

CONTRIBUTIONS REGARDING INTERNAL QUALITY ASSURANCE IN A PUBLIC ORGANIZATION PROVIDING SERVICES TO CITIZENS

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Abstract: Through this paper, it is being suggested research on how to ensure a high level of quality in an organization providing services to citizens. To begin with, some aspects were presented regarding the principle concept of an organization is based on knowledge. Several theories related to the concept of organization in the context of knowledge-based management, as well as the main characteristics of knowledge-based organizations, are presented. Differentiation was made between the functions of public organizations and private organizations to better highlight aspects of the functioning of public organizations. It was considered important to introduce the concept of management and the functions of management. The place and role of quality in the knowledge-based organization were shown. Aspects regarding the quality of services in public organizations providing services to citizens were shown, presenting notions about the concept of public service with the basic principles specific to public service.

Keywords: public organization, services, quality, management, knowledge

1 INTRODUCTION

The concept of knowledge-based organization appeared in the 80s of the last century. Since then, the concept has gone

through successive phases. The information society that humanity is moving towards is determined to be a society of knowledge and the same time a society of organizations. (Drucker, 1992)

As an organizational process and resource, knowledge needs dedicated management for a sustainable organization in a constantly changing service market. This type of management needs to be implemented and developed. Huber explicitly raises questions regarding the nature and design of "post-industrial" organizations, recognizing the need for an organizational model specific to the new type of society that inherits industry. (Huber, 1984)

The concept of knowledge-based organization is found in two approaches. One approach starts from technological factors, the other from organizational factors, both propose specific operational solutions.

From the perspective of information technology proponents, Holsapple and Whinston define the knowledge-based organization as a collective of workers performing design work interconnected by a microcomputer infrastructure nature. The authors believe that the existence of such an organization, equipped with workstations, support centers, communication channels, and locally distributed knowledge collections, requires an approach clear to design and implement, featuring advanced computerization, with artificial intelligence applications. (Holsapple & Whinston, 1987)

The second approach, in terms of management, Drucker considered the information organization as an organizational model of the 21st century and anticipated its main characteristics: composition dominated by experts, reduction in the number of intermediate levels of hierarchical management, ensuring coordination by invoice-authoritarian (standard, norms, rules of cooperation, etc.). (Drucker, 1988)

In the last years of the 20th century, the convergence between the technological and managerial approaches occurred, by coupling between the needs of organizations and the facilities of IT assistance solutions. (Scott, 1998)

Specialists in the field of knowledge-based management have developed a series of theories regarding the concept of organization. Among the most significant we can list:

- The economic theory of transaction costs, developed by Ronald Coase in 1937, holds that the reason for establishing an organization is to avoid the costs of using market mechanisms to find the lowest or most profitable price for the organization's products by recommending a set of factors that focus on reducing costs, improving quality and increasing the purchasing power of the organization.
- Agents theory, which emerged in the 1980s, views an organization as a mechanism that combines and coordinates the contributions of a group of people interested in achieving a common goal of an economic nature. Therefore, the organization is considered as a contractual structure, with emphasis on the legal aspect, considered as a set of contracts with the stakeholders under consideration;
- Resource-based organization theory considers an organization as a set of productive resources, tangible or intangible, the development of which is ensured by the use of existing resources;
- Knowledge-based organization theory builds on previous theories, including resource-based theory and the knowledge revolution, which are based on the premise that knowledge is absorbed by the organization's constituents. Organizations must specialize in the acquisition and use of certain Knowledge, production, and services provided are often obtained using many different types of knowledge. (Figure 1)

There are two categories of knowledge in an organization: explicit and implicit. The management of the organization has the task of integrating these two categories of knowledge, as it is necessary to have a balance. (Oprean, Țițu, & Bucur, 2011)

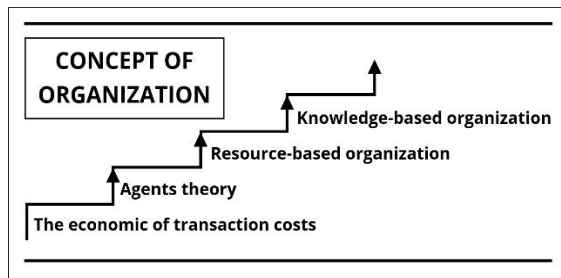


Figure 1. Organization Concept

In a knowledge-based organization, we can consider that:

- knowledge acquired by the organization's employees;
- at the organizational level, there is specialization in certain knowledge;
- the services offered are the result of the use of numerous types of knowledge;
- the knowledge resource has a primary role within the organization;
- by using certain knowledge, a competitive advantage is achieved.

It can be said that the knowledge-based organization presents itself as an evolution of the traditional organization based on material resources created by the knowledge revolution and as an alternative to the one based on control and power. (Le Moigne, 1993)

Burton-Jones and Francis Coincross (Burton-Jones, 1999), (Coincross, 2003) identified the key characteristics of a knowledge-based organization. Ovidiu Nicolescu believes that these characteristics are based on the trends that are showing in the transition from the current economy to the knowledge economy, namely:

- the main function of the organization is to design, protect, and integrate knowledge;
- activities involving high levels of specialization and internalized tacit knowledge;
- activities involving explicit and highly specialized knowledge are outsourced;
- Redefine the connection between education, economic activity, and personal training of employees. (Nicolescu & Nicolescu, 2005)

As a result of all these elements, the knowledge-based organization will be simple, with fewer hierarchical levels, more flexible, and more intelligent.

A public organization is an organization created by the government to perform specific functions on behalf of citizens. They are funded by the government and are accountable for the services they provide to the public. A knowledge-based organization is an organization that relies on the expertise and skills of its employees to create value. This knowledge is specialized to function and innovate. All employees need to know many things to be able to help the citizens.

The researched organization, being a County Directorate, has as its main object of activity coordination and control, thus, the knowledge used and their updating at a current stage have an essential role in the fulfillment of service duties.

For the researched public organization to function well, it is important that all people working in it share their knowledge and always learn new things. The organization's activity, is based on a legislative framework that is constantly changing, which forces employees to be in a permanent process of knowledge enrichment. This ensures that they can respond to the needs of the community and face the challenges that arise and that the services offered to citizens are as efficient and fast as expected.

2 THE CONCEPT OF PUBLIC ORGANIZATION. CONCEPTS AND PERCEPTIONS

According to the Law on the Administrative Code of Romania, "the public institution is a functional structure that acts under the regime of public power and/or provides public services and which is financed from budget revenues and/or from own revenues, under the conditions of the public finance law." (OUG 57, 2019)

In the traditional sense, we can define a public organization as "a social entity created with

the express purpose of achieving specific goals" (Vlăsceanu, 2002), aiming to fulfill its mission of meeting public needs.

A public authority is an organizational entity with decision-making autonomy in the performance of its main functions, operating within a specific framework of available resources to meet certain social needs.

To better understand public organizations, it is necessary to make a comparison between public organizations and private organizations. To distinguish public organizations from private organizations, it is necessary to mention "collective interests" or "public interests" as well as property rights, profit distribution methods, relationships with the environment and legal obligations, legal constraints, or even their own culture. (Perry & Rainey, 1988) (Benn & Gaus, 1983). Private organization involves private ownership and profit-making, while the public domain is managed by the state and owned by the people. Following a "global revolution of associativeness" (Salamon & Anheier, 1994) which assumes that people can associate following voluntary actions in organizations that provide services for some purposes, a third sector appears, called the independent or nonprofit sector. Thus, organizations in a society belong to one of three: public, private for-profit, and private nonprofit. Nonprofit organizations lie between the public and private sectors, as they have limitations in terms of ownership and profit generation, but the results of their activity are public by purpose, as they offer "collective goods" for consumption.

Many rules that have regulated the operation of public organizations are being changed. Weberian bureaucratic rationality, based on functional specialization and hierarchical authority, has lost its application and effectiveness. Efficiency, more recently, is also defined according to other criteria related to the quality of services, the citizen's option for offers from a set of alternatives, or citizen control over the functioning of public organizations. The direct

accountability of public organizations that provide services to beneficiaries occurs when services are decentralized. Public organizations are expected to become as entrepreneurial, innovative, and efficient as private ones.

Referring to today's government-type public organizations, Gaebler and Osborne believe that "most government institutions are performing increasingly complex tasks in competitive and rapidly changing environments, with customers who want quality and choice. These new realities have made life very difficult for our public institutions—in the public education system, for public health programs, for any large bureaucratic program." (Osborne & Ted, 1992)

Thus, there are changes in the functioning of public organizations and in the organizational structure of the way of offering public services of education, health, environmental protection, etc. Public organizations tend to adopt behaviors typical of private organizations.

Financial efficiency and functional efficiency become evaluation criteria for public organizations, and people and beneficiaries of public services are also considered customers by public organizations, just like private organizations.

Public organizations are starting to change, operating as private organizations and contracting some services to private for-profit or nonprofit organizations. Public organizations operate more and more like private organizations communication between them is increasing, and barriers between the two organizations tend to decrease.

The management model taken over by public organizations from private ones generated a new style of social management that the American and British societies experienced and generalized on a large scale. (Pollitt, 1993)

A trend in public administration is to flatten hierarchies to decentralize services. Traditional administration is organized geographically (by counties and communities, for example) and functionally (e.g. agriculture, health, defense,

etc.). From now on, it is proposed to organize integrated administrations, with strong horizontal relationships and flattened hierarchies, with flexible and connected IT centers for information processing, with a focus on clear and measurable performance associated with proportionally distributed incentives, with the affirmation of the citizen as a client. (Vlăsceanu, 2002)

3 KNOWLEDGE-BASED MANAGEMENT. PRINCIPLES OF KNOWLEDGE-BASED ECONOMY. VIEWPOINTS

According to dexonline.ro, the term management has the following definitions:

- activity and art of driving;
- set of organization, management, and management activities of an enterprise;
- science and technique of organization and management of an enterprise;
- management of an enterprise. (dexonline, 2020)

The word "management" comes from the Latin word "manus" (hand) and means "maneuvering", and "piloting" and the one who does this handling, and piloting is the manager. The manager participates in the organization and performance of managerial activities.

In Anglo-Saxon countries, the concept of management is borrowed from the French word "manage" (the place where horses are trained) in the form of the verb "to manage". This is how the notions of "manager" (leader) and "management" (leadership) appeared. (Oprean, Țițu, & Bucur, 2011)

Management can be defined as a set of organizational and administrative techniques for modernizing and forecasting the organization's structures in the context of accepting new challenges regarding competitiveness, existing regulations, social requirements, user needs, and limitations imposed on means.

The term management has aspects of both science and art, highlighted in Figure 2.

Science: an organized set of knowledge - concepts, principles, methods, and techniques - that explain the phenomena and processes that occur in the management of organizations.

Art: the manager's mastery of applying scientific knowledge to the realities of different situations, with good results, under conditions of efficiency.

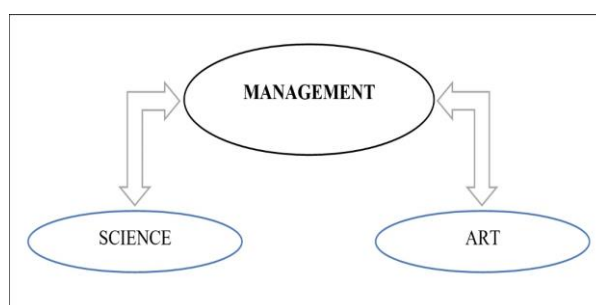


Figure 2. The meaning of the term management (Macarie, 2012)

It can be said that organizational management is the science that studies management processes and relationships to discover the laws and principles that govern them to design systems, methods, techniques, and methods. New management ensures the competitiveness of the organization.

Organization management is an important component of management science because the organization is the basic economic agent of every economy, and the first manifestations of management science had as their object the organization.

Organization management is an economic synthesis discipline because the goal is to increase economic efficiency, and it has a multidisciplinary character because it integrates categories and methods taken from other disciplines such as sociology, mathematics, psychology, statistics, law, etc.

Henry Fayol first defined management using the notion of function. In his view,

management means forecasting, organizing, commanding, coordinating, and controlling, thus resulting in the five functions.

In the current context, we can consider the following management functions: planning, organizing, coordinating, training, controlling, and evaluating, as presented in Figure 3.

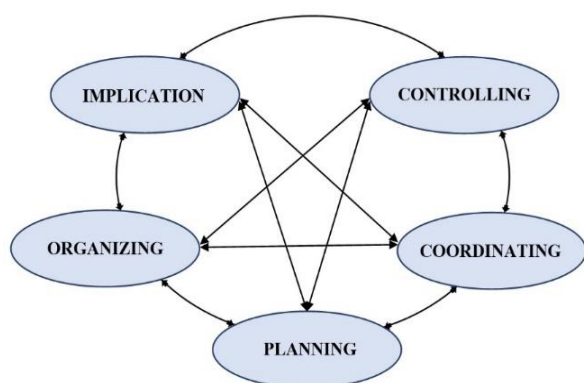


Figure 3. Management functions (Ilies, Osoian, Stegorean, & Lungescu, 2005)

The planning function can be considered a set of processes that determine the main objectives of the organization as well as the means and resources necessary to achieve these objectives.

The organizational function represents the set of management processes through which the physical and intellectual work processes are established and delimited, as well as their grouping by positions, work formations, compartments, and their personnel assignment, corresponding to certain managerial, economic, technical, and social criteria, for the achievement in the best conditions of the foreseen objectives.

The coordination function represents a series of work processes through which a coherence of decisions and actions of the organization's collective and its subsystems is achieved, in the context of the organization and previous estimates. The coordination function can be said to be a harmonization of the manager's decisions with the actions of the subordinates.

The implication function includes all the processes that influence the organization's personnel to contribute to the establishment and achievement of the estimated objectives, taking into account the factors that motivate them.

The monitoring-evaluation function can be defined as the set of processes through which an organization's performance is evaluated, measured, and compared against initially established goals and standards to eliminate identified problems. This function must have a pronounced preventive and at the same time a constructive character. To be effective, the control and evaluation process needs to be continuous. In modern organizations, the control and evaluation of the ascertainment type has been replaced by an evaluation focused on cause-effect analysis. It is recommended that the exercise of the evaluation control function be more flexible, and more adaptive, without losing rigor. (Macarie, 2012)

Knowledge-based management in the studied public organization is a way of managing and organizing things so that information and knowledge are used as efficiently as possible and does not seek to make a profit. Thus this management method is adopted to make better decisions to increase the quality of services offered to citizens.

Knowledge-based management uses what you know and what you learn to do things better in the organization and helps the public organization under study to be more effective and better serve the needs of citizens.

4 PLACE AND ROLE OF QUALITY IN A KNOWLEDGE-BASED ORGANIZATION. DISCUSSIONS AND PROPOSALS

Towards the end of the 20th century, Western and American enterprises understood two neglected aspects until then:

- the importance of the quality and satisfaction of the clients for the success of the organization;

- the need to consider quality both as a unique objective and as a management objective.

Satisfying customer requirements through high-quality products and services must be the main objective of an organization. This must occur with the help of advantageous costs.

Also, at that time, Japan became a competitor who in the leading fields of the technique, covered important parts of the market. This was possible by sustained investment in quality. The results of these investments were so great that today, quality is in the foreground in the industrial, academic, and administrative environments in the sphere of services.

Quality, as a way of meeting the requirements, is the only one able to ensure success in the market in the competitive environment that characterizes the world economy. Consumer requirements have become more and more complex, as the technology has developed, the products multiplied. The requirements and performances of the products have also started to refer to maintenance and service facilities, delivery terms, payment conditions, health and environmental impact, etc.

Checking product conformity to documented requirements may have been considered a quality concern in the early decades of the last century, but this did not necessarily lead to increases in quality. According to some specialists in the field, "quality is not controlled but is built step by step based on rigorous planning" concept that was the basis of modern quality theory. (Juran & Grynia, 1973)

The achievement of quality at the organizational level implies (Figure 4):

- identifying the needs of customers;
- the correct reflection by designing these needs in the characteristics of the product;
- the technological capacity of the organization to achieve the characteristics of the product;
- adequate training of operative and management personnel;

- performing inspection regarding the maintenance of the planned quality level;
- identifying deviations and rectifying them;
- the use by the organization of mechanisms that allow the continuous improvement of processes, products, structures, and labor to reach the highest level of quality.

The realization of the listed desires is possible by implementing a quality management system (SMQ), which implies the application of a set of structures, rules, procedures, and resources that make possible planning, monitoring, and continuous quality improvement.

Organizations that have implemented a quality management system are ready to take responsibility for operating in a competitive market.

In an organization based on knowledge, the quality of all activities can be obtained by: the permanent interaction of the activities and processes within the organization, the permanent involvement of the workers and the management of the organization, and the permanent involvement of the compartments. Only by focusing on the long term can we achieve sustainable positive effects.

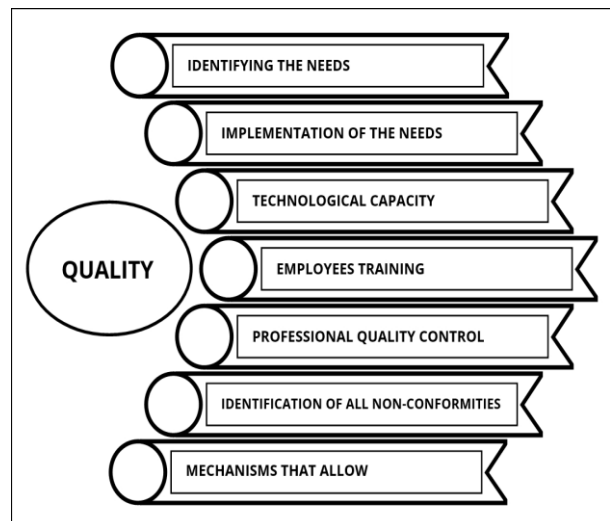


Figure 4. The implications of quality achievement

The ways to be followed to reach excellence are very different, but there is a point in common about the primordial role of people and managers must be concerned about the continuous increase of the competence of each member of the organization, through appropriate training programs, while stimulating, at the same time, the pride of belonging to the organization. (Oprean, Țițu, & Bucur, 2011)

In the studied public organization that provides services to citizens, quality is essential because it helps to meet the requirements of citizens as well as increase trust in the organization. In the studied organization, service quality has several roles:

- the quality of the services offered must be at a high level to ensure the fulfillment of citizens' needs and expectations;
- the services offered are of quality in this way resources are used in a way that does not waste time or money;
- by offering quality services, a good reputation is built, and citizens will have more confidence in the organization;
- In the studied organization, there is a concern to constantly improve the quality of services, learning from experience and the impressions received from citizens;
- by offering quality services, the organization's commitment to the good of the community is also reflected.

5 THE QUALITY OF SERVICES IN PUBLIC ORGANIZATIONS PROVIDING SERVICES TO CITIZENS. SPECIFIC FEATURES AND REQUIREMENTS. DISCUSSIONS AND PROPOSALS

Public administrative services are the results created by interactive activities between local governments and people and meet the needs of local communities through the internal

activities of local governments. (Oprean, and others, 2001)

Public services can be considered as a set of activities organized and authorized by public administration agencies to meet social needs of public concern.

Public service must be perceived as a way of meeting human needs. Each need has an appropriate activity carried out for the benefit of the respective, national, or local community by the authorities of the state, the county, the municipality, the city, or the commune. This does not happen in an absolute way, not every social need is satisfied with a public service, and many needs are not or cannot be satisfied a public service appears when the social reality highlights a general need, when a highlight broad social phenomenon.

In conclusion, public service, as an activity, is indissolubly linked to the idea of general interest, animated by the will of the public authorities who decide at what time and in what way to satisfy it. (Oprean, and others, 2001)

A man satisfied with a product or service represents a man satisfied with the life he lives daily. To achieve this state means to achieve quality and imply that the implicit and expressed requirements contain the following aspects:

- satisfying a necessity, utility, or well-defined purpose;
- satisfying the client's expectations;
- compliance with standards and specifications;
- compliance with the requirements of the company (regulations, laws, rules, etc.)
- availability at a competitive price;
- obtaining products (services) under profit conditions;
- obtaining products (services) within a formal system of permanent quality control.

It is difficult to deliver quality in the field of services, having quality services involves hard work that involves energy, aptitude, wisdom, and determination.

The service provider organizations must deliver their "super-service" to their customers if they want to remain competitive in the market. It is important to evaluate customers about services and the impressions and circumstances provided. When the customer's expectations are satisfied or exceeded, we can talk about high-quality service. Service provider organizations need to inform customers about what they need to expect from the service and then exceed these expectations, these promises. If a customer does not want a very high-quality service, however, it is appropriate to receive what was promised, implicitly or explicitly. For organizations that offer services, in addition to an increase in efficiency, an improvement in the quality level is required due to the current market conditions.

The ISO 9004: 2018 standard sets a quality system in service, applies to a new service, a modified service, or an existing service, and proposes a model for service quality management. Customer satisfaction, is achieved by coordinating three factors: the structure of the quality system, human and material resources, and the structure of the quality system.

Quality characteristics: speed of service (perceptions of speed may vary), behavior (quality of human interaction), pictures, and service level statement (criteria must be evaluated and tested to meet satisfaction).

In providing services, the beneficiary is the final controller, he judges the level of quality of the service offered. Negative appreciation can bring the loss of the client so, a need for a quality system to prevent and detect non-quality before providing the service.

For a product or service to satisfy the requirements of a man means to create quality what the following should contain:

- fulfilling a necessity;
- fulfilling the client's expectations;
- compliance with standards and specifications;
- compliance with the requirements of the company (regulations, laws, rules, etc.)
- competitive price;

- offering products and services under profit conditions;
- the realization of the products and services within a system in which the quality is permanently kept.

The quality of the services is related to an aspect regarding the impact of any service on the client. We can list some of the components of the quality of the service presented in Figure 5:

- the punctuality that refers to the duration of time between the moment of requesting the service and obtaining it;
- the quality or volume of the service measured by frequency and repeatability in the request report;
- the accessibility or material advantages of the service that provide us with information on ways to access a certain public service;
- the availability or continuity of the services that measure the time while they are in operation;
- accuracy refers to an evaluation of how the service provided follows the request;
- safety refers to the degree of risk for the service user, including accidents, dysfunctions, or interruptions of the service provision;
- the opportunity refers to the efficacy of how the public service ensures the solving of the problems for which it was created and can be measured by market studies on customer satisfaction.

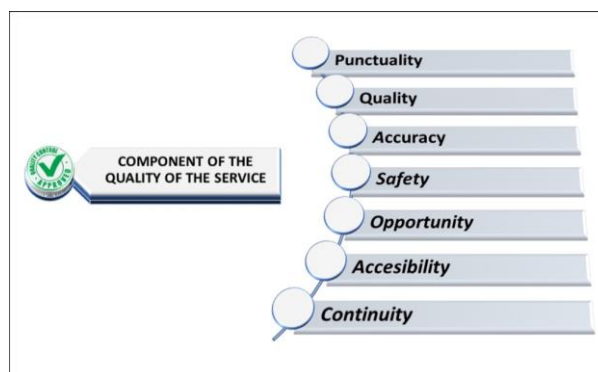


Figure 5. The components of the quality of the service (Oprean, and others, 2001)

The potential is very high to improve the quality of services provided by the online services of a public institution. Online services, well designed, can significantly influence the quality and efficiency of providing public services. To achieve performance by using online services, the user must be emphasized. Personalized access to an online platform with the possibility of online programming as well as access to real-time information, useful according to the needs of citizens, specific to each case can bring a high degree of satisfaction. This implicitly brings about a marked improvement in the quality of services provided by public authorities.

To reduce and prevent non-quality, compliance with standardized ISO 9000: 2015 norms can be an effective tool. Non-quality pate brings dissatisfaction and loss of customers

The quality of services can be improved by identifying:

- quality characteristics that could solve the needs of citizens;
- changes to the needs of the market that can affect the quality level of the service provided;
- deviations from the specific quality of the service;
- cost reductions by maintaining or improving the quality of service.

Future public organizations must intend to be: oriented towards achieving the objectives of the missions, focused on innovation, concentrated on long-term, decentralized plans, connected in the network, and willing to accept risks. Equip the organizations with the necessary structures, the necessary capacities as well as the necessary knowledge and structures can be done by anticipating future transformations. (Mazzucato, 2017)

In the studied organization, the quality of services offered to citizens is essential, being a way to increase trust in the public organization and the citizen is satisfied. The high quality of services in the studied public organization is obtained through:

- orientation towards the needs of citizens. Every effort is made to solve all the citizens'

demands, many of the requests are solved urgently;

- efficiency by quickly resolving requests;
- achieving a state of trust, the technical support offered within the one-stop shop, and in other situations where the support is oriented to solve citizens' requests transparently.

6 POSSIBILITIES OF IMPLEMENTING AN INTEGRATED QUALITY MANAGEMENT SYSTEM - THE SPECIFIC REQUIREMENT PROPOSED

Under the current world conditions where urban agglomeration comes with very high industrial development, ecological problems become a priority. One of the conditions of accession of our country to the European Union is to take drastic ecological measures. The ecological analysis, in the practice of research, follows the impact on the environment following the product and its exit. If the product made that comes out of use will pollute the environment, the decision is to give up its achievement. Another important approach is that all processes and activities promote policies to promote health and occupational safety.

Thus, in the application of an integrated quality management system, it must also take into account the quality management system (ISO 9001: 2015), the environmental management system (ISO 14001: 2015), the system of occupational health and safety, such as and a management system for ISO 27001: 2023 information security.

Benefits made by the implementation of an integrated management system, shown in Figure 6:

- reduces duplications and associated costs;
- reduces risks and increases profit;
- brings a necessary balance in defining the goals;
- increases the power of the system;
- formalizes the informal systems of the organization;

- harmonizes and optimizes the internal practices specific to the organization;
- offers the consistency necessary for management;
- improves internal/external communication;
- facilitate employee training, education and development.

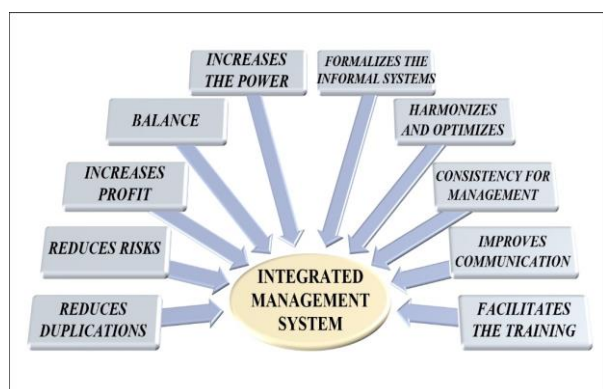


Figure 6 The benefits of an integrated management system

We believe that public institutions by implementing an integrated quality management system, will be able to achieve quality and performance standards in ecological, safety, and health conditions for both their employees and their employees organization members as well as other members of the local community.

Last but not least, when implementing an integrated management system, there should be a proactive approach to preventing cybersecurity risks to the organization's employees by focusing on standards Sector-specific, with best practices. These standards must be implemented and adapted to the specific needs of the respective organization and its infrastructure.

In the current context, implementing an integrated management system also relies on current technology, requiring the organization to undergo a digital transformation, including a complete review of the business model and starting with understanding the customer. These digital transformations, in addition to their many benefits, also bring digital security risks and the

possibility of cyberattacks. Investing in security tools and technology can protect but not necessarily prevent a cyberattack. It is very important to invest in user education and awareness to help them monitor, detect early, and respond quickly to vulnerabilities and violations of security standards. Every organization should take cybersecurity seriously because organizations that focus on cybersecurity are better able to protect their personal and employee information against external threats. (Banciu, Vevera, & Popa, 2023)

Last but not least, when implementing an integrated management system, there should be a proactive approach to preventing cybersecurity risks to the organization's employees by focusing on standards Sector-specific, with best practices. These standards must be implemented and adapted to the specific needs of the respective organization and its infrastructure. (Banciu, Rădoi, & Belloiu, 2020)

The organization studied by applying an integrated quality management system, the quality management system (ISO 9001:2015), the environmental management system (ISO 14001:2015), the occupational health and safety management system and taking into account due to the nature of the activities that involve access to information with personal data, an ISO 27001:2023 information security management system is also required.

7 CONCLUSIONS

Knowledge-based organization is the result of the development of resource-based organizations. Knowledge is one of the principal values of an organization. The use of knowledge in an organization can add quality and competitiveness to the competitive market, as well as a substantial increase in the organization's image.

The trend is for public organizations to develop effective financial management with a focus on improving service quality and adopting behaviors typical of private organizations.

Citizens, beneficiaries of public services, began to be considered customers by public organizations, just like private organizations. Public organizations operate more and more like private organizations, and the barriers between the two tend to decrease.

Management has science and art aspects both aspects are used to organize, and streamline the processes within the organization, effectively manage the resources of the organization, create new strategies, make effective decisions to reach the proposed objectives, and increase the organization's competitiveness.

It cannot be said that one of the functions is more important than the other. Deficiencies in one of them can cause big problems in the management process. We consider that all the functions of management are equally important, they arose from the need to cover the need to predict, organize, order, coordinate, and control.

We can say about the quality that it cannot be reached at a high level it is only by verification and control, it is built step by step through rigorous planning. Quality in a knowledge-based organization can be obtained by implementing a quality management system that can bring an advantage to the current competitive market.

Long-term quality can be obtained with a permanent orientation, focused and supported by quality. Excellence is a target to be touched for any organization. Excellence means success in the competition, by making high-quality products, which will be offered to customers as short as possible. This is a possible special interest in technology, organization, and business.

We consider that the guidelines that define quality: product orientation, the orientation towards the production process, and cost orientation, are aspects that must be part of the concept of quality but, the user orientation must predominate in making managerial decisions and the organization's policies for obtaining the quality. User orientation must become one of the objectives of the knowledge-based organization.

Total quality can only be achieved with the involvement of all employees through continuous

improvement with the help of total quality management.

In the studied organization, it is desired to comply with the current trend of increasing the quality of services offered to citizens by streamlining activities. In this direction, repeated actions are taken by the management team to raise awareness of the role of employees in offering quality services to citizens.

The increase in the quality of the services offered to citizens in the studied organization is also aimed to be achieved by diversifying the professional skills of the employees. The involvement of employees in activities tangential to specialized professional training brings awareness to employees of all aspects regarding the activities within the organization, both specialized activities and activities that provide logistical support from the operational apparatus of the organization.

Last but not least, in the studied organization, the increase in the quality of the services offered to citizens is pursued by increasing functional efficiency, the employee being more focused on the specialized activity he carries out and on the achievement of an efficient service that meets the demands of the citizens. Digitization of activities to the greatest extent possible is one of the tools that brings increased efficiency and implicitly increases the quality of services offered to citizens. For now, some of the specialized activities cannot be digitized because the requirements of certain activities, according to the legislation in force, presuppose the use of documents in physical format and the original.

Financial efficiency as well as limiting and reducing the number of employees is part of the policy of the management team of the organization studied to increase the quality and efficiency of services offered to citizens.

Increasing service quality is a managerial policy of the management team in the studied organization. Public organizations are beginning to act more and more like private ones they view the citizen who uses public services as a client, just like private companies do.

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