Man as an Subject in a Service Organization Managed in Accordance with ISO 9001: 2015

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ABSTRACT

The factors that allow development of the organization and are found in the resources of the organization are very often not used. These are the possibilities of human capital that can be animated at any time. Making the right work conditions at different workplaces enables the animation of the employee potential results in achieving a competitive advantage in the organization. Work conditions are appropriate when the man is treated as a subject. The main aim of the article is to determine the impact of the requirements of the ISO 9001: 2015 standard on creation of the human as a subject in a service organization in the automotive industry.

It turns out that if the top management ensures the provision of the service in accordance with the requirements of the ISO 9001: 2015 and promotes the role of the client, it has a significant influence on the goals and creating the rules of the organization. Managed staff provides the declared characteristics of automotive services because it participates in training and works in the right physical conditions. This means that the managed staff have autonomous control over the reality and implements their participation in the company's processes. This means that managing the organization in accordance with ISO 9001: 2015 creates good conditions for human development as a subject.

INTRODUCTION

In practice, managers and entrepreneurs are constantly looking for areas of the organization functioning in which there is a potential for increasing the efficiency of management. In company management, development factors that belong to an organization are ignored and can be used at any time. These are the capabilities and abilities of human capital [1]. Proper working conditions at various levels of employment result in increased employee activity [2]. Some changes in work organization can have a direct impact on operational performance [3]. This allows the organization to achieve a competitive advantage effect. Proper working conditions enable the process of creating human subjectivity [4].

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The purpose of the article is to determine the impact of the requirements of ISO 9001: 2015 on human subjectivity in a service organization in the automotive industry. The source of the article is the result of the observation of the authorized automotive service of the leading car brand. The observation was carried out from the position of a member of the management in an organization operating in accordance with the ISO 9001: 2015 standard. The work is an important achievement from the point of view of the development of personnel subjectivity issues. Many organizations operating as authorized car services operate on the same terms. These operating principles result from existing dealer agreements\(^2\). Knowing the essence of these organizations is important because they are important for the national economy\(^3\).

**THE MAN AS THE SUBJECT – BASIC DEFINITIONS**

The industrial revolution has improved prosperity. The industrial revolution lead also to the degradation of the working man. Historically, the date of proclaiming Descartes' theory is recognized as the beginning of recognizing the role of the man in the production of goods. At that time, people started to be treated as creative creatures, they had the opportunity to transform the world thanks to their work, art and technology. At present, there is the problem of subjectivity in theory and practice. The problem occurs in the area of defining the concept. It is also not known what human subjectivity means from the point of view of the organization functioning. In such sciences as sociology and pedagogy this term is often cited. There is no operational definition of this concept in any science. Very often subjectivity means the result of unattainable endeavors and goals. Rarely subjectivity in these sciences means reaching a situation using the appropriate relational tools.

Returning to the defining terms, the Banka definition should be used\[^5\]. Banka said that being an entity means "exerting influence on the environment, making choices as well as making decisions, exercising control." Another definition of subjectivity was given by Gorniewicz. He decided that the concept is general and unspecified. Gorniewicz\[^6\] stated that "subjectivity is the internal source of all causes". The definition thus constructed refers to the essence of changes taking place in the surrounding reality. In turn, Bauman\[^7\] claims that being an entity means the ability to make choices and act in accordance with these choices. In other words, subjectivity is the setting of rates and rules of the game in which one participates. Krzysztof Korzeniowski has an important contribution to defining human subjectivity\[^8\]. Well, Korzeniowski sees subjectivity in animating and developing any activity which later is done in accordance with the values and standards of this activity. M. Czerpaniak-Walczak showed other aspects related to the definition of subjectivity\[^9\]. This author has distinguished three correlates of subjectivity. The correlates of subjectivity are as follows:

- the causative power and the corresponding subjective agency,
- critical choice and activities focused on the implementation of mainly your own preferences,
- courage and dignity in bearing the consequences of the choices made.

\(^2\)However, it should be noted, that the conclusions were based on the observation of almost one hundred authorized car services of the same brand.

\(^3\)According to estimations made by the author, about 10% of the impact on the state budget due to VAT due comes from the activities of authorized car dealers.
Czerepaniak-Walczak also distinguished two categories of objects to which the term subjectivity should apply. They are: a person, that is an individual entity and a collective or group entity. This separation is important because shaping collective subjectivity affects the shaping of the subjectivity of individuals. In turn, from the point of view of identifying subjectivity through the presence of individual human traits, subjectivity means: consciousness, independence, self-restraint, focus on exploring the internal space, disregarding dogmas proclaimed by authorities and conformism towards institutions [10].

The concept of subjectivity in social perception is constantly changing. According to Obuchowski [11], being an entity is neither easy nor unconditional, but it is beneficial. Obuchowski claims that only people who are entities have a chance to develop for the rest of their lives. Empowered entities have a chance to help themselves in the event of difficult conditions. In a world where there are so many changes, people who are entities are able to preserve themselves. The full subjectivity of a person is when a person, regardless of the circumstances, finds himself to be an entity [5].

THE CRISIS OF THE MAN BEING AS AN OBJECT IN THE ORGANIZATION—CHARACTERISTICS OF SOURCES AND FORMS OF OCCURRENCE

As mentioned above, there are many negative effects of intensive technological development. Such a result is the degradation of the working person. The risk of degradation concerns human participation in the implementation of processes. Degradation can also mean problems related to the presence of the organizational structure of a company.

One of the sources of danger in the area of human participation in the implementation of processes is the progressive dematerialization of work. Dematerialization means that the effect of work does not mean material goods and the operations carried out are associated only with certain ideas. For this reason, often human participation in the creation of the product is omitted. The effect of this situation is the consolidation of the belief that the source of wealth obtained as a result of the implementation of certain wealth processes is not work but only knowledge [12]. During the implementation of processes, the use of time also changes. It should be noted that the differences in the treatment of time devoted to activities and time, in which no activities related to operational processes are carried out, disappear [13]. In other words, the boundary separating the time related to work from the non-dedicated to work is disappearing. The work is not an unchangeable feature of human nature, nor is it an indispensable feature of civilization, so you have to distinguish this time. It is a need occurring despite the impression of completely replacing human with automation and computerization in the process of producing material goods. Such an impression is apparent and results from intangible understanding of work.

Another important problem of recognizing man as a subject is the matter of physical presence in the organization structure. The source of the problem is not related to the manufacturing process. This problem does not arise from the dilemma of materialization or dematerialization of work. This problem lies in shaping interpersonal relations [14]. It is a problem of interpersonal relations in the organizational structure. It has a two-way interaction on the supervisor-subordinate line. The idea of bidirectional recognition in the context of shaping human subjectivity is of key importance here.
Consider the position of the subordinate. His subjectivity is threatened by influence of the superior who uses manipulations, who leads to conformism and prefers conservative attitudes [15]. It is worth emphasizing that the negative impact on the part of the subordinate, such as tearing up the authority or unfounded negation of the adopted attitude, are in turn specific cases of threats to the superiority of the subject. Another crisis of human subjectivity in the structure of the organization is related to the ownership of the company's capital. The company's shareholders reduce the rank of other participants in the organization. The next problem of subjectivity results from the dependence of human participation in a given organization on political factors [tiisc18]. Variable subjectivity of a human being in the context of his presence in the organization also results to a large extent from civilization transformations. Reduction of employment in agriculture, the use of flexible forms of employment and the disappearance of certain professions are important determinants of the improper situation of a human being as an entity in the organization [16]. These factors shape the presence of a man in the company's structure. These factors exclude very often human presence in the organization.

Currently, in the practice of the organization operations, the employee is often presented only as the company's accounting value. Because of three things, this is incorrect. Firstly, the company-client relationship must be dynamic and dependent on the circumstances. Secondly, you have to constantly use the creativity of staff to implement innovations. Thirdly, the organization is a social creation or the system of social relations. The features of such a system are not a simple sum of features of individual elements that make up this system. The development and the implementation of the system's objectives allowing development is possible when the system is dynamic and autonomous. The development of the company as a system is then optimal when the goals of this system are at least convergent with the goals of the units.

REQUIREMENTS OF ISO 9001: 20015 AS A TOOL OF CREATION
PERSONNEL AS A SUBJECT IN THE CAR SERVICE

The problem of man as a subject in the organization is not related to the position held in the company. There is a difference in the competence of the members of the management and managed personnel. Despite these differences, the subject matter of leadership and operational staff are equally important.

In Table 1, an analysis of the management personnel as an entity in an authorized car service was made. It should be noted that as part of the adopted concept of work, the basic processes carried out in the service were analyzed. These are the following processes: work planning on the site, customer service while receiving the vehicle for service and returning the vehicle after repair. The processes were identified in column 1 of Table 1. In column 2 of Table 1, the requirements of the ISO 9001: 2015 standard which are applied during the implementation of a given process were specified. It should be noted that these requirements form a part of the quality management principle called leadership. Column 3 provides an explanation of how a given ISO standard requirement in authorized service center has been met. It turns out that such

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4In many scientific works there is a practice to treat human capital in a very material way. The proof of this bad habit is that human resources are presented as an asset to the enterprise. At other times, in many scientific works, staff training is only a material investment in a company and is not treated as a means of personal development.
elements as combining quality goals with business goals, meeting customer expectations and performing final control are a practical confirmation of meeting the requirements of individual ISO 9001: 2015 points. In turn, in column 4 of Table 1, the role of leadership as a subject in the organization has been presented. Providing working conditions in which the management staff performs tasks that require prediction of their effects and introduces some new rules of conduct means the evidence of recognition of the members of leadership as a subject. The influence of leadership on the goals of the organization is also a significant proof of its subjectivity.

Table 1. Subjectivity of the leadership in the authorized car service.

<table>
<thead>
<tr>
<th>The name of the management process</th>
<th>The point of ISO 9001: 2015 standard / content of the requirement</th>
<th>A list of activities to meet the requirements of the ISO 9001: 2015 standard</th>
<th>Subjectivity in the light of the definition present in the literature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning work in a car service</td>
<td>5.1.1.c Ensuring the integration of the quality management system requirements into the organization’s processes.</td>
<td>1. Developing a car repair schedule. 2. Animating the car repair schedule to meet the expected quality.</td>
<td>Anticipation and assessment of events [17]</td>
</tr>
<tr>
<td>Customer service and taking the vehicle for repair</td>
<td>5.3. d Ensuring the promotion of customer focus throughout the organization.</td>
<td>1. Presentation of repair options to the customer. 2. Offering a replacement car to the customer for the time of repair in case of identification of the need.</td>
<td>Shaping the rules of the organization's functioning [7]</td>
</tr>
<tr>
<td>Putting the vehicle back to the customer after repair</td>
<td>5.3. b Ensuring that the processes are delivering their intended output.</td>
<td>1. Performing a road test. 2. Quality control of individual activities.</td>
<td>Impact on the goals achieved by the organization [18]</td>
</tr>
</tbody>
</table>

In turn, in Table 2, the role of managed personnel as an entity in an authorized car service was assessed. As part of the adopted concept of work, the following operational processes were distinguished: a removal of a typical defect of an electronic nature, identification and removal of a complicated electronic defect and the participation in activities resulting from the provision of periodic vehicle maintenance. It should be clarified that in practice, a typical electronic defect in an authorized car service center means burning of a light bulb or disappearing of the signaling element of a vehicle, e.g. a signal. It is also a damage to any element of the electronic vehicle system that can be identified during one-stage service diagnostics. In turn, the occurrence of a complicated electronic defect requires performing some multi-stage diagnostic activities. They are performed using a device that reads the electronic error system in a sequence depending on the decision of the personnel performing operational activities. An important element of the participation of operational personnel in periodic maintenance activities is comparing the state of the software existing in the vehicle to the level or sophistication of the software contained in the manufacturer's information systems. Operational processes requiring the participation of managed personnel are presented in column 1 of Table 2.
In turn, column 2 of Table 2 presents the required ISO 9001: 2015 standards applied during the implementation of the identified operating processes. It should be noted that these requirements form a quality management principle called staff engagement. Column 3 provides an explanation of how the implementation of a given process in an authorized service center meets the requirements of the standard point. It should be emphasized that such elements as selecting a workstation according to the nature of the fault, performing activities in the optimal order and using knowledge to apply solutions currently available and at the same time meeting customer expectations are a practical confirmation of meeting the requirements of the individual ISO 9001: 2015 points. Column 4 Table 2 analyzes the personnel managed as an entity. Independent selection of resources to achieve the goals of the organization, a fully autonomous control of reality and creative interference in the events taking place are a practical proof of the recognition of man belonging to the group of personnel managed as a subject.

Table 2. Subjectivity of personnel performing operational activities in the authorized car service.

<table>
<thead>
<tr>
<th>The name of the operational process</th>
<th>The point of ISO 9001: 2015 standard / content of the requirement</th>
<th>A list of activities to meet the requirements of the ISO 9001: 2015 standard</th>
<th>Subjectivity in the light of the definition present in the literature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Removal of a simple electronic defect</td>
<td>7.1.4.c Ensuring environment necessary for the operation of its processes and to achieve conformity of products and services.</td>
<td>1. Selection of the workplace with the ergonomic criteria. 2. Selection of tools and devices.</td>
<td>Self-selection of resources and direction of the activities according to the objective set [8]</td>
</tr>
<tr>
<td>Removal of complicated electronic defect</td>
<td>7.2. b Ensure that persons are competent on the basis of appropriate education, training, or experience.</td>
<td>1. Determining the sequence of actions. 2. Ongoing optimization of the costs of undertaken activities. 3. Analysis of the level of meeting customer expectations.</td>
<td>Autonomous control over reality [14]</td>
</tr>
<tr>
<td>Service and maintenance</td>
<td>8.2.3.1 Ensure that organization has the ability to meet the requirements for products and services to be offered to customers, even requirements not stated by the customer, but necessary for the specified or intended use, when known.</td>
<td>1. Verification of vehicle electronic systems. 2. Upgrade of the system versions by manufacturer's data.</td>
<td>Impact on the course of specific events [19]</td>
</tr>
</tbody>
</table>

It should be noted that column 4 of Tables 1 and 2 define the character of human subjectivity in an organization that meets the requirements of ISO 9001: 2015. As
mentioned earlier, an additional source of both identification and commentary defining the character of human subjectivity is the result of observation and practical knowledge of the processes carried out in an authorized car service. This knowledge of the specificity of the processes carried out, made it possible to assess the existence of the main idea of subjectivity and to assign it to the concept presented in the literature.

CONCLUSIONS

The work demonstrates that subjectivity is a set of permissions enabling the initiation of a specific phenomenon, the targeting and selection of activities related to initiating. Subjectivity also means the full responsibility for the actions taken [20]. The work also drew attention to the subjectivity issues in the conditions of the organization functioning and participation in it. The work indicates the subjectivity due to the presence of the man in the organizational structure of the enterprise. In addition, the work emphasizes the essence of subjectivity due to human participation in the processes carried out by the organization. In the case of human presence in the structure, subjectivity is expressed in some interpersonal relations. During the implementation of processes, subjectivity is related to the problem of dematerialization of working conditions.

The basis for the work was the result of the observation of the functioning of the authorized car service from the point of view of shaping the man subjectivity in it. The observation concerned the management and personnel managed in the service organization operating in accordance with ISO 9001: 2015. It turns out that executing the tasks that confirm obtaining a service consistent with the requirements and promoting the client’s role in the organization by the members of the management staff, is a testimony of their impact on the achieved goals and co-formation of organizational rules. In turn, ensuring the right properties of automotive services previously declared to customers by operating personnel is carried out thanks to the existing training systems, in appropriate physical conditions and is the evidence of the fact that the staff has an autonomous control over the reality. This means that the management of an authorized car service is a service organization in accordance with ISO 9001: 2015. Allowing the staff at various levels of employment conditions for self-realization and participation in creating the goals of the enterprise has a positive impact on shaping the subjectivity of the human being. In other words, the work shows that the participation of staff in the implementation of processes in accordance with the ISO 9001: 2015 standard means its full subjectivity regardless of the level of employment.

REFERENCES