workers at the workplace activities related to quality management”. We came to participative management, collaborative and creative quality.

Another aspect of quality is linked to the concepts of collaborative multi-, inter- and transdisciplinary. The emergence of sustainability science, reconstruction of economics is related disciplines and research areas involving “collaborative work” for “quality collaborative”. “Science is the newest example of sustainability which is based on collaborative quality. This new science connects with many different disciplines and research areas and too complex to be fully understood using a single method of research, is considering specific ways of combining different disciplines. They are highlighted by the concepts of multi-, inter- and transdisciplinary”. [17, 5-6]

Research, development and innovation in sustainable development of quality involves in a greater extent, special efforts of professionals from different fields and scientific disciplines, due to the growing complexity of economic processes and phenomena and social crisis, and the need to respond to growing challenges of environmental risk. Projects Interdisciplinary research into the quality relies on researchers from different fields / disciplines / sciences and professions employees to create and apply new knowledge, working together as stakeholders equal to solve a common problem or to achieve a complex objective common to all participants

3. Team work. Performance. Excellence

The authors of the work “Overall quality competition” (Suciu & Oprean) show that “modern methodologies of management in general, as well as quality management attaches great importance to teamwork. This requires a good knowledge of the art of forming working groups, animation and dynamic participants in such meetings as well as targeting and permanent preservation attention to the objective” [16, 73].

Teamwork is “a real therapy that can be applied in countless activities within an organization (ex.: highlight inventive and creative ideas, diagnosis and analysis activities, problem solving, performing various analyzes during project development, analysis and identification of causes in complaints) thereby contributing to the new culture and new values within the organization” [16, 74]. Team collaboration requires: information, skills, communication, dialogue, acceptance, commitment, responsibility, motivation.

The collaboration is the result of a dynamic interaction is three categories of links positioning between actors and collaboration objectives: organizational links, ties and connections relational identity (affective). In this case, and skills are put better value (Figure no.1).
In some areas (research, medicine, education) where work teams, excellent cooperation is a challenge as complex as difficult, assuming effective interaction and very close cooperation of specialists in identifying, enhancing and applying knowledge, innovations. Many papers have shown that interdisciplinary collaboration contributes to improving health services / education and the effectiveness of organizations. Collaboration branch is a set of relationships and interactions, allowing professionals to pool and share knowledge, expertise, their experience for successful products / services.

"Improving the collaborative quality" (QIC) examined by Landon & all is undoubtedly in health care services, the most important objective. It is the investment of time, effort, and funding. QIC method brings together a group of participants ("collaborating"), persons or organizations engaged in studying / solve specific problems on health care quality, design and implementation of specific solutions, evaluation and continuous improvement and dissemination of results. The method has been described by Wilson et all – 2006, Ovretveit et all –2002, Landon et all – 2004.

The QIC method and others like it as emphasize the importance of rigorous scientific methods, a commitment to ongoing improvement, and reliance on objective evidence and subjective impressions and opinion over time. Applying these values to the QIC method itself is no less important and shouldn’t similar yield value and benefits [11, 898].

Personality, social, or other factors may influence the group's impact on teamwork and motivation for work performance. (Figure no. 2) [5, 218].

Increasing involvement in the group, “ensuring all information, empowerment, training and creating a framework which is necessary for it to function and lead their own activities in order to obtain optimal results” [16, 78] are the main requirements of Quality Collaborative.
Figure no. 2 Factors influencing the collaborative quality and performance
(adapted from Drăgulănescu & Drăgulănescu)

Conclusions
Striving to quality of products/services is not easy, continuous major changes in structure are needed, policies and working procedures within the organization. The success of a quality management through quality must be the sustainable development of what we call continuous quality improvement. In this respect the approach should be seen as an endless.

Sustainable development of total quality collaborative system depends to a very large extent on its capacity to innovate, to acquire and manage with responsibility and promote a model of excellence for the establishment of a culture of quality covering all management practices.

Studies of literature, research, discussion and analysis especially in education and health care, collaborative quality determined us to consider it a priority in the new quality management.

References