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*"Navigating Global Quality in a New Era"*



**June 22, 2011 (Wednesday) 55th EOQ Congress**

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**CONCURRENT SESSIONS**  
**KEMPINSKI HOTEL CORVINUS**

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

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**SALON CORVINUS**

**Wednesday 11:00 – 12:30**

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## **23.2. PEOPLE INVOLVEMENT AND MOTIVATION II.**

**Session Chair:** *Jose C. Gatchalian, Quality Partners Company Ltd, Philippines*

**11.40 The Quality of the Human Resources – New Aspects of Quality in the 21st Century**  
*György Szügyi, Euromenedzser Consulting and Education Center, Hungary*

**Szügyi, György (Hungary)**

He is President and CEO at the Euromanager Consulting and Education Centre (Szeged, Hungary). Earlier he was expert and adviser there. In 2006 he became a financial auditor. In 1992 he was awarded the qualification „Creativity in Design” at the University of Wisconsin-Madison, USA. He is an engineer, teacher, economist, training and coaching expert, but he has several degrees from Universities in Europe and the United States as well. His personal experience is that the race conditions getting harder, but can be successfully handled with the smallest loss by executive coaching.

Since 2008 he is the Member of the European Parliament of Enterprises. Since 2010 he is the Member of the Hungarian Higher Educational Accreditation Committee, the President of the Middle and East European Recreational Company.

# **The quality of the human resource**

(New aspects of quality in the 21<sup>st</sup> Century)

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## **1. Summary**

The **idea of quality** derives from the beginning of the 1950's, when **quality control** and the **quality of the product** and the **statistical techniques** were in the focus. Those times were useful to understand the importance of **standardized processes** and **standard parameters** of the products.

Later (with the help of marketing specialists) the idea was developed into the next level, where **the importance of customer needs and the satisfaction of those needs were discovered**. While in the early 1950's in Japan quality focused on the human factor that produces quality later, till the 1980's the importance of the human resource of the company became higher, mainly the **quality management systems were in the focus of the quality auditing practice**.

Nowadays the picture is sharpening and **the human factor is strengthening its role** in the game, that is called **quality**.

The **concept of human resource** in that was always in the "list" when the most important factors were mentioned, but we, till now have not spoken of it as the **main element** and we have not discovered its **complexity**.

After 25 years of experiences in management consultancy, we have discovered the importance of **effectiveness** and **efficiency** of the **human resource** and how these two factors can lead to a **quality-based effort** and **successful results**.

Moreover, over the **personal success**, how the teams and the whole organization can achieve those goals that were set by them, while the human resources are **motivated, creative with high self-esteem** and **self-actualization**. These are important because of the **rapid changes** in the market and other parts of the environment, and the **stresses** that **are created** by these **turbulences**. That has lead to the discovery, how the **quality-life of the human resources are interdependent to the quality of the organizations**.

**Personal quality** in that requires the **life-long personal development, open attitude to understand small signs in and out of teams and organizations.**

For those the necessary basis are **self-knowledge** and the **talent-development**, where the results are coming so soon, as the **competitors remain back at the competition.** While the **personal power are highly developed** and the everyday job became a **big and loved game**, where the quality for the customer comes from the good cooperation and coordination of **personal quality, the quality- of the team-works, the quality of the whole organization** and these bring the customers and the human resources of the organization to **the quality of life.**

The management of quality could fulfill its role in the 21<sup>st</sup> Century, if supports the management of organizations **to find the useful motivation factors for human resources.** This way the human resources work creatively, and self-actualizing way, so **they create** and the organization is **really for their customers.** That is a way, how **the management of quality can do for the quality of management.**

## **2. The most important element of resources**

The performance of a group or a whole organization depends on not only the personal achievements, but on why, how they are harmonized to each others. That gives an externally big emphases to the goals of the organizations (let's call them corporate objectives), and the hierarchy of these goals.

Corporate objectives must define what the organization (as a whole) wants to achieve. They are expressed mostly in financial terms and figures.

These objectives "suggest" strategies (the ways and means, how the goals can be achieved) and gives the concept, how and what kind of "lower" goals must be achieved by the people and groups of people.

The basics of these, that the corporate objectives must realistic, but achievable too, so the top-management is responsible for the wise decisions of corporate objectives.

So, this is a "wisdom-rely on" game, where the top-management must be wise (what the people in the organization can do), and the colleagues (wherever on the hierarchy) must let the necessary effect of corporate goals to their daily decisions. This way the everyday job can be efficiently planed and fulfilled from the broad objectives to the specific sub objective.

Goals are important to the human resources as well, because the goals can give the pull-up-motivation, as they must be together with the positive expectancy from the colleagues (especially the boss, but other colleagues as well) that can be called push-up motivation.

This gives the opportunity to enjoy the strength of coordinated actions by goals.

Till now we could say, that is the way, how “Management by Objectives” is working. Not really, because we completed by the “positive expectation” daily routine, as the other side of motivation, we called push-up motivation.

Let’s see the expression of “quality of the human resource”!

According to our concept there are 2 elements of this, namely

- how and why our colleagues will agree and associate with the corporate goals and their sub objectives?
- how could we manage an adequate reward system?

These all two elements belong to the communication aspect of a corporate culture. Let’s see them more closely!

The motivator and de-motivator forces are effecting always in the same time for all of the human resource. (1. diagram)

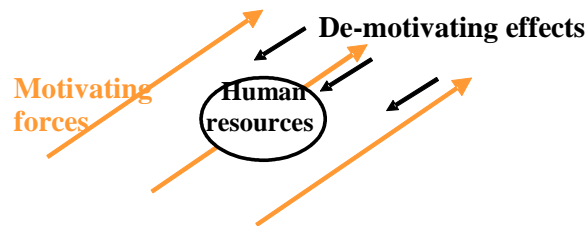
Motivator forces:

- Positive expectances
- Precise and together set goes
- Rewording results
- Rewording levels, etc.

De-motivator forces:

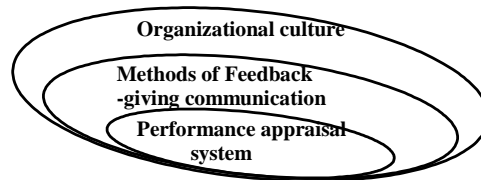
- Inconsequent expectances
- Negative expectances
- Expectances that are unknown
- Not supportive results, etc.

1. diagram



The effective and efficient efforts are produced when well established performance appraisal system is working. It is based on well established goal setting process, and an adequate feedback communication in the corporate culture. (2. diagram)

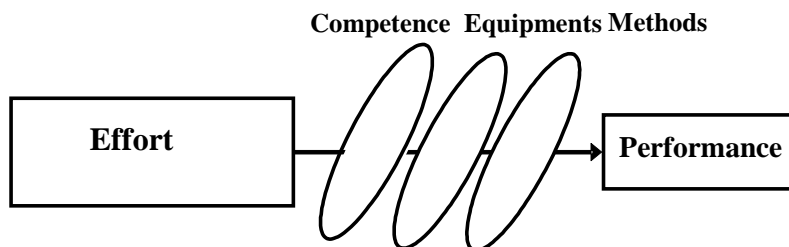
2. diagram



The performance is present, when highly motivated efforts are together with the right human competence, the ways and means. These three factors independently are not enough, so harmonizing them is some of the most important tasks for the management of company.

The competence level of the human resource seems the hardest and most complicated factor. In many times the human resource uses that kind of ways and means that are much sophisticated then 5-10 years before. (3. diagram)

3. diagram



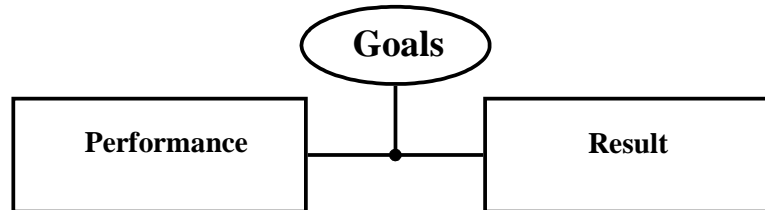
The appearance of the results. If we are much more precise system can be developed into the directions of result appraisal system.

That topic is important, because in many situation customer and inner customer needs not only the performance that the company achieving for them, but they pay just for results. But what is the difference between the performance and results?

The important difference is:

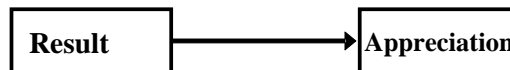
The result is only the part of a performance that shows into the directions of the goal. In certain situations can happen, that with a big performance we can't produce any results. (4. diagram)

4. diagram



Let's see the rewording system! That system is completing the expectations-efforts-performances-results-rewording process. In many situation the very best way to support the result oriented efforts, so if as soon as possible give the reword. The reword can be even negative topic as well, when it is rewording result that is the agreed indicators (under the line). (5. diagram)

5. diagram



### **3. Agreed and associated of the corporate goals and/or sub objectives of the human resources.**

As it is written, we have found big differences between the agreed and associated status. According to our model, the logical brain-side works by logical thinking, we should handle this process by logical-reasons.

As the emotional brain-side works by emotional way, we should handle this side by emotional-means and/or ways.

## **4. Results and consequences of a quantitative survey (Lifestyle and Quality of Life of Entrepreneurs and Managers in South-Hungary)**

### **4.1 The main figures**

There is a big challenge for entrepreneurs and managers because of the tremendous changes and speed up of the rhythm of life, nowadays. The above mentioned reasons are enough them to analyze and evaluate the daily routines of their life-style, namely working-, eating habits, sport, recreation techniques. In cooperation with the target group: 90 pieces of questionnaires have been fulfilled, among which 79 pieces were fully assessed. The research showed: 37% female, 63% male, 23% of the city, 67% of married, higher college 28%, 77% of the declared knowledge of the concept of recreation, 1-30 hours per week of free time 86% of the respondents, 54% of the hobby for sports, 81% “affect the quality of staff by stress”.

### **4.2 Management point of views about the question: how work-style and after work-style Competiting each-others into life-style**

In the beginning of 21th Century, many changes has occurred, because of the serious challenge to the permanent market competition, as well for entrepreneurs, executives, managers. They have developed for the typical managerial challenges of life situations, sometimes successfully, sometimes less successful responses.

This is a very compelling argument in daily routines and lifestyles, including work and rest periods, eating habits, sports and recreation in the practice of techniques to access, analyze, their ongoing development.

Basic information:

- The procedure called Workplace Health not only seeks to uncover and eliminate dangers to the workers' health and thus prevent the deterioration of health, namely the development of disease. Besides it is trying the employees to make themselves as active participants in shaping their state of health. To do so would provide more opportunity, based on the ever-changing needs and professional background (Fritz, 2006).
- Health and energy are together the second elements of success. As the peacefulness is the natural status of the spirit, the health and energy are natural status of the human body (Tracy, 1999).

- The lifestyle is a general and complex sociological category, which is the inseparable unity of material and spiritual half. The lifestyle is a special unity of the usual forms of these actions (Fritz, 2006).
- Various factors are impacting with different power and order to the elements of lifestyle activities. Most common there are multiple groups of factors are facing each other impairing or enhancing each other's effect (Fritz, 2006).
- For the objective to know human being in working and to see those factors, that in a working situation where the people cross-effect each other's behavior we have to study those basic principles that are essential of the human nature (Mason, 1964).
- The universal culture involves the culture of health. Health education, primarily through the establishment of health consciousness of people of good governance aimed at lifestyle: how to adapt to the changed environment, how to achieve physical, spiritual and emotional balance, knowing his or her health and hygiene of the environment, the modern way of eating, the usefulness of the exercises to the body. Knowing more on the essence of the harmony of the work and rest, the harmful effects of smoking, alcohols, malnutrition, disease prevention, the hygiene of sexual life, the role of active relaxation, the appropriate dressing and all the factors that can help to consolidate and ensure achieve a healthy lifestyle (Szatmari, 2009).
- You often hear people complaining about their jobs, as the source of anxiety or disturbing factor of their spiritual balance. These "mental troubles" may lead to serious physical symptoms. In this process, the executive is taking high risk, and with his behavior he can do the most to the psychological health of others. Moreover he can be blamed for the development of psychosomatic disorders in a workplace (Klein, 2004).
- "The term "human physiology" is used here in its broadest meaning and includes the mind, intellect, and ego-the sense of self" (Nader, 1995, 13. p.).
- "If I am able to create certain types of connection the other side will discover his/her inner capability to develop himself/herself using disconnections: his personality will develop" (Rogers, 2003, 65. p.).

Getting insights about the entrepreneurs, executives and managers health conception. We would like to know the importance of recreation, with the perspective of entrepreneurs, executives and managers.



### **4.3 Method**

The students of the University of Szeged (Recreation Organizer) and Euromenedzser Consulting and Education Centre conducted a where they concentrated on stress management, of entrepreneurs and managers and their way of thinking in recreation activities.

We used standardized questionnaire for the survey to discover the stress situations of entrepreneurs and managers by their answers. We got different solutions they are using (eating, leisure-time, sports, smoking and drinking practices) and related to their health protection. In all of this had helped the students of Szeged, the staff of Euromenedzser Consulting and Education Centre, as well as the University of Szeged, Faculty of Science and IT staff as well.

During the research first we wanted to detect the stressful-situations, than the problems that occurs because of them. So, the questionnaire was set up by these intentions and there data were intended to gather. The analyses and the consequences was did by using excel table and software of SPSS and mathematical statistical methods. In the questionnaire we used nominal levels, and Likert scale from 1 to 5. In questionnaire was fulfilled unnamed.

### **4.4 What does it mean working hard and recreate hard**

The result-oriented and turbulent world of 21<sup>st</sup> Century forces us such a lifestyle where we do 60-70 working hours per weeks, while we should have physiological and psychological refreshment, as well.

We all not only see this pressure, but we feel on us, too. That is why we should not only scientifically define the “recreation” as a process, but we should work on finding synergic ways and means to handle it.

We concentrate on our effectiveness and efficiency during our working hours, so we have to find the effective and efficient ways, how our body and mind can have their “refreshment”.

In a company-culture are we have to find and valuable fellowship and community, so their uniqueness of cultures will form such a synergic unity that are able to form peoples approach on their lifestyle and recreation, as well.

This way we could form our society from our sand richness (in money) into the better quality of life, while the human life gets back its true nature in our times, too.

The only warranty for the success is the enthusiastic job that can be made by the new followers and supporters of the “quality of life” idea from the bottom of their hart – so many thanks for all of them!

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