

The implementation of scientific management theories and its effects within dentist practice

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Abstract: *The main objective of management must be to ensure maximum prosperity of both the employer and the employee. Within an organization, the maximum prosperity is not only profit, but also the developments of all aspects of the organization ensure permanent prosperity. For employees of the organization, the maximum prosperity is not just high salaries, but also their capacity to achieve the level of qualification achievements in each. It is obvious phenomenon of mutual dependency between management and employees, and the need to work together to achieve the common objective of increased prosperity.*

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Introduction

In 1895, the meeting "American Society of Mechanical Engineers" - ASME - F. W. Taylor presented a Communication "The wage agreement." It is a new approach not only in salaries, but also a broader approach on the issues of the production as a whole. This title gave F. W. Taylor its communication has two explanations: on the one hand, he considers reasonable salary system as an essential element of the management system of production, on the other hand, new methods of work organization, scientific management, did not enjoy popularity even among engineers and entrepreneurs either.

He filed the conclusion of its communication:

- ✓ Wages are paid to the individual and not the workplace;
- ✓ Establishing tariffs must be based on precise knowledge of the facts and not assumptions;
- ✓ Charges set on an accurate knowledge of the facts must be consistent and balanced;
- ✓ Because that rates on this basis, the products will be cheaper, and workers receive higher wages than are usually paid;
- ✓ Salary, calculated on the basis precise causes workers to be more productive, give them an opportunity to earn more, eliminate causes a slowdown thoughtful work in carrying out movements, create amicable relations between workers and entrepreneurs, generates a common interest entrepreneurs and workers to cooperate in all matters.

The analyses of dissatisfaction and antagonism of communication

Characteristic of the work of F. W. Taylor's is that he was a unilateral approach to foreign organization of production problems, the complex approach: organization, economy, technology, mathematics. It is known more as an organizer of production that has applied economic management methods. F.W. Taylor was the first who studied the problem in terms of "system man - machine".

Causes generating dissatisfaction and antagonism are:

- ✓ Workers fear unemployment due to their false beliefs in relation to productivity growth that entails lowering the number of jobs;
- ✓ Poor time-consuming work and physical and intellectual effort;
- ✓ Inefficient management system limiting production in order to discourage employees to protect their interests.

In order to eliminate totally the empirical methods, FW Taylor made a number of principles, namely:

- ✓ Development of science;
- ✓ Scientific selection of workers and their continuous specialization;
- ✓ Work combining science with selected labor force;
- ✓ Steadfast cooperation between management and workers;

Putting the principles of F. W. Taylor was achieved by modern methods, such as:

- ✓ Selection of workers able to implement their formal instructions;
- ✓ Suitable remuneration of workers by offering premium performance.

When they add character and principles formulated by law (Zlate M., 2004):

- ✓ To replace traditional methods of management based on experience with science-based methods;
- ✓ Employee selection and training methods on them;
- ✓ Collaboration between management and employees to achieve the objectives of the organization;
- ✓ Clear division between mental and physical;
- ✓ Increased economic content of the work;
- ✓ Technical control over all technological operations, which require a quality control department;
- ✓ Standardization;
- ✓ Payment for each worker;
- ✓ Strict definition of the tasks and responsibilities of each worker in the management and execution positions, ie between executives and employees employees performers.

But regardless of principles, F. W. Taylor believes that the essence of scientific management consists of the following precepts:

- ✓ Science instead of traditional skills;
- ✓ Understanding instead of division;
- ✓ Cooperation instead of rhetoric moral attitude;
- ✓ Instead of low production yield;
- ✓ Classification of each employee in order to obtain maximum yield and prosperity.

It is a conglomerate enterprise is completely different picture about productive and efficient work. Method Approach initiative of the workers does not increase labor productivity sufficiently and can not be considered forward-looking. F. W. Taylor said that the company will operate efficiently, ie in line with scientific management if the administration will carry out the following tasks:

- ✓ Creating a scientific basis for each element of the work to replace traditional work methods, old scientific study of each element of the work;
- ✓ Selection, training and improvement of workers' scientifically practice instead of leaving on his behalf choosing a job and his qualification training;
- ✓ Cooperation between managers and employees in introducing effective implementation of the scientific system of work organization;
- ✓ Achievement possible, work tasks between employees and managers, each group taking over work that best matches instead of the old conditions in which most of the responsibilities incumbent workers.

F. W. Taylor reiterated the idea that the fundamental task of the scientific organization of labor. The scientific organization of labor is largely in the preparation and work tasks. He recommends the following measures in developing norms of work:

- ✓ Selection of 10 to 15 workers, particularly those who have demonstrated skills in execution works;
- ✓ Studying assembly operations or basic movements needed for the works;
- ✓ The timing and exact duration of time recording required for the execution of each elementary operations, then selects the fastest execution;
- ✓ Removal of all wrong movements, uncertain and useless;
- ✓ Uniting old methods into one new method that must be the object of training workers who will carry out those operations.

The ideas of F. W. Taylor were taken by many experts, including Grantt, Frank, Lilian Gilbreth, Bedaux, Rowan and Halsey. Gilbreth spouses have detailed some of the rules suggested by FW Taylor organization of production, analyzing body movement especially in the labor and time required for various activities, they are concerned with identifying the profession, the best way of doing any job was Henry Gantt organizations concerned about increasing efficiency by applying payment agreement

Scientific management assumes that planning is an activity distinct from its implementation, but the planner and executor not supposed to be two different people. In this context, particular attention must be paid to labor management and workers, drawing attention to the importance of selecting, training, pay and motivation, items with direct relevance in today's circumstances.

Systematic study of the management of labor and increases work efficiency and greater opportunities, for the benefit of workers and employees.

Fundamentals of management's FW Taylor can be formulated as follows:

- ✓ The division of labor - the manager has the task of planning and execution workers, both worker and manager are responsible for a particular function;
- ✓ Measuring work - studying work time is the most rational about performing the tasks of production;

- ✓ Specifying tasks and methods of their execution - tasks should not be broken down into small units, but must be accompanied by a detailed description of rational methods implemented;
- ✓ Work as individual activity - the influence of the group makes the worker to be less productive;
- ✓ Motivation and incentive programs - the worker have to be clear that each element work has value and payment depends on the quantity and quality of products made by him;
- ✓ The role of individual capacities - capacities distinguishes between workers and managers;
- ✓ Management role - it supports all methods of management authority, on which organizational rules, standards governing work should be increased;
- ✓ The role of unions - a skeptical attitude towards the trade union movement, because according to the author this motion is unnecessary labor relations system designed by him;
- ✓ Thinking managerial - the practice of management have revealed certain laws and management should obtain the same status as engineering.

So that an important place in his system FW Taylor, occupies complex of measures called him "work study". He also has undergone a mathematical calculation and the time needed to eliminate fatigue, restore work capacity and unavoidable interruptions. He tried to scientifically determine the best way of meeting each job in the shortest time. Despite the success enjoyed by the plan hoteles scientific management, it has not solved the problem of people management and labor.

Alexander Hamilton Church (1866 - 1936) - has established itself as a specialist in system costs and contributed to the development of managerial concepts. In 1912, management identifies three principles namely:

- ✓ Systematic use of the experience;
- ✓ Economic control effort;
- ✓ Promote personal efficiency.

In 1914 refers to two fundamental tools of management: analysis and synthesis. The analysis he handles cost accounting study time, study the movements, the location of machinery, planning, synthesis it serves to combine the functions of administration, so that cooperation would lead to a useful result. He sees five organizational functions in the synthesis administration:

1. design of products - the properties, sizes and standards to be observed in the performance of products;
2. equipment - physical conditions of production;
3. Control - setting specific tasks and supervising the daily results on those tasks;
4. comparison - setting, measurement recording results and comparing them to standards;
5. operation - converting materials into products with the design.

AH Church has formulated and effort universal laws, namely:

1. The experience gained should be standardized and applied systematically;
2. The economic effort must be adjusted:
 - a) he must divided;
 - b) it must be controlled;
 - c) it must be paid.

3. Effectiveness of staff should be promoted by:

- a. appropriate physical and environmental conditions that must be maintained;
- b. vocation, duties and obligations to be analyzed to establish special human capacities of interest;
- c. the extent to which staff have great ability.

Applying these universal laws of effort has the following objectives:

- ✓ Creation, on the basis of custom standardized personnel;
- ✓ Adoption of team spirit;
- ✓ Achieving proportional reward effort.

Conclusions

The functional structure was designed to eliminate the disadvantages of hierarchical structure, given that companies are becoming larger and with a high degree of complexity. It's a relatively complicated and confusing structure, composed of operational and functional compartments. Essential for this type of structure is that each hierarchical level task is divided between specialized departments, these having full authority over the lower hierarchical levels. Classical theories responded to practical needs of those technological and social conditions having a great echo and applicability in organizational practice. These theories are logically achievable by the expectation of internal structures involving: logical studied organizational behavior from the perspective of formal regulations; reducing managerial work skills to select only means by which it appears most effective for achieving organizational goals proposed, put emphasis on streamlining system ignoring human aspects of the organization. An important contribution of classical theories is the demarcation and separation of the executive management.

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