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QUALITY MANAGEMENT IN PUBLIC ADMINISTRATION. LEGAL AND ADMINISTRATIVE REGULATIONS AND EFFECTIVE PROCESS MANAGEMENT

ZARZĄDZANIE JAKOŚCIĄ W ADMINISTRACJI PUBLICZNEJ. REGULACJE PRAWNE I ADMINISTRACYJNE A EFEKTYWNE ZARZĄDZANIE PROCESAMI

Summary

A quality-based public organisation creates its own quality culture, which determines the value-giving activities and processes and the behaviour and attitudes of their participants. This culture is created by the commitment of top management through its contribution to promoting a quality approach. An organisation that adheres to the principles of quality management standards is committed to identifying the processes within the quality management system, together with their sequence and interdependencies (process approach). By locating the necessary resources in the processes, it is possible to manage them in such a way as to deliver value and achieve results for the relevant stakeholders (customer orientation, relationship management). At the same time, the systems approach provides an opportunity for top management (leadership) to optimise them in the short and long term as a consequence of decisions taken. The aim is to continuously implement the measures necessary to achieve the set results and continuous improvement (enhancement). The quality management system provides the opportunity to apply the organisation's natural approach to effective and efficient management by defining monitoring methods and ways of evaluating them (fact-based decision-making). Also, in order to manage effectively and efficiently, it is non-negligible to involve employees at all levels. As participants in the processes defined in the sys-tem, they contribute directly to the results achieved (people involvement).

Streszczenie

Organizacja publiczna oparta na jakości tworzy własną kulturę jakości, która determinuje działania i procesy dające wartość oraz zachowania i postawy ich uczestników. Kulturę tę tworzy zaangażowanie najwyższego kierownictwa poprzez swój wkład w promowanie podejścia opartego na jakości. Przestrzegająca zasad norm zarządzania jakością organizacja jest zobowiązana do identyfikacji występujących w systemie zarządzania jakością procesów wraz z określeniem ich sekwencji oraz współzależności (podejście procesowe). Dzięki ulokowaniu w procesach potrzebnych zasobów możliwe jest takie zarządzanie nimi, aby dostarczyć wartość i osiągnąć wyniki dla istotnych stron zainteresowanych (orientacja na klienta, zarządzanie relacjami). Jednocześnie podejście systemowe daje możliwość najwyższemu kierownictwu (przywództwo) na ich optymalizację w perspektywie krótko – i długookresowej jako konsekwencja podejmowanych decyzji. Ma to na celu stałe wdrażanie działań koniecznych do uzyskania założonych rezultatów oraz ciągłe doskonalenie. System zarządzania jakością daje możliwość zastosowania naturalnego dla organizacji podejścia do skutecznego i efektywnego zarządzania poprzez określenie metod

nadzorowania i sposobów ich oceny (podejmowanie decyzji na podstawie faktów). Także w celu skutecznego i efektywnego zarządzania niezwykle ważne jest, żeby angażować pracowników na wszystkich poziomach. Jako uczestnicy zdefiniowanych w systemie procesów przyczyniają się oni bezpośrednio do osiąganych wyników (zaangażowanie ludzi).

Keywords: *Public administration, legal norms, administrative procedures, Code of Administrative Procedure, quality management, process management, New Public Management, efficiency, rationality, public organisation*

Słowa kluczowe: *administracja publiczna, normy prawne, procedury administracyjne, Kodeks Postępowania Administracyjnego, zarządzanie jakością, zarządzanie procesowe, New Public Managmenmet, efektywność, racjonalność, organizacja publiczna*

Introduction

A public administration body is „a person (or a group of people in the case of a collegiate body) located in the organisational structure of the state or local government, established to implement the norms of administrative law, in the manner and with the effects proper to that law, and acting within the limits of the competences conferred on it by the law. An authority exists from the time it is established, whereas from the time an office is established (e.g. the office of the head of a district authority, the office of a minister) until the head of a district authority is elected or a minister is appointed, one can only speak of the office of an authority in the sense of the set of competences associated with it. At the legal level, the designations of authorities, e.g. voivode, minister, president, local government appeals board, are linked to the office, understood as a set of specific tasks and competences assigned to it by law, and not to a person or individuals. Individuals actually perform the tasks and competencies of the public administration body, but ascribed not to them, but to that body as a certain legal and organisational construct, regardless of its personnel. Obviously, the understanding of the body as a person(s) confirms the concept of public administration as an administrative organisation, but abstracts from the legal way of defining the scope of the body's activities and the legal regulations concerning the staffing of the office (position or function.

Research methodology

The research methods used in the legal sciences are related to their problematics and the functions performed. In the literature of legal theory, it is indicated that within the legal sciences we distinguish dogmatic, socio-technical and theoretical problematics. Dogmatic problematic concerns about the identification of legal norms belonging to a given system of law. Sociotechnical problematics in the legal sciences is related to the impact of law making and the corresponding application of the law on certain social effects. The theoretical problematics of legal science concerns the formulation of claims about the applicable law. From this scope arises the methodological problematics of legal science, dealing with the description of methods, ways of solving particular problems or formulating directives on how to solve these problems.

The concept of quality as a process

The concept of quality can be defined in different ways, depending on the perspective of the person formulating the definitions. This is because the concept acquires different meanings in different contexts. In addition to the philosophical aspect, it can be considered in sociological terms (as the attitude of users to certain quality characteristics), humanistic terms (as the shaping of living and working conditions conducive to the growth of a society's cultural level), technical terms (as the preference for certain characteristics to be given to products in order to meet users' expectations) and economic terms. (Olejnik, Wieczorek, 1982;Resko, Wołowiec, Żukowski, 2010). Quality as defined by the American Society for Quality Control is the total characteristics of a product or service that determine its ability to satisfy an identified or potential need (Johnson, Winchell 1989). We can define quality as the state of mind of all participants involved in maintaining an adequate level of quality, which is one of the most important factors in the battle for the market in all economic sectors worldwide.When analysing the various descriptions of quality, it is worth noting the marketing definition, which places the customer at the centre of attention, who is even an essential link for any organisation. Nowadays, the constant improvement

of the quality of the products and services offered has become a top priority in business management. Most customers no longer accept products or services of mediocre quality, so today's companies must embrace a strategy such as total quality management (TQM) if they want to stay in the competitive race.

The modern concept of Total Quality Management (TQM) began to take shape at the beginning of the 20th century as a result of the technological, economic, social and cultural changes taking place in Europe, the so-called Industrial Revolution, whose origins go back as far as the 18th century. The increase in production capacity through the application of new manufacturing technologies and the expansion of markets initiated changes in the perception of quality. The period of trans-formation over the 19th and 20th centuries saw the transition through four phases of development: quality inspection, statistical quality control, quality assurance and quality management. (Garvin, 1984).

The introduction of mass production ‚forced' companies to decree responsibilities for assessing the quality of manufactured items from plant owners to the quality inspector positions that were created during this period. This period is considered the first phase of the development of TQM. Supervising quality and inspecting each product entailed a large expense for this stage of production, as well as the problem of not being able to detect all defects, especially hidden ones. In order to reduce the expense of inspection and increase its effectiveness, the focus began to shift to evaluating the work performed by workers or operators. This resulted in the introduction of a written formulation of product requirements through the creation of instructions and drawings, as well as the implementation of quality measurements and workmanship standards. Here, a key role was played by a figure such as Walter A. Shewhart, who created the *Control Chart* in 1924. The third stage, quality assurance, includes inspection and quality control, which is very successful in improving production processes (now also service and administrative processes) to provide adequate assurance that products and services meet customer needs (Wołowiec, Szybowski, Bogacki, 2019). The development phase of quality assurance includes the implementation of, among other things, a quality policy, a quality manual, quality cost analysis, a system audit or process control to change activities that detect poor quality into preventive ones. The final fourth stage, total quality management, is a concept whereby a structured management system of an enterprise sets itself the goal

of achieving the best possible results. In characterising TQM, the European Foundation for Quality Management has identified the following elements: leadership, policy and strategy, human resource management, operations, customer satisfaction, employee satisfaction, impact on society (Barra, 1983).

Observing the growing importance of quality in subsequent years, the first quality management standards began to be developed in some countries. Established in 1947, the International Organisation for Standardisation, now comprising 162 countries and tasked with setting standards. In 1986, ISO 8402, the first of the ISO 9000 family, was published, followed a year later by three other standards: ISO 9001, ISO 9002 and ISO 9003. ISO 9000 actually owes its origins to the United States, since it was there in the late 1950s and early 1960s that the first standards dealing with quality aspects were developed and used in the military sector. In the 1970s, standards of a cross-industry nature were developed in other countries such as the United Kingdom and Canada. However, in 1977, the German standards institute DIN applied to ISO for uniform national standards. In 1980, the ISO Technical Committee on Quality Management and Quality Assurance was set up, and the aforementioned ISO 8402 standard containing terminology was created, followed by the first drafts of the ISO 9000 series. Initially, the ISO 9000 series was used in the aerospace industry, as well as in the military and nuclear power plants. Over time, it was realised that it was also applicable to companies with other profiles, initially implemented by companies associated with the arms and nuclear industries. However, the application of the standard in these areas was associated with additional control costs due to the specific nature of the industry, which excluded the production of defective products, and product inspection often involved interference with the product, with the only reliable quality verification being destructive tests (Wawak, 2011). The effectiveness of inspections was slightly improved by also using statistical methods, but it was not until the publication of the ISO 9000 series of standards that a progressive change in the approach to product quality was possible. Through the application of the standard, the approach to all suppliers has become more universal and contractor cooperation easier. There was an increased flow of information and documentation, and greater compatibility of systems. Quality activities started to be treated as a natural thing within the company, and all stakeholders, whether they were in the company structure, suppliers or customers, were involved in supporting quality processes.

Methods and tools for quality management

In order to carry out the tasks and achieve the objectives set by the enterprise, for example: in the quality policy, it is necessary to have a stock of measures allowing the quality of the product or service to be shaped at all stages in its life cycle. Assuming a division of quality management instruments into: quality management principles, quality management methods and quality management tools, we can define them as follows. Quality Management Principles (QMR) – are intended to assist management in the quality management process, and are long-term in nature, as they define the direction of pro-quality activities and the perception of quality-related aspects by the enterprise and its employees. These include, for example (Wołowiec, Bogacki, 2021):

- The Deming Principles – comprising a set of 14 principles of quality management, which refer, among other things, to the systematic and persistent pursuit of product and service improvement, the constant identification of risks and sources of problems, investment in the improvement of qualifications by employees, or the breaking down of barriers between individual departments so that the planning, production and sales departments form a single team oriented towards quality improvement.
- The principle of continuous process improvement (Kaizen) – we can identify as an extended fifth Deming principle: *Constantly look for potential sources of problems*. According to the principle, one should proceed in such a way as to eliminate disturbances arising during the production process. Each process indicates two types of deviations : natural – which are difficult to eliminate because they are intrinsic to the process and special – i.e. occurring periodically, easily identifiable and possible to eliminate with basic measures. The principle of continuous improvement is related to the so-called Deming Wheel, also known as the PDCA cycle, according to which the basis for the implementation of the continuous improvement principle is the development of an action plan, its implementation, followed by verification of the results and introduction into the process if the results are satisfactory (Burzyński, Wołowiec, 2008). The zero defect principle – meaning

defect-free production, not allowing defects to arise. The principle was constructed for the US defence and space industries.

The concept was based on the four foundations of quality management: quality is defined as conformance to specifications, not as a good product and quality is achieved by prevention, not by evaluation; guality standard means the absence of defects and quality is measured by the cost of non-conformity to specification, not by indicators (Wawak, 2011). The principle of teamwork – referring to the increasing involvement of employees in the achievement of company goals, not focused solely within their own position or department, but extending beyond the immediate environment. The principle results from the definition of ever-increasing quality requirements, the greater complexity of production processes and the increasing flexibility of production. Quality management methods – have a medium-term impact, are related to the way in which quality management tasks are carried out, and are based on generally accepted patterns. They are divided into design for Quality methods, examples of which include QFD method – Quality Function Deployment, which means quality function matching, also called quality house in the literature, being an extended version of the board diagram, it is particularly useful in the quality improvement process at the product design stage. The method serves to identify market requirements and translate them into conditions that the company must meet in order to fulfil them. The method was created as a result of defining the factor indicating the success of a product, i.e. the acceptance of the product by the market and the consumer. Despite the correct design of a product, it may not be accepted by the market. The scope of application of this method is very wide: in the preparation, design and production start-up of new products in industries as diverse as shipbuilding or construction, mechanical engineering; in the preparation of new services: in banks and health care and in the development of new computer systems in terms of hardware and software (Hamrol, Mantura, 2006). The basic tool of the QFD method is a diagram whose matrix resembles a house, containing specially defined boxes, the number of which depends on the complexity and nature of the task and the expected objective.

FMEA – Failure Cause and Effect Analysis, allows working on the basis of a vision encapsulated in the *Zero Defects* principle. This method primarily aims to permanently eliminate product weaknesses, both at the manufacturing and planning stages, by identifying them, finding their source and using appropriate preventive tools. The second aim of the method is to use the knowledge and experience already gained from analyses already carried out to avoid both identified and potential defects in new products. The method is also in line with the principle of *continuous improvement*, as it involves the continuous analysis of the product, processing of the results and incorporation of improvements and new solutions to effectively eliminate defects and thus continuously improve the product, which is compatible with the cycle of activities described as the *Deming Circle*. Methods of control e.g. 100% control – a method used to verify the quality of all manufactured units, unfortunately costly and time-consuming, not at all successful in series production, should only be used in the manufacture of unit products or in small series.

Statistical acceptance control (SAC) – the opposite of 100% control, this is a method used primarily in batch production when the number of units to be inspected is so large that it becomes impossible, therefore conclusions are drawn for the entire batch on the basis of a random sample analysis. SKO offers the possibility of detecting non-conforming units, but does not make it possible to predict their occurrence and take specific corrective action. Here, we determine whether the percentage of defective products detected is still acceptable for acceptance and can be passed on to further stages, whether the batch should be classified as lower quality products, or whether a 100% Control needs to be carried out.

Statistical Process Control (SPC) – is a process-oriented method and has the character of active control, as its results are not used to assess products in terms of compliance with requirements, but to recognise whether the process is affected by factors that interfere with it, as opposed to SKO, which even assumes the presence of nonconforming products in production or supply, which contradicts the principles of *continuous improvement* and *zero defects*.

Diagnosis of the quality management system in public administration and directions for improvement

Diagnosis of the quality management model in government administration Intellectual capital as a determinant of the implementation of quality policy in government offices Characteristics of quality management issues in the context of management in public administration. The starting point for determining the required improvements in the functioning of government administration is its diagnosis, i.e. the identification of potential (strengths), limitations and problems (weaknesses) as well as opportunities and threats. The overarching goal of the quality management dissemination process is to achieve an effect in the form of a change in the management model of government administration offices. Therefore, it is worth looking at what management model currently dominates in the environment of the Polish administration and in the administration itself. At present, there are no comprehensive studies and analyses enabling a diagnosis and condition of the state of Polish administration management (Wołowiec, Szybowski, Propokopowicz, 2019).

Firstly, there is no single model of administration in Europe today, but a multitude of complementary concepts, and the debate about patterns of state governance is ongoing. Secondly, it is also not possible to take the easy route of bypassing certain stages of implementation and benefiting from the experience of others without repeating their mistakes. Such a path requires extraordinary programmatic mobilisation, responsible leadership and excellent political agility, which together will make it possible to recognise which stages to bypass. Despite many developments, reforms based on different concepts and paradigms, no single dominant model of public administration management can be identified. Using available knowledge, it is possible to identify three models present, albeit to varying degrees, in each of the modern administrations. These are: the classic Weberian administration model; the New Public Administartion (NPM) model of managerial management the New Public Governance (NPG) model of participatory public management. From the point of view of the direction in which the process of improving quality management systems should take, it is important to identify the key fields of

these models. The application of quality management systems and models should support the development of the Polish administration's capabilities in these fields. And this is regardless of which model turns out to be dominant. These fields are: measurement of the results of administration activities and orientation towards management by results; application of solutions of the so-called performance budget and evaluation processes; development of the sphere called knowledge management and learning processes (*learning organisation*); development of managerial skills, especially those enabling a managerial approach to the implemented tasks, as well as those shaping and strengthening the characteristics of leaders (ability to animate the activities of teams, conducting open dialogue, motivating for change).

The quality management system based on the requirements of the ISO 9001 standard and the CAF model becomes, in this perspective, a significant tool supporting the desired directions of administration development. The requirements of the ISO standard and the criteria of the CAF model, which emphasise the need for constant measurement of the organisation's achievements, modern leadership and the shaping of processes for obtaining and managing information about the environment, are thus an appropriate tool for the planned changes. Today, public administration has significant potential to make a qualitative change in the way it operates. Processes such as the Regulatory Impact Assessment, internal audit mechanisms in public sector units, developing processes of public policy evaluation, the task-oriented budgeting mechanism or the well-recognised deficits that exist in the area of so-called good governance are only the main initiatives providing an impetus for change. Various studies and analyses indicate the disjointed nature of these initiatives.

When diagnosing the state of quality management in the Polish administration, one comes to the conclusion that there is a significant potential in the form of organisations and human teams that have undertaken various types of quality management initiatives. Similarly to the above-mentioned initiatives, this phenomenon also functions as a separate, unrelated activity for the modernisation of administration. The phenomenon of using quality management systems and models is not marginal. It is known that this phenomenon is not common enough to be able to say about this process that it is omnipresent in the practice of administration. It is about both the number of organisations

that apply these solutions and the state of awareness in this regard that can be observed among civil servants. However, the results still do not give a complete picture of the state of quality management in administration (no information on all organisations). The quality management standard, based on the requirements of the international standard ISO 9001, the latest edition of which was developed in 2008, is the most recognisable and universal tool for building a quality management system in an organisation. International management standards are constantly being revised and updated in order to keep them in sync with the latest trends associated with the spread of the process approach and the drive for continuous improvement in management (Bednarek, 2002).

Standardisation is first and foremost the art of simplification, the result of a conscious effort by society to reduce the number of solutions. It not only leads to simplicity of solutions, but also aims to prevent unnecessary complexity. The mere publication of a standard has little value if the standard is not implemented. The popularity and widespread use of the standard is a source of both strength and.

The popularity and widespread use of the standard is both a strength and a source of risk for management systems under construction. The universality of the standard means that it is not difficult to find a specialist to support an organisation in building a quality management system. An important aspect of quality systems based on the requirements of ISO 9001 is their certification by independent bodies – certification bodies supervised by accreditation bodies. There are also entities on the market that provide certification without accreditation, issuing the so-called non-accredited certificates. It would probably be unfair to unequivocally state the low quality of such certificates. It is important to emphasise the high risk of non-accredited certification, as it is not supervised by superior bodies. The risk that arises may be due to the low credibility of auditors conducting certification (lack of superior competence requirements), limiting the number of audit days (limiting certification costs), etc. These phenomena are encountered in the certification body market, where, despite the supervision of accreditation, more or less reliable entities can be observed. However, due to the supervision of accreditation bodies, the scale of the problem of unreliable certification is much smaller. Intellectual capital as a determinant of the implementation of the quality policy in government administration offices defining quality and the factors determining it,

as well as building a friendly organisational culture. Chapter VI of ISO 9001, contains the requirements for resources that are necessary in a management system. The approach presented in the standard is not aimed at the unjustified generation of costs, according to the principle leading to the pursuit of novelties and the latest solutions, e.g. technical ones. The approach presented in the standard, in the area of resources to be provided by the organisation, is very practical. The organisation is obliged to ensure that adequate resources are available to achieve the expected level of quality. The concept of resources is divided into groups such as: human resources, including the competences, awareness of employees, material resources and tools used in the processes, referred to as infrastructure and the environment in which the processes are implemented, i.e. the work environment. The requirements of the standard state that when designing processes in which a specific and defined quality level should be achieved, it is necessary to specify what competences and awareness the process participants should have, what qualifications and skills. The next step is to provide the technical resources necessary to achieve the planned results. Last but not least, it is important to provide a working environment that is conducive to achieving the intended results (Bugdol, 2008).

The CAF common assessment method, is a quality management tool that was inspired by the European Foundation for Quality Management (EFQM) Excellence Model. The method is based on the assumption that achieving the desired results of an organisation's activities, including the results in terms of the expected level of quality, depends on the quality of leadership, which influences employees, resources, processes, interpersonal relations, the quality of communication or, finally, the strategy of action and the mission and vision that characterises the organisation's activity.

The CAF method is based on a self-assessment in which the organisation is viewed simultaneously from different points of view, as part of a comprehensive process of analysing its performance. The CAF evaluation method is similar, in its general concept and approach to quality issues, to the philosophy of Total Quality Management (TQM), taking into account the specificity of public administration entities. The CAF method has four main objectives: to introduce and consolidate the principles of total quality management in public administration through the use and explanation of the method; to facilitate

self-evaluation of public sector organisations undertaken in order to formulate a diagnosis and undertake improvement actions; to create a bridge between various models used in quality management; to facilitate mutual learning between public sector organisations.

The CAF method is a universal tool. It has been designed for use in different public sector organisations, at different levels of organisational and competence coverage. In addition, it is envisaged that it can be a tool for reforming the whole organisation, improving specific activities, or improving selected areas of a specific organisation, at departmental or divisional level. The method is based on 9 basic criteria and 28 specific criteria. Conducting self-evaluation on the basis of the above criteria can take on some of the characteristics of individualisation, without, however, compromising its core elements. In line with previous considerations, it has been recognised that the determinant of quality management in an office is the so-called intellectual capital. This raises the question of how to improve this capital. The IiP principles can play an important role in improving the quality of services provided by government administration, as they emphasise precisely the importance of social potential. This potential, too often neglected, plays a key role in improving and maintaining quality.

Models of quality management

We can distinguish a number of quality management models used for measurement and increasing the quality of services, which are usually based on the relationship between the expected quality and quality received by the consumer. The most popular ones include (Lyer, Samociuk, 2007):

1. Five Gap Model, created in 1985. by A. Parasuraman, V. A. Zeithaml, L. L. Berry, – the most famous management model, according to which the starting point is the difference between the opinion of the service recipient and the service provider resulting from the customer's expectations and perceptions. The model assumes the existence of five gaps, the identification and neutralization of which will lead to an increase in the level of service quality from the recipient's perspective:

- gap 1 – discrepancy between customer expectations and the management staff's perception of these expectations;
- gap 2 – the difference between management's assessment of customer expectations,
- and how to translate these expectations into appropriate norms and quality standards;
- gap 3 – discrepancy between the norms and standards of service quality and the level of services provided;
- gap 4 – discrepancy between the level of services provided and external forms of communication with the client;
- gap 5 – defining the relationship between the quality received and expected.

2. Model Ch. Grönroos – according to which the final assessment of the quality of a service is based on its technical and functional quality. Technical quality is the final link in operational processes, e.g. the appearance of the dress after sewing, while functional quality is the feedback occurring during the service, e.g. attitude and communication during customer service.
3. E. Gummesson's partial quality model – this is an approach to quality management proposed by Erik Gummesson, a Swedish economist and management researcher. This model is often used in the context of services and aims to assess service quality by identifying five dimensions of quality, known as the Five L's:
   - Loose cues: includes all intangible aspects of services, such as atmosphere, staff appearance and organizational culture.
   - Logical cues: refer to information provided to the customer when using the service, such as instructions or messages.
   - Labor: Refers to the staff themselves and their interactions with the client.
   - Løsninger (English: Solutions): refers to the actual solution of the problem or customer satisfaction when using the service.
   - Lefthandedness: refers to unexpected events or unexpected interactions that may occur while using the service.

This model emphasizes that each of these five dimensions influences the customer's perceived service quality and that quality management should be focused on ensuring a high level of quality in all dimensions.

4. integrated quality model Ch. Grönroos and E. Gummesson – called the 4Q model, the Integrated Quality Model combines these two approaches, focusing both on the interactions between the customer and the service provider, as well as on various dimensions of service quality. In this way, it takes into account both interpersonal elements and intangible factors affecting the quality of services. Overall, Ch.'s integrated quality model. Grönroos and E. Gummesson is a holistic approach to service quality management, taking into account both aspects of the interaction between the customer and the supplier, as well as various dimensions of service quality (Wołowiec, 2008).
5. the three-dimensional model of service quality by U. Lethinen and J. R. Lethinen is a model describing the quality of services that focuses on three main dimensions (Wolniak, Skotnicka-Zasadzień, 2009):
    - Technical quality: This dimension refers to the specific performance of a product or service, i.e. how well the product or service meets specific customer requirements or expectations. This applies to the efficiency, reliability, performance and functionality of the product or service.
    - Functional quality: This dimension refers to how well customer service processes are performed by the service provider. It includes aspects such as speed of service, ease of access to the service, and staff competences. Functional quality focuses on the customer's experience when using the service.
    - Emotional quality: This dimension refers to the customer's feelings and emotional experiences related to using the service. This concerns the customer's impressions, satisfaction, trust and loyalty towards the service provider. Emotional quality is closely related to the customer's experience and may have a significant impact on his/her perception of the quality of the service.
6. C.D. Moore's quality improvement model – refers to the process of quality improvement in the organization. This model is based on six

steps that aim to ensure continuous improvement of the quality of products or services. Here is a brief description of each step:

- Understanding customer requirements: The first step is to thoroughly understand customer needs and expectations for products or services. The key is to identify customer priorities and determine what is important to their satisfaction.
- Identification of processes: Next, you need to identify the processes in the organization that affect the quality of products or services. It is important to determine which processes are key to achieving quality goals.
- Measuring current process performance: In this step, you should collect data on the current performance of your processes to assess their effectiveness and efficiency. This allows you to identify areas requiring improvement.
- Analysis of the causes of problems: When identifying areas for improvement, it is necessary to understand the causes of problems or shortcomings in these areas. Analysis of the causes allows for the introduction of effective corrective actions.
- Implementation of corrective actions: Based on the analysis of the causes of problems, appropriate corrective actions should be introduced to help eliminate the causes of problems and improve the quality of processes.
- Monitoring and improvement: The last step involves monitoring the changes introduced and their impact on the quality of products or services. It is important to track progress and continue the quality improvement process to achieve continuous improvement.

This model assumes the existence of two key dimensions of quality:

1. Expected quality: Includes customers' expectations about a product or service before purchasing or using it. These may include expectations regarding product features, customer service, price, quality, availability, etc. Expected quality may be shaped by advertising, recommendations, opinions of other customers and previous experiences with the brand or product.
2. Perceived quality: This is the customer's assessment of the quality of a product or service after purchasing or using it. Perceived quality is the

result of comparing the customer's experience with his expectations. If the quality of a product or service meets or exceeds customer expectations, then perceived quality is high. However, if the product or service does not meet the customer's expectations, then the perceived quality is low.

C.A. model of expected and perceived quality. Nash emphasizes that the customer evaluates the quality of a product or service based on the difference between his expectations and reality. It is crucial for organizations to manage customer expectations by delivering products or services that meet or exceed customer expectations to increase perceived quality and customer satisfaction.

Conclusions

The Integrated Management System based on ISO is a guarantee of high quality products and/or services, customer satisfaction and, for example, environmental protection, safety and hygiene management in the workplace. It is a documented and coherent system that enables effective and simultaneous management of many aspects of the office's activities by establishing and implementing a uniform policy. Typically, most projects are based on a Quality Management System compliant with the requirements of the ISO 9000 standard, and integration concerns two or three selected systems. In the case of enterprises, we often deal with the integration of a quality management system with an environmental management system. When talking about integrated management systems and their use in government administration offices, it is worth citing examples of ministries. In the Ministry of Justice and the Ministry of Economy, a Quality Management System has been implemented that meets the requirements of the PN-EN ISO 9001:2001 standard and a Social Responsibility and Prevention of Corruption Threats System, based on the requirements developed by the Polish Center for Research and Certification S.A., which is an overlay on the requirements of the above-mentioned. ISO standards. The Ministry of Justice is the first institution in Poland to implement the Corruption Threat Prevention System. Additional requirements for this system, based on which anti-corruption systems are certified,

were developed by the Polish Center for Testing and Certification (PCBC) in cooperation with the National Chamber of Commerce.

The anti-corruption system in the Ministry of Justice has been integrated with the quality management system. This was done by incorporating into the QMS procedures and solutions that are the subject of additional requirements of the Corruption Threat Prevention System (Order of the Minister of Treasury 2018). The Social Responsibility and Counteracting Corruption Threats System aims to increase confidence in the functioning of the Ministry in terms of the reliability and impartiality of its decisions, both in relation to its clients and decisions regarding the use of funds placed at its disposal. As part of counteracting corruption threats, an Ethical Advisor was appointed at the Ministry of Economy, who receives information about the detection or suspicion of corruption and takes appropriate actions to prevent its occurrence. Knowledge management, as the management of a basic resource in a modern economy, is the essence of effective and efficient decision-making and an organizational culture friendly to maintaining and developing knowledge. Information technologies should support the virtualization of processes, improving the quality and reliability of data being a source of knowledge. They should also reduce the labor intensity of processes and lead to their repeatability, while eliminating the risk of errors resulting from mistakes.

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