

## QUALITY MANAGEMENT SYSTEM AND LABOUR MOTIVATION AT INDUSTRIAL ENTERPRISES IN UZBEKISTAN

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**Abstract:** The management system of the industrial enterprise includes many subsystems, but the key among them is the quality management system (QMS) and the system of personnel motivation, focused on the quality of the final product.

Quality management systems of industrial enterprises in Uzbekistan are currently prepared to introduce international standards ISO 9000 series.

In the current economic conditions, it should be remembered that the quality management system, like any system, consists of interrelated and interacting elements, the efficiency of the entire system depends on the work of each of them. Human resources are one of the main elements that make up the structure of the QMS, so that is the main reason why managers should pay their attention to them.

**Keywords:** motivation, need, labor motivation, ISO Standards, Quality Management System

### Introduction

Industrial enterprises of Uzbekistan are beginning to pay more and more attention to quality problems in the conditions of a market economy. Increasing competition among businesses for consumer attention has made it time for quality improvement programs to be developed. Numerous scientific studies have shown that in the practical activities of enterprises, it is increasingly necessary to develop objective indicators that make it possible to assess enterprises for the production of products of the highest quality level. In addition, industrial enterprises need to constantly analyze the effectiveness of the implemented quality management system.

### Main

Recently, the enterprises of Uzbekistan are increasingly introducing quality management systems certified in accordance with international standards ISO 9000 series. This is a positive trend for the economy as a whole. There is a certain specificity of the QMS (Quality Management System) models for various sectors of the national economy. Identification and consideration of these features when building a QMS model will allow more efficient use of enterprise resources and produce better products (Mescon M. & Albert Khedouri, 2001).

The purpose of the quality management system is to ensure the quality of the products produced by the enterprise. The quality of products should meet the expectations of consumers or be as close to them as possible. In modern conditions of industrial enterprises, there is no need to check each unit of products manufactured at the enterprise, since for quality control it is enough to set up the system in such a way as to ensure uninterrupted and error-free operation of equipment and personnel. In order to avoid the negative consequences of incorrect (erroneous) actions of the enterprise management, it is enough to develop instructions that will allow achieving high quality products or services (Versan V.G., 2003).

The quality management system, according to ISO, must also have a certain structure, which includes the following elements: organization, documents, processes and procedures, resources (Morgan A., 2006).

The first element in the QMS structure is organization. The essence of this element is that a certain group of employees with special knowledge in the field of this activity operates at the enterprise, therefore, there is a differentiation of powers, responsibilities and their relationships.

The next highlighted structure is documentation. It is impossible to imagine the activities of any enterprise without maintaining documentation. So, the quality management system includes documents: job descriptions, regulations on structural divisions, and others.

The next element of the quality management system is the processes, which are understood as the relationship and interaction of the elements of the enterprise. At the same time, it is necessary to distinguish procedures from processes, which are the way of establishing and carrying out an activity or a process.

The last element of the QMS, necessary for the correct organization of ISO, is resources. It is everything that ensures the operation of this system (for example, human resources are employees of the enterprise, time resources are the time spent on the production of products or services, etc.).

Thus, compliance with ISO standards allows manager to optimize the activities of business entities, to achieve maximum efficiency from the use of resources. In addition, compliance with these standards allows Uzbekistan to move one step closer to the European level of development.

It is necessary to pay attention that production play a very high role at national economy. This is due to the fact that industrial production interacts with a number of other sectors of the national economy of Uzbekistan and is one of the fundamental sectors for the development of the entire economy of the country.

The chemical and petrochemical industry, agriculture and mining industry act as a supplier of raw materials for industrial enterprises. Consequently, the quality, quantity and cost of industrial products directly depend on the quality level of technical products in a number of these industries, as well as on their availability of appropriate production facilities.

Compliance with the ISO 9000 series standard contributes to the improvement of labor motivation in the management system. According to these rules, the following requirements should be imposed on the quality of the products (Kotler F., 2004):

- administrative support of responsibility - the policy in the field of quality management follows strict regulations, is certified by documents and it is necessary to clearly define the rights and obligations of employees holding certain managerial positions;
- control of the project - the implementation of the project must strictly comply with the detailed action plan and the set goals; the results of the project are carefully checked;
- document control - any changes or additions should be regularly monitored;
- inspection of purchases and suppliers - subcontractors and suppliers must comply with the requirements of the enterprise specified in the contract documents;
- monitoring the technological process - all production processes at the enterprise must be carefully organized and taken under the strict control of responsible managers;
- testing and standardization - devices used in testing must be extremely accurate and comply with the standard; products are checked throughout the entire production process and at the release stage; the results of inspections are correctly documented and archived;
- product control - goods that do not meet the standards are rejected;
- management in the commodity and material sphere, storage of products in a warehouse - the processes of packaging, storage and sale of products must be carefully controlled in order to increase the reliability and safety of these processes;
- raising the professional level of personnel - it is necessary to organize training for the employees of the enterprise in order to improve their qualifications, carry out certification and recertification; document learning outcomes. The focus of the labor motivation management system should correspond to the selected effective strategy of the management system
- quality, and the strategy, in turn, must correspond to the overall goals of the enterprise. Preparation of an enterprise for the certification procedure increases the level of personnel labor motivation in the management system. Obtaining a certificate positively contributes to the promotion of goods in the markets.

According to Mondy, R. (2004), the attitude towards people cannot be separated from the management of the enterprise, because it is people who make up the organization and realize its goals. Moreover, the solution to the problem of motivation is inextricably linked with a conflict of interest, in other words, with the solution of the question of how to make employees work harder and better by optimizing remuneration for work and its results.

## Conclusion

The mechanism of personnel motivation within the framework of the QMS of an industrial enterprise is based on the construction of a motivation subsystem, taking into account the needs of personnel, on which depends not only the satisfaction of personnel with work, but, as a result, the quality of products manufactured by the enterprise during the life of this system.

Adjustment of personnel needs, and, accordingly, the motivation system, and the personnel motivation mechanism is carried out on the basis of clear control and collection of information about job satisfaction, the quality of labor activity and the quality of products. The scheme includes the needs of product buyers, since they are the final "evaluators" of the quality of the products offered to them.

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