

TOTAL QUALITY MANAGEMENT IN MUNICIPALITIES OF THE KLAIPEDA REGION

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Abstract

The modern world obliges us to develop sustainably. Regions need to turn to sustainability by using all the available tools. Many authors emphasize total quality management (TQM) as a very important tool for the sustainable functioning of the public sector. But analyses show that public organizations are not keen to introduce TQM.

This paper reveals the TQM spectrum in Klaipeda county (region) municipalities. Research disclosed that municipalities are not willing to implement TQM if it is not imperative. The paper argues that improving managerialism and common understanding can increase the willingness for TQM.

Keywords: total quality management, quality of public administration, public sector, sustainable development

Introduction

The modern world has turned towards sustainable development. Sustainability and sustainable development require new forms of performance for all organizations. Organizations should find new ways to fulfil tasks and achieve goals for successful competition. It especially concerns service organizations that employ more than 60 percent of the able-bodied population. All service provider organizations may be divided into two main groups: a) business organizations, and b) public organizations. And it is obvious that public service adopts many benchmarking tools from business to improve service quality.

Regarding the politics of the European Union, all its regions are obliged to develop in a sustainable way. Therefore, every organization needs to look for new measures and tools. Many authors emphasize total quality management (TQM), which should be adopted from business, as a very important and valuable tool for qualified work of any public organization.

Lithuania is divided into ten regions (counties). For the sustainable development of the whole country, every region needs to turn to sustainability by introducing all available tools and measures. One of these could be TQM.

The Lithuanian government has approved the program for the improvement of public management

in 2012 – 2020 where public organizations are forced to take more initiative for the implementation of quality management models and in this way to improve processes of organizational management (Žin., 2012, Nr. 22 – 1009). But different analyses and reports show that public organizations are not keen to implement any model of TQM. The public administration of Lithuania still needs to put many efforts to force TQM implementation, especially on a municipal level. According to Lithuania's legislation, municipalities are joined into ten counties or regions. Therefore, the quality of the development of a particular region mostly depends on the plans and performance of its municipalities.

This paper reveals the TQM situation in all seven municipalities of the Klaipeda region and tries to discuss reasons of unwillingness to implement the tool.

The paper deals with the research question: *what is the expression of TQM in the municipalities of the Klaipeda region and what could help to increase willingness for the implementation of TQM models?*

The aim of this research is to reveal the expression of TQM and to argue possible measures to increase willingness for implementing TQM models.

Research object: total quality management in the municipalities of the Klaipeda region.

Objectives:

- To overview total quality management for sustainable development.
- To present the results of research in municipalities of the Klaipeda region and to argue possibilities for the implementation of TQM models.

The first part of the article overviews aspects of TQM for sustainable development. The second part presents results in a research area – the municipalities of the Klaipeda region. Results reveal an overview of the common situation and trends of TQM in the municipalities. Research showed that municipalities are not willing to implement TQM as it is not an imperative obligation. The paper argues that setting up managerialism, improving planning process, total involvement and increasing a common understanding

by organizational learning can increase the willingness for the introduction of TQM models in public organizations which is a very valuable tool for sustainable development.

Several authors have analyzed various aspects of TQM. Gouthier, Giese, and Bartl (2012), and Heras–Saizarbitoria, Casadesus, and Marimon (2011) reveal features of service quality models and initiatives for their implementation. Gamboa and Melao (2012) compare models and emphasize priorities and limitations of ISO 9001 in Portugal. Gomez, Costa and Lorente (2011), and Rusjan and Alich (2010) present the European Foundation for Quality Management Excellence Model and stress the ability and success by using it in the public sector. The problem is also relevant to Lithuanian science and is widely analyzed in different papers. Adomenas (2011) emphasizes the main aspects of TQM: economical fulfilment of the demands of common and potential customers; permanent improvement; and total participation and infrastructure. Cerniauskiene (2011) presents a comparative analysis of several models and suggests ways for the improvement of the public sector by using different models of TQM. Others present practical aspects of models (Serafinas, 2011), TQM evolution and the main impacts of their development in Lithuania (Nakrosis and Cerniute, 2010), customer behaviour (Vanagiene, 2009), and changes in the management of human resources (Zickiene and Dasevskiene, 2009).

Bagdoniene, Galbogiene and Paulaviciene (2009), Ciegis and Grunda (2007), Zink (2007), Idris and Zairi (2006), and Isaksson (2006) and some others relate TQM to sustainable development by arguing that TQM is one of the main tools for sustainability and for the sustainable future of organizations, regions and countries. But Ciegis (2007) states that the principles of sustainable development (hence TQM) in Lithuania and other transition countries started to be implemented later and slower especially on a municipal level.

Research described in this paper is innovative as it not only overviews the TQM situation in municipalities of the Klaipeda region, but also discusses reasons of unwillingness to implement TQM on a municipal level.

Methods. Literature analysis was used for emphasizing the role of TQM for sustainable development and useful methods for TQM implementation. Literature analysis also helped to emphasize aspects for the discussion of unwillingness to implement TQM. Strategies of municipalities of the Klaipeda region were analyzed to reveal the expression of the three most-used models of TQM: ISO standards, the European Foundation for Quality Management Excellence Model, and the Common

Assessment Framework. Interviews with responsible persons of the administrations of municipalities validated the results and revealed certain features.

1. Total quality management and sustainable development

Science papers analyzing total quality management define it as one of the newest managerial theories, a practical measure and a permanent improvement of processes which results in the perfect quality of products and services.

The modern world has turned to the global competition, market liberalization, and the revolution of information technology (Bagdoniene, Galbogiene and Paulaviciene, 2009 citing Sotirakou and Zeppou, 2005 and Wright and Pandey, 2010). This forces public organizations to the reforms and modernization of all functions. At the end of the 20th century, the European Organization presented a conceptual vision of European quality and forced private and public organizations to improve quality by using total quality management (TQM) as the most valuable tool.

Chatzoglou, Chatzoudes, Vraimaki and Diamantidis (2013), Bagdoniene, et al., (2009) state that the public sector usually tends to become more and more similar to the private sector. It is obvious that the public sector is in active competition with the private sector in service provision and tries to adopt useful methods, tools and measures from it. Different authors (Gouthier, Giese and Barl, 2012; Gamboa and Melao, 2012; Gomez, Costa and Lorente, 2011; Heras–Saizarbitoria, Casadesus and Marimon, 2011; Serafinas, 2011; Adomenas, 2011; Cerniauskiene, 2011, Nakrosis and Cerniute, 2010) argue that TQM is one of the most valuable tools.

Lithuania as a member of the European Union also understands the growing demand of quality management and is oriented toward the modernization of public administration and services. Thus the implementation of TQM is very relevant.

There is no one single best model of TQM. Authors compare them and emphasize benefits and limitations (Gouthier et al., 2012; Gamboae et al., 2012; Heras–Saizarbitoria et al., 2011). Literature analysis showed that three TQM models are mostly used in the public sector: 1) ISO standards, 2) the European Foundation for Quality Management Excellence Model, and 3) the Common Assessment Framework. Other quality management models (Balanced scorecard, Public Service Excellence Model, Six Sigma, etc.) are less popular.

All three of the most-used models are similar in their content and main aspects but differ in their aims (see Table 1). The models are useful for the creation of the interior environment of organizations. They

force the involvement of employees to achieve aims, manage processes, and base solutions on an analysis of data and information. The models also help improve the total value of organizational performance and collaboration.

Table 1
Aims and main aspects of TQM models

Model	ISO 9001	European Foundation for Quality Management Excellence Model	Common Assessment Framework
Aim	To increase the effectiveness of quality management	To permanently improve organization processes and performance	To estimate organization strengths and weaknesses and compare results with other organizations
Content aspects	Result and client orientation Procedural attitude Human resources involvement Interrelation	Result and client orientation Process oriented management Human resources involvement and education Collaboration and responsibility	Result and client orientation Management of process and changes Human resource management Partnership

According to Bagdoniene et al. (2009), Ciegis and Grunda (2007), Idris et al. (2006), and Zirgutiene (2005), total quality management is closely related to sustainable development. Ciegis and Grunda (2007) offer TQM as a useful measure for organizations to become sustainable. Bagdoniene et al. (2009), citing Zink (2005), name TQM as a prerequisite for organizational sustainability. On the other hand, the authors also state that sustainability impacts the evolution of TQM. Authors (Idris et al., 2006; Foster and Jonker, 2007; Isaksson, 2006) present the concept of the third generation of quality management which stresses sustainable organizations performing in harmony with their environment. The concept emphasizes systemic thinking, understanding, accountability and responsibility at the very base.

Literature analysis revealed some specific features of TQM: a) total participation of employees and individual responsibility, b) effective management, based on leadership, and c) strategic (systemic) thinking. Mosadeghard (2014) suggests that for successful TQM implementation, sufficient education and training, supportive leadership, consistent support of top management, customer focus, employee involvement, process management and the continuous

improvement of processes are of utmost importance. Regarding the above mentioned TQM aspects (see Table 1), three main principals can be formulated as essential for TQM: 1) orientation to results and clients, 2) permanent improvement and managing of processes, and 3) common responsible participation (interrelation, collaboration, partnership).

The implementation of the first principal is related to the conception of a new public management (NPM) or “managerialism”. The implementation of the second principle reflects the importance of strategic planning. The third principle emphasizes total involvement, group work, and the improvement of qualifications and skills. This principal also reflects the importance of organizational learning according to Nonaka and Takeuchi’s (1995) SECI (socialization, externalization, combination and internalization) model of knowledge creation. Therefore, every principal can be implemented by using a specific method: NPM, strategic planning and organizational learning.

The methods and activities of the implementation of these TQM principles are presented in Table 2.

Table 2
TQM principles and implementation methods

TQM principals	Implementation activities	Methods for implementation
Orientation to results and clients	Direct contacts with clients; information and data collection on clients demands	New public management or managerialism
Permanent improvement and managing of processes	Setting new aims and objectives; planning activities and monitoring results	Strategic planning
Common responsible participation	Distribution of responsibility among organization members; setting and improving group work skills	Organizational learning

New public management. Chatzoglou, Chatzoudes, Vraimaki and Diamantidis (2013), citing Agus et al., (2007), Hansen (2011) and Walker et al. (2011), state that both TQM and new public management (NPM) or “managerialism” are concepts concerning the quality of services and have been adopted by public sector organizations since the early 1990s. The main objective of NPM is the improvement of public service quality through the adoption of a customer-oriented approach (Mwita, 2000 in Chatzoglou et al., 2013). Ruzevicius (2006) and Chatzoglou et al. (2013), in their studies underline the importance of participation in service planning and provision and

suggest this as an additional dimension to NPM. Regarding Ruzevicius (2006), the improvement of organizational activities should be based on knowledge about client attitudes and expectations as client attitude and fulfilment of their demands are one of the main TQM principals. Authors (Chatzoglou et al., 2013; Lukauskiene and Ruzevicius, 2013; Raipa and Velicka, 2003; Pociute, 2002) argue that customer orientation has a strong positive impact on employee motivation and performance within the public sector. Brusati, Fedele and Ianniello (2013) argue that public sector management should be actively used in public governance for qualified innovation. Mosadeghard (2014) points at consistent top managers' support for successful TQM. Regarding Lukauskiene and Ruzevicius (2013) and Zickiene and Dasevskiene (2009), several changes concerning personal management should be made in the organization for effective TQM. According to Fryer, Antony and Ogden (2009), the quality of service has not yet been materialized in the public sector because of problems in performance management. Chatzoglou et al. (2013), citing Walker and Boyne (2006), Agus (2007), Kuhlmann et al., (2008), Perry et al., (2009), and Lapsley (2009), express a rather pessimistic view of the effectiveness of NPM in the public sector. They state that the issue remains largely under investigation and research despite the growing popularity of quality concepts in the public sector. Both policy makers and users are disappointed by the NPM concept failure.

Strategic planning. Dilber et al. (2005) and Kunst and Lemmink, (2000), cited by Mosadeghard (2014), state that a long-term plan based on total quality to ensure organizational effectiveness and efficiency would help to successfully implement TQM. TQM principles should be included into organizational goals, policies, and plans and reflected in the organization's vision and mission. Regarding Casia and Magno (2011), cited by Chatzoglou (2013), citizens should also be active participants in planning and provision.

Organizational learning. According to Burksiene (2012), Juceviciene (2007), Ciegis and Grunda (2007), Senge (2006), Raipa and Velicka (2003), Nonaka and Takeuchi (2001), organizational learning increases understanding and systemic thinking. In other words, understanding and systemic thinking can be increased by organizational learning. Organizational learning sets and improves group work (teamwork), leads to knowledge formalization, responsible participation, total understanding and changes of an organization to a more qualified and sustainable one. According to Hung et al. (2011), cited by Mosadeghard (2014), TQM significantly and positively affects

organizational learning. Continuous improvement requires a commitment to learning (Love et al., 2000, cited by Mosadeghard, 2014). Learning helps to change behaviour towards continuous quality improvement, enhance knowledge and skills, and improve teamwork, understanding and motivation. According to Pociute (2002), the delegation of power, it is very important for an increase of joint participation in quality management which is understood as total involvement. Organizational learning is a good process for the delegation of power to managers, other competent individuals, or their groups for total involvement.

The problems of TQM are relevant in the Lithuanian public sector. The implementation of TQM is still not an imperative requirement according to Lithuanian law. Public sector organizations are flexible to decide and choose among different models. The report on TQM implementation in 2012 (Kokybes vadybos metodu diegimo ..., 2012) reveals that despite TQM becoming more and more popular, many public organizations have still not accepted any of the model, and on a municipal level in particular. The increased scope of work, lack of finances, lack of motivation, and knowledge are named as the main limitations.

The problems of the increased scope of work as well as a lack of finances lead to problems in the planning and management of TQM. A deficiency of knowledge and motivation for TQM means a lack of understanding and systemic thinking.

The Lithuanian Ministry of Interior is responsible and supports the implementation of TQM models in public organizations. But Lithuanian law is rather flexible for the implementation of any TQM model.

Public organizations in Lithuania have no strictly imperative requirements for the implementation of TQM. Every organization needs to individually decide when and which model (or models) should be implemented. A lack of experience is also mentioned as one of the main reasons for the unwilling implementation in a report for TQM in 2010 (Report of monitoring of TQM..., Ministry of Interior, 2010). In agreeing with the above mentioned problems, I need to add that the problems related to management (managerialism), planning, and organizational learning also impact the unwillingness to implement models of TQM.

Municipalities in the modern public system play an active role for improving decentralization. Municipal institutions have direct contacts with local communities and provide most public services which are required to be of a very high quality. Therefore, the implementation of TQM models is very relevant and could be a very helpful tool for the improvement of public service quality in municipalities.

2. Total quality management in the municipalities of the Klaipeda region

The paper aims to reveal TQM *de facto* in municipalities of the Klaipeda region. Three TQM models: 1) ISO standards, 2) the European Foundation for Quality Management Excellence Model and 3) the Common Assessment Framework, were chosen for research. Research is also based on revealing three TQM dimensions (three methods for TQM implementation from Table 2: new public management; strategic planning and organizational learning). Research consisted of three phases.

The first phase. Municipal internet websites were analyzed first using *content* analysis in order to estimate information about TQM *per se*. Model titles (ISO 9001, ISO 9004, ISO 14001, ISO 26000; the European Foundation for Quality Management Excellence Model and the Common Assessment Framework) were used as keywords. The active position of a manager related to TQM was also checked on the organizational structures in the websites.

The second phase. Interviews with responsible specialists were made to prove and confirm data set on the first phase and to learn the reasons why models are not planned, implemented or under recent implementation. TQM is a long lasting process which must be planned in the organization, and several specialists from various departments and sections should be involved in the process. Therefore, heads or other competent representatives of sections of strategic planning, human resources, common affairs or communication were interviewed by making a presumption that they should be closely related to TQM, if any exists. In total, five heads of sections, one deputy head, and one head specialist were interviewed by phone in all seven municipalities.

The third phase. Strategies of the municipalities were analyzed on the third phase. The investigation was based on revealing data of three dimensions (methods) related to TQM from Table 2: new public management or managerialism and strategic planning and organizational learning. *Content* analysis was used to investigate strategies for searching the keywords: management, manager, ISO 9001, ISO 9004, ISO 14001, ISO 26000; the European Foundation for Quality Management Excellence Model and the Common Assessment Framework, learning, and knowledge creation/improvement.

Research results are presented below by phase.

The first phase. Municipal internet websites were analyzed to estimate information about TQM *per se*. The Klaipeda region unifies seven municipalities: Klaipeda city, Palanga city, Klaipeda district, Silute district, Kretinga district, Skuodas district and Neringa municipality. Results showed that only Klaipeda city,

Palanga city and Neringa municipality present some brief information about the earlier implemented TQM models in their websites (see Table 3). However, information about the current implementation of models was not found.

Table 3
TQM information on municipal websites

Municipality	Models	Year	Remarks
Klaipeda city	ISO 14001:2004 Common Assessment Framework	2004-2005 2009	Joint program with Neringa
Palanga city	ISO 9001:2008	2010	
Neringa municipality	ISO 14001:2004	2004-2005	Joint program with Klaipeda city
Klaipeda district, Kretinga district, Silute district, Skuodas district	Not detected		

An investigation of the position of a manager showed that such position is not legitimated in any of the seven municipalities. Regarding literature analysis and results of the first phase, I need to agree with the authors (Chatzoglou et al., 2013) that new public management or “managerialism” has not yet been fully adopted into the public sector and in Lithuanian municipalities in particular.

The second phase. An investigation of websites for revealing the current implementation of TQM models was unsuccessful. No information was detected. Later interviews with responsible persons confirmed that recently none of the seven municipalities has been implementing any TQM model. Respondents stated that municipalities have heard about some of the TQM models but they have not yet decided which would be implemented and when. Therefore, only common trends to the quality improvement are inscribed into planning documents. Most of the interviewed persons confirmed that the goal of service quality improvement is foreseen in the municipal strategy, but will be implemented in the future. Municipalities intend to apply for grants from the European Union in 2014 – 2020 and to solve the problem of finances in this way. The respondents also mentioned that the slow implementation of TQM models may be conditioned by flexibility in law. The TQM implementation is only recommended but not required by law.

The third phase. Municipal strategies were analyzed on the third phase. The note needs to be made that Skuodas municipal strategy presented in the website was valid only until 2013.

Table 4

TQM in municipal strategies

Municipality	Strategy	Strategic planning	NPM	Organizational learning
Klaipeda city	2013 – 2020	3.4.3.5 To implement principals of TQM in the administration		
Palanga city	till 2020	4.1 To implement modern methods of management		To prove systemic learning for goal achieving
Klaipeda district	2009 – 2020	1.6.1.4 To implement modern methods of management and systems		To organize specific learning for specialists and politics
Kretinga district	2014 – 2020			
Silute district	2015 – 2024	2.1.1.5 To implement one of TQM in the administration		
Skuodas district	2009-2013		1.1.3.1 Make conditions for specialists to improve managerial skills	
Neringa municipality	2014 – 2020	3.2.1.2 To implement a quality system after certification for quality management		3.1.1.1 To improve employee skills for administrating

Analysis of strategies was based on three dimensions (methods) related to TQM from Table 2. Data from management and organizational learning must be related to the implementation of TQM. Goals, aims and/or measures must prove the planning of TQM. Results of the research are presented in Table 4.

Data of goals and measures in the table (see Table 4) reveal that two out of seven municipalities of the Klaipeda region do not plan any implementation of TQM. The remaining five municipalities do not choose any concrete TQM model. The Skuodas district municipality plans one managerial measure related to NPM, but not to TQM in particular. Only three municipalities have planned organizational learning for improving skills related to TQM.

Analysis of municipal strategies confirms statements of authors about the slow implementation of TQM. It is not enough only to plan measures. Additional methods such as a management position in the organizational structure (thus strengthening managerialism) and organizational learning to increase the knowledge and understanding of TQM should be planned and implemented more actively.

Conclusions and discussion

Total quality management (TQM) in a modern world is a very useful tool not only for improving service quality in public sector organizations, but also to help turn to sustainability and sustainable

development. Unfortunately, the Lithuanian public sector (and municipalities in particular) is not willing to implement TQM. The main reasons for that are the lack of understanding of the importance of TQM and a loose legislation based not on strict requirements but on recommendation.

Research of the municipalities of the Klaipeda region revealed that the planning of TQM in strategies of the municipalities is not a sufficient method. Additional tools such as total new public management and organizational learning should be used to increase the motivation, understanding and willingness for TQM. Similar problems should probably be found in the remaining regions of Lithuania. Additional research might confirm this presumption.

Many authors emphasize the importance of new public management and new public governance for service quality in the public sector. But these managerial theories (managerialism) are hardly noticed to be known and implemented *de facto* in the Lithuanian public sector. Burksiene and Racaite (2014) argue that the quality of performance in public organizations is related to and depends on organizational learning which is still not sufficient in the Lithuanian public sector. Therefore, this paper suggests that well-managed organizational learning for TQM (thus a manager position based on managerialism as well) should be introduced and performed in every single public organization of Lithuania to achieve a real quality of service and sustainability.

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Visuotinė kokybės vadyba Klaipėdos regione

Santrauka

Šiuolaikinis pasaulis neišvengiamai keičia vystymąsi į darnų. Darnus vystymasis reikalauja naujų veiklos formų visose organizacijose. Taigi organizacijos turi rasti naujų būdų, kurie padėtų įgyvendinti tikslus ir sėkmingai konkuruoti. Ypač tai aktualu viešajam sektoriui, kuris, akivaizdu, daugelį gerosios praktikos modelių perima iš verslo sektoriaus ir taip siekia gerinti viešųjų paslaugų kokybę.

Europos Sąjunga, kurios narė yra ir Lietuvos Respublika, visus regionus įpareigoja vystytis darniai. Daugelis autorių darniam vystymuisi užtikrinti tarp kitų metodų rekomenduoja visuotinės kokybės vadybos (VKV) metodą. Kuris nors geriausias šio metodo diegimo modelis neišskiriamas. Organizacijoms palikta galimybė pačioms nuspręsti, kurį ar kuriuos modelius diegti. Literatūros analizė leidžia teigti, kad viešajame sektoriuje dažniausiai naudojami trys modeliai: ISO standartai, Europos kokybės vadybos fondo tobulumo modelis ir Bendrojo vertinimo modelis.

Lietuvos Vyriausybė viešojo valdymo programoje 2012–2020 metams ragina viešojo sektoriaus organizacijas diegti kokybės vadybos modelius paslaugų kokybei gerinti. Tačiau viešojo sektoriaus veiklos ataskaitose akcentuojama, kad Lietuvos viešasis sektorius VKV modelius diegia neaktyviai ir nenoriai. Kaip vienos iš pagrindinių priežasčių įvardijamas motyvacijos ir supratimo bei patirties stygius.

Kokybės gerinimas ypač aktualus savivaldos lygmenyje, nes savivaldybės užtikrina decentralizaciją, glaudžiau bendrauja su visuomene (vietos bendruomenėmis) ir teikia jai daug viešųjų paslaugų. Todėl šiame darbe ieškoma atsakymo į klausimą, *kokia yra VKV raiška Klaipėdos regiono savivaldybėse ir kokiais būdais galima sužadinti viešojo sektoriaus organizacijų norą diegti VKV.*

Darbe naudojama literatūros analizė, siekiant išgryninti pagrindinius visuotinės kokybės vadybos principus ir metodus, kurie leistų realiai įdiegti VKV modelius viešojo sektoriaus organizacijose. Susisteminius duomenis išgryninti trys pagrindiniai VKV principai: 1) orientacija į rezultatus ir vartotojus (piliečius), 2) nuolatinis procesų valdymas ir jų gerinimas, 3) bendras atsakingas dalyvavimas (tarpusavio sąveika, bendradarbiavimas, partnerystė). Įvairūs autoriai siūlo tokius šių principų įgyvendinimo metodus: naujoji viešoji vadyba, arba managerializmas, strateginis planavimas ir organizacinis mokymasis.

Pirmiausia atlikta savivaldybių interneto svetainių analizė. Turinio analizės būdu per paieškos laukelius ieškota trijų viešajame sektoriuje dažniausiai naudojamų VKV modelių, siekiant nustatyti, ar savivaldybės yra įdiegusios

šiuos VKV modelius ir ar diegia kuriuos nors šiuo metu. Interneto svetainių analizė taip pat naudota siekiant įvertinti, ar savivaldybių administracijų struktūroje yra su VKV susijusių vadybininkų pareigybės.

Siekiant patikrinti gautų duomenų validumą ir patikslinti prasto VKV diegimo priežastis, atlikta atsakingų specialistų, susijusių su inovacijų ir planavimo procesais savivaldybėse, apklausa telefonu.

Atlikus literatūros analizę ir išgryninus VKV diegimo metodus, analizuoti septynių Klaipėdos regiono savivaldybių (Klaipėdos m., Palangos m., Klaipėdos r., Kretingos r., Šilutės r., Skuodo r. ir Neringos) strateginiai plėtros planai, juose turinio analizės būdu ieškota šių metodų raiškos. Visi trys metodai turi būti tarpusavyje susiję. Pvz., organizacinis mokymasis arba vadybos priemonių diegimas turi būti tiesiogiai susijęs su visuotinės kokybės vadybos diegimo ar palaikymo priemonėmis.

Atliktas tyrimas leidžia teigti, kad tam tikrus VKV modelius yra įdiegusios tik trys savivaldybės (Klaipėdos m., Palangos m. ir Neringos). Šiuo metu jokio VKV modelio nediegia nė viena savivaldybė. Analizuotų savivaldybių organizacinėje struktūroje nėra su VKV susijusių vadybininkų pareigybių. Atsakingi savivaldybių specialistai girdėjo apie VKV, tačiau neturi aiškių sprendimų dėl konkrečių modelių pasirinkimo ir diegimo terminų. Dvi iš septynių savivaldybių (Kretingos ir Skuodo rajonų) savo strategijoje neplanuoja VKV diegimo. Likusių penkių savivaldybių strateginiuose dokumentuose konkretūs modeliai nėra įvardyti, suplanuotos tik VKV diegimo perspektyvos. Atsakingi specialistai paminėjo, kad VKV suplanuota įdiegti iki 2020 metų. Tai greičiausiai susiję su ES struktūrinės paramos lėšomis, kurios padėtų išspręsti VKV diegti trūkstamų lėšų problemą. Apklaustieji taip pat įvardijo, kad lėtas ir neaktyvus VKV diegimas susijęs ir su teisės aktais suteikta laisve: juose nėra griežto reikalavimo diegti VKV, tik pateikiamos rekomendacijos dėl VKV diegimo.

Taigi atlikus tyrimą galima pritarti autoriams, kad VKV viešajame sektoriuje yra diegiama neaktyviai ir nenoriai. VKV diegimo suplanavimo strategijoje nepakanka. Būtina aktyviai ir nedelsiant naudoti ir kitus straipsnyje išgrynintus metodus: managerializmą bei organizacinį mokymąsi, kurie suteiktų organizacijų nariams žinių ir supratimą apie VKV ir padėtų sužadinti organizacijų norą įdiegti ir palaikyti VKV.

Pagrindiniai žodžiai: visuotinė kokybės vadyba, viešojo administravimo kokybė, viešasis sektorius, darnus vystymasis.

The article has been reviewed.

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