

55th EOQ Congress
World Quality Congress
Budapest, Hungary - June 20-23, 2011

"Navigating Global Quality in a New Era"



June 22, 2011 (Wednesday) 55th EOQ Congress

CONCURRENT SESSIONS
KEMPINSKI HOTEL CORVINUS

Wednesday 8:30 – 12:30
Erzsébet tér 7-8, Budapest V.

SALON CORVINUS

Wednesday 8:30 – 10:30

23.1. PEOPLE INVOLVEMENT AND MOTIVATION I.

Session Chair: János Takács, Electrolux Lehel Ltd., Hungary

9.50 The Culture of Quality

Magdolna Csath, Kodolányi János University of Applied Science, Hungary

Csáth, Magdolna (Hungary)

Today she is Professor, Department Head of the Economics and Management Department at the Kodolányi János College, „Szent István” University, PhD Program. Her main subjects include TQM, Change Management, Strategic Management, Innovation Management, Intercultural Management, Competitiveness Management and Global Business Strategies. Her quality working was recognized with Szent-Györgyi Albert Award for outstanding international and national achievements in the field of higher education, received: January 22, 2008; as well as with the Science Award of County Pest in 2009. In 1991 she taught in the University of STIRLING, United Kingdom as Professor in the International Business Department; she was also Director of the Institute for Central and Eastern European Development Studies there. She also educated at the Old Dominion University and the Virginia Polytechnic Institute and State University, USA as Distinguished Professor. She has a lot of articles and other important publications related to TQM, strategic planning and competitiveness management.

55 th EOO Congress as World Quality Congress

THE CULTURE OF QUALITY

Professor Magdolna Csath
Kodolányi János University of Applied Science
Székesfehérvár

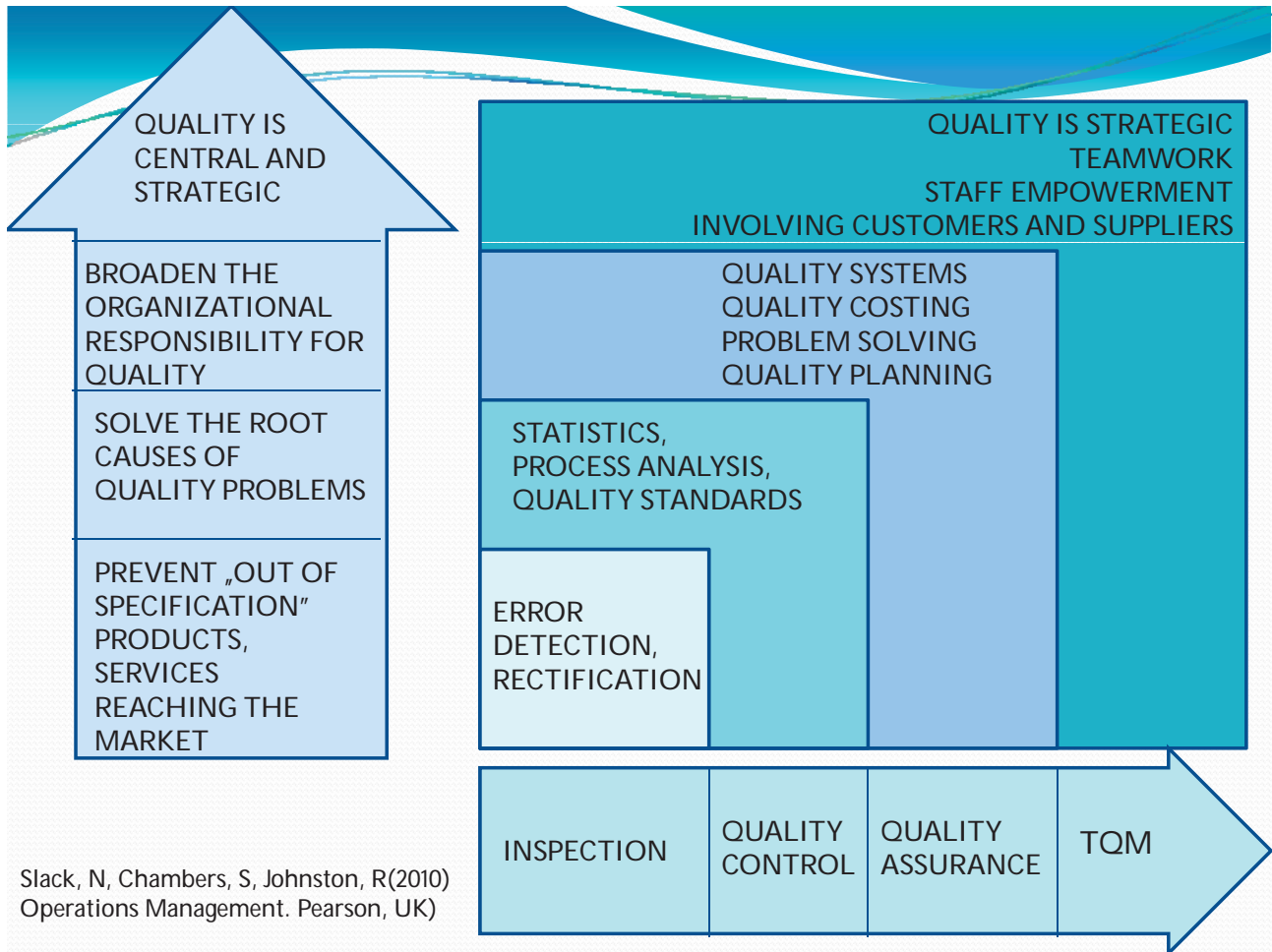


20-23 June 2011
BUDAPEST
HUNGARY



Topics


- ❖ Quality, TQM
- ❖ Quality, as business culture
- ❖ Society culture and quality culture
- ❖ Hungarian experiences




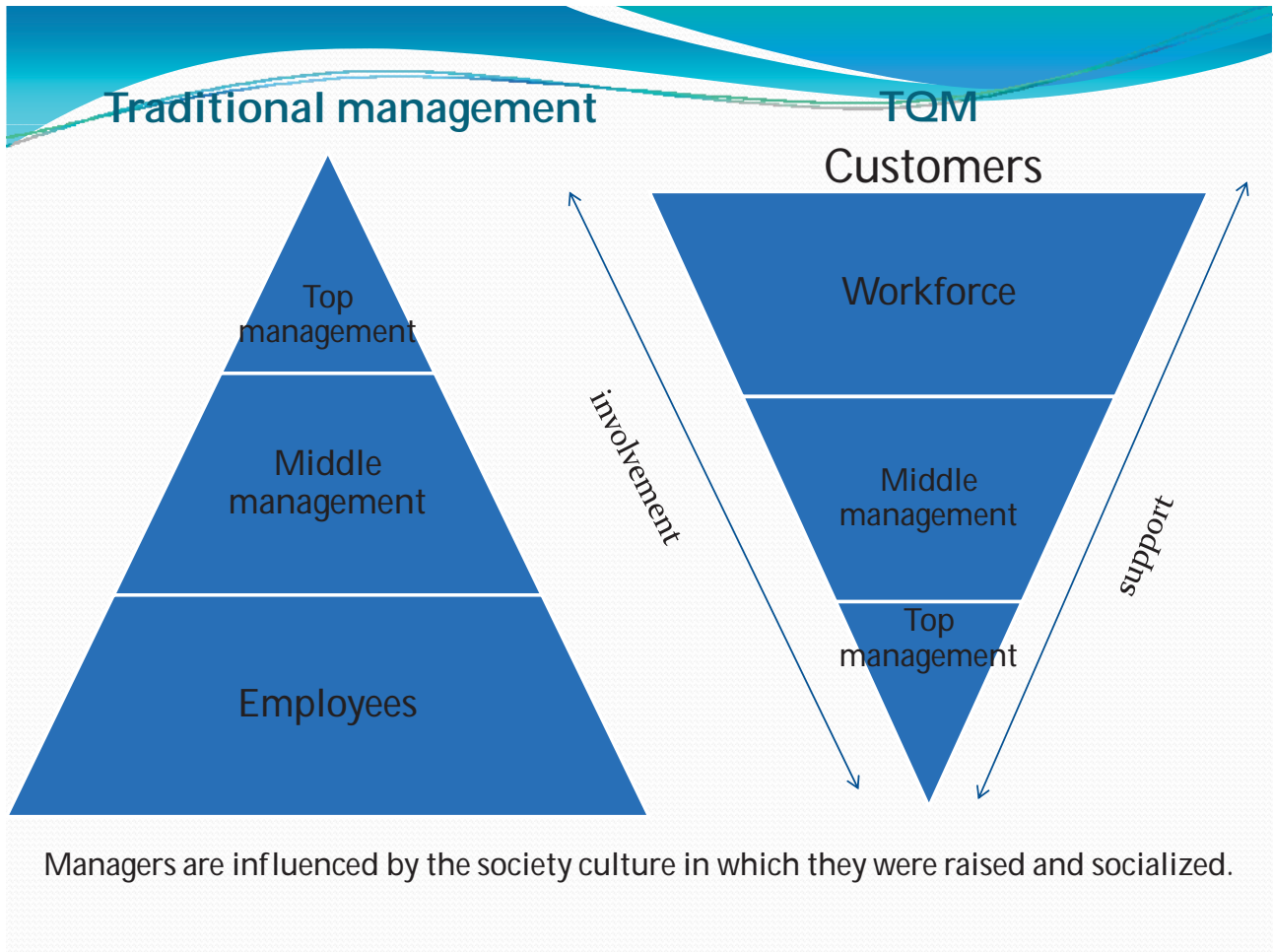
TQM means including every person in the organization

„The core of management is the art of mobilizing and pulling together the intellectual resources of all employees.“

(Matsuhito, K. 1985)

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- ❖ Motivated, happy employees → satisfied, delighted customers.
 - ❖ Unhappy employees → undermined motivation.
 - ❖ When the company cares about the employees they will care about the customers.
 - ❖ Employee loyalty.
 - ❖ Company is not the buildings, assets, employees, managers but customers & suppliers, too.
 - ❖ Customers & suppliers are also team members. Company's success is directly tied to its customers' & suppliers' welfare.
 - ❖ Teamwork – everybody in the company is both a customer & a supplier to other employees.

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- ❖ TQM is 90 percent attitudes.
 - ❖ Behaviour is related to attitudes and attitudes are influenced by culture.
 - ❖ Values in a company are established by managers.
 - ❖ Managers are role model:
 - Commitment of top management to quality is the most powerful quality – supportive force.
 - ❖ Cultural values – basic beliefs about what is right, wrong, true, correct, moral etc.
 - ❖ „Remove the barriers that rob people of pride of workmanship.” (W. Edwards Deming)



Adam Smith – architect of political economy believed:
economic life could not be divorced from culture

Fukuyama's view: low trust, high trust cultures

Low – trust cultures find it hard to develop and apply
professional management methods which need honest
and strong cooperation to succeed.

The Farmer – Richman cultural model



Hofstede's dimensions:

- ❖ Individualism, collectivism
- ❖ Power distance (hierarchy, inequality in society)
- ❖ Uncertainty avoidance (tolerating ambiguity)
- ❖ Masculinity, femininity (performance, quality of life)
- ❖ Short term orientation, long term orientation

Good for TQM:

- ❖ medium individualism
- ❖ small power distance
- ❖ weak uncertainty avoidance
- ❖ medium masculinity (productivity – quality)
- ❖ longer term orientation

Trompenaars' dimensions

- ❖ Universalism – Particularism
- ❖ Performance (Achievement) - Ascription
- ❖ Individualism – Collectivism
- ❖ Low context – High context
- ❖ Specific – Diffuse
- ❖ Affective – Neutral
- ❖ Sequential – Synchronic

Good for TQM:

- ❖ universalism
- ❖ performance (achievement)
- ❖ medium individualism
- ❖ medium diffuse
- ❖ medium affective
- ❖ more sequential (order)

Why TQM is not a general managerial practice in Hungary?

Hungary

- ❖ Strong individualism
- ❖ Large power distance
- ❖ Strong uncertainty avoidance
- ❖ Strong masculinity
- ❖ Short term orientation
- ❖ Particularism
- ❖ Ascription culture + poor social cohesion (low trust)

Hierarchies, authority, „the boss knows everything“, why to „rock the boat“, poor cooperation and teamwork, win-lose situations.



These are cultural features which do not support the introduction and practice of TQM

TQM environment – good for everybody (including all stakeholders)

MASLOW HIERARCHY: Self – fulfilment → realising one's full potential

Hungary is the „least happy and satisfied country“ (OECD latest report)



„LEADERSHIP IS NOT SOMETHING YOU DO TO PEOPLE, BUT SOMETHING YOU DO **WITH** PEOPLE“

(K. Blanchard, 1986)



THANK YOU FOR YOUR
ATTENTION!