



FUNDAMENTALS OF EMPLOYEE MOTIVATION IN ISO STANDARDS

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ABSTRACT

This article explores the basics of employee incentives in a quality management system and the requirements of international standards, including the ISO 9000 series. Research has shown that the current stage of development of quality management, motivation and personnel management takes place within the framework of combining the organization's personnel motivation management strategy and quality-based overall management strategy. The study also provides statistics on the coordination of enterprises in Uzbekistan to ISO standards.

KEYWORDS: *Motivation, Personnel Management, International Standard, ISO Certification, Competitiveness, Quality Management.*

INTRODUCTION

Achieving sustainable quality is not an instant process. This requires a systematic approach, i.e. quality control at all levels of the production chain. With the help of quality management methods, including the motivation of employees to achieve the result of the whole enterprise, radically new opportunities have opened up to improve the existing quality management system, to make it more relevant to the successful operation of the enterprise.

The current stage of development of quality management, motivation and personnel management takes place within the framework of combining the organization's personnel motivation management strategy and quality-based overall management strategy.

Such harmonization allows organizations to make full use of the potential of their employees, apply effective mechanisms of motivation and constantly focus on the improvement and effective operation of the company.

Today, the company develops and introduces new ways to improve HR. These include:

- implementation of the requirements of ISO 9001: 2000 standards in the field of human resources development;
- a new approach to staff selection and recruitment;
- preparation for personnel certification;
- drawing up profессиograms;
- psychological diagnosis.

In order to assess the level of competence of employees on safety rules, their theoretical and practical knowledge, a mandatory periodic examination of personnel knowledge is conducted. The inspection confirms the required high level of performance.

The audit of the company's employees is carried out using a team of internal auditors formed in accordance with the requirements of ISO 9000: 2000 [1].

It should be noted that the requirements of the ISO 9001 standard for working with staff are limited to the definition of qualifications and the provision of appropriate training for personnel, but personnel management is not limited to such narrow areas as education, training and retraining. In our view, given the focus on ISO standards, motivation should be seen as a mechanism to motivate a person to engage in an activity that helps to achieve a specific personal attitude (needs) and goals to stimulate interest in the activity.

A number of aspects of personnel management, including motivation - employee qualifications, training, bonuses and salary system, etc. - are key to the effective use of company employees. However, the need to consider motivation as a mechanism applied in the quality management system, one of the main principles of quality management is the principle of involving employees in the activities of the organization.

Thus, on the one hand, the presence of loyal and dedicated employees in the company significantly accelerates the implementation of both a single management system and several, and contributes to their successful operation. On the other hand, quality management itself and other management systems, the mandatory requirements for their creation can serve as a factor that leads to increased employee participation, training system development, training and retraining. An increase in staff motivation also results in an increase in the loyalty and dedication of the company's employees.

LITERATURE REVIEW

In a quality management system, human resource management depends on their external motivation. Therefore, by the twentieth century, the theoretical and practical foundations of personnel management in the quality management system began to be studied by many scientists. In particular, the introduction of the ISO 9000 series of standards in 1987 increased the weight of research on this topic.

In particular, the role of tangible and intangible motivation in the quality management system Grishina V.A. [2] Karas Dmitry Vladimirovich, Danilchenko Yana Vladimirovna, Kryuchkov Dmitry Vladimirovich, Morozova Elena Alekseevna, Extensive and detailed study by Artamonova Galina Vladimirovna [3].

According to Svetoslav Georgiev and Emil Georgiev, ISO 9001 certification is a key factor in motivating employees [4].

According to research by Stanojeska, Marija & Minovski, Robert & Sajfert, Zvonko & Čočkaló, Dragan & Stanisavljev, Sanja & Jovanoski, Bojan, employee engagement is an important factor in the successful implementation of quality management, and employee motivation is a means of encouraging their involvement and dedication [5].

According to the results of the research of Uzbek scientists G.H Khojiakhmedov [6], ... "This is one of the main rules of TQM (Total Quality Management), according to which every worker should be involved in quality management activities. This goal can be achieved only when there is an internal need for improvement in each of them."

It should be noted that this topic still needs research in Uzbekistan. In particular, global standards of employee motivation have not been fully implemented in the country's enterprises, mainly due to the fact that the production and management activities of enterprises do not fully meet ISO standards. Therefore, this topic is relevant, and the recommendations formed as a result of scientific research serve to improve the motivation of employees in the quality management

system.

RESEARCH METHODOLOGY

In order to identify the influencing factors, an analysis of the literature in the field of employee incentives was conducted in the series of ISO 9000 standards. Empirical analysis, analysis and synthesis methods were used in the research process.

Analysis and results

According to ISO 9000: 2000, the principle of continuous improvement of the organization as a whole (and therefore its quality management system) is one of the 8 basic principles of quality management. In implementing this principle, the recommendations for improving the quality management system given in ISO 9004: 2000 should be followed. ISO 9000 series standards are a prerequisite for doing business. ISO 9000 series standards can only be achieved if they are related to the motivation of managers to change and improve business processes. The main reason for the rapid spread of the ISO 9000 series of standards is that large consumers, including the government, require suppliers to obtain certification for compliance with the standard.

ISO 9000: 2000 requires the revival and development of enterprise methods and standards of the recent past of material and moral incentives.

If the content of the recommendations on human resource management in ISO 9004: 2000 is studied more deeply, it becomes clear that the creation of a person's personality and corporate culture, in which the abilities of each person are used to the maximum.

Some surveys show that:

- It is impossible to fully assess people's desires in money. First comes quality, then material interest;
- People need opportunities to apply and develop their skills, which will lead to satisfaction;
- everyone's services will have to be recognized and approved from the outside. Every worker strives for this throughout their career.

People at all levels are the backbone of the organization, and their full participation allows the organization to take advantage of its opportunities.

“Human Resources” - As noted, an organization should encourage employee engagement to achieve its goals and encourage improvement:

- determine the powers required for each activity;
- choice of field of activity, continuing education and career planning;
- Demonstration of responsibilities and powers;
- development of individual and group goals, work management and evaluation of results;
- assistance in setting goals and participating in decision-making;
- recognition of services and awards;
- open communication with management;
- creation of conditions conducive to innovation;
- providing effective methods of group work (teamwork);
- timely notification of proposals and opinions;
- assessment of staff satisfaction with the implementation of improvements;
- Identify the reasons for dismissal [7].

Factors influencing ISO 9001

Factors influencing ISO 9001
Responsibility, authority and communication
Planning
Management review
Resource management
Human Resources Department
Infrastructure
Work environment
Product sales planning
Customer-related processes
Design and development
Shopping
Production and service
Observation and measurement
Compatibility with incompatible product
Data analysis
Measurement, analysis and improvement

The ISO 9001: 2000 standard places great emphasis on the qualifications of employees, so an organization should set requirements for the qualifications of its employees (often as specified in the job description) and strive to improve it.

The Republic of Uzbekistan is also bringing its quality management system in line with world standards. In particular, in order to further increase the competitiveness of domestic products and services in foreign and domestic markets, improve the quality management system, increase the export potential of the country, the Cabinet of Ministers of the Republic of Uzbekistan dated July 22, 2004 No. 349 Resolution "On measures" [8]. As a result of the measures taken, as of December 31, 2020, 244 enterprises have issued certificates of conformity for 274 quality management systems, including:

185 enterprises under the quality management system (ISO 9001), 13 enterprises under the environmental management system (ISO 14001), 31 enterprises under the food safety management system (ISO 22000), 26 enterprises under the energy management system (ISO 50001) and certified in other management systems.

In terms of sectors of the economy, the majority of certified enterprises are in the food (41), light (26), construction (28) industries, as well as pharmaceuticals (12) [9].

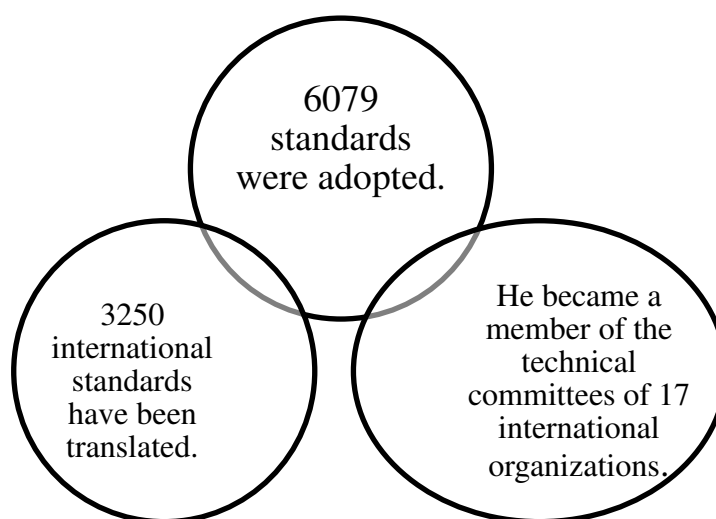


Figure 1. Work done on the introduction of international standards in Uzbekistan in 2020 [10]

To date, Uzbekistan has adopted about 2,600 standards, of which about 2,000 are international standards. In 2020, 836 enterprises introduced quality management systems in accordance with international ISO standards, bringing the total number to 9,497. All this not only encourages the production of competitive products in the country, but also provides incentives for employees to meet the requirements of international standards.

CONCLUSION AND RECOMMENDATIONS

In accordance with ISO 9000: 2000, the principle of continuous improvement of the organization's activities is an important principle of quality management; In implementing this principle, the recommendations for improving the quality of the quality management system given in ISO 9004: 2000 should be followed.

It should be noted that loyalty is not forced or unambiguously instructed, but rather by different types of activities, such as different forms of employee motivation, an advanced system of relationships in the company (internal awareness, employee recognition and respect by colleagues and management, career goals and the ability to achieve material well-being).

It should be noted that the employee-enterprise is the basis for the production of quality products, and its promotion and full involvement in the production process is a key factor in ensuring competitiveness.

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