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THE IMPORTANCE OF QUALITY MANAGEMENT IN ENTERPRISE ACTIVITY MANAGEMENT

Rasulov Shavkat Sharof son

Acting professor of the department of economics and management,
Jizzakh polytechnic institute

Abstract: This article analyzes the theoretical and practical aspects of the effective organization of quality management systems in enterprises. It examines the importance of quality management, the implementation of the ISO 9001 standard, and methods for improving quality control. Systematic, comparative, and predictive-analytical approaches were employed in the research.

Key words: quality management, enterprise, efficiency, quality system, ISO 9001, management, competitiveness.

Annotatsiya: Ushbu maqolada korxonalarda sifat menejmenti tizimlarini samarali tashkil etishning nazariy va amaliy jihatlari tahlil qilingan. Tadqiqotda sifat menejmentining ahamiyati, ISO 9001 standarti joriy etilishi va sifat nazoratini takomillashtirish usullari yoritilgan. Ishda tizimli, qiyosiy hamda bashoratli-tahliliy yondashuvlardan foydalanilgan.

Kalit so'zlar: sifat menejmenti, korxonalar, samaradorlik, sifat tizimi, ISO 9001, boshqaruv, raqobatbardoshlik.

Аннотация: В данной статье проанализированы теоретические и практические аспекты эффективной организации систем управления качеством на предприятиях. Рассмотрены значение менеджмента качества, внедрение стандарта ISO 9001 и методы совершенствования контроля качества. В исследовании использованы системный, сравнительный и прогностико-аналитический подходы.

Ключевые слова: управление качеством, предприятие, эффективность, система качества, ISO 9001, менеджмент, конкурентоспособность.

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INTRODUCTION

It is well known that production constitutes the foundation of any economy during its liberalization and development process. The level of production development serves as a crucial indicator reflecting the overall economic condition of a country. Therefore, every state attaches great importance to the advancement of production sectors.

In the modern global economy, quality has emerged as a decisive factor that enhances living standards, ensures economic and environmental security, and serves as the main determinant of product competitiveness. In the context of a market-oriented transformation, it is vital to design and implement progressive technical, economic, and social solutions to address emerging challenges, while integrating quality improvement measures into all stages of production and management processes.

Addressing these tasks requires a comprehensive transformation of the entire management system. It is essential to strengthen the informational support of management activities, enhance the importance of scientific and technical data, and introduce modern technical tools for the processing, transmission, collection, and storage of managerial information. In addition, fundamental improvements are necessary in the preparation, adoption, and monitoring of management decisions to ensure their efficiency and long-term sustainability.

Quality, above all, represents a fundamental prerequisite for strengthening the national economy. The large-scale reforms and consistent measures implemented in the Republic of Uzbekistan have already produced positive and tangible outcomes. In particular, the Action Strategy for 2017–2021, approved by the Presidential Decree of the Republic of Uzbekistan under the leadership of Shavkat Mirziyoyev on 7 February 2017, outlines five priority directions for the country's sustainable development. The realization of these strategic directions, along with the defined objectives and planned actions, represents an urgent and socially significant demand of the modern stage of national progress.

These priority directions include: modernization of production; technical and technological upgrading of enterprises; mastering fundamentally new products and technologies; reducing energy and resource intensity across industries; widespread implementation of energy-saving and resource-efficient technologies in production; expanding the use of renewable energy sources; increasing labor productivity in all sectors of the economy; integrating information and communication technologies into economic, social, and management systems; fostering a favorable business environment to support small business and private entrepreneurship; introducing advanced standards and practices of corporate governance; enhancing the participation of shareholders in strategic enterprise management; creating favorable conditions for the optimal placement of industrial enterprises and other production facilities; and encouraging the broad development of private entrepreneurship.

Despite the large-scale transformations being undertaken, there still exist certain issues in improving enterprise quality management systems. The relevance of this research topic is determined by the need to organize quality management effectively within enterprise operations, ensure the achievement of consistently high performance outcomes, and continuously develop and refine quality management systems as an integral part of organizational excellence.

LITERATURE REVIEW

In foreign countries, the system of quality management in enterprises and organizations, as well as its role in effective management, has been extensively studied in the scientific works of scholars such as F. Taylor, A. Fayol, M. Meskon, E. Deming, R. Mavlonova, O. Turaeva, A. K. Munavvarov, and K. Khoshimov. In Uzbekistan, the implementation and improvement of quality management systems have been explored in the research of scholars including M. Sharifxujaev, K. Abdurakhmonov, Y. Dadaboev, G. Akhunova, and A. Bekmurodov.

Despite the significant progress achieved in this field, there remains a need for further in-depth research on the theoretical and practical aspects of quality management within enterprise activity. This necessity underscores the importance of continuous scientific investigation and serves as the foundation for selecting this topic as the subject of research.

RESEARCH METHODOLOGY

In the research process, a comprehensive set of scientific methods was employed to examine the theoretical and practical aspects of the effective organization of quality management systems in enterprises. By applying the method of systematic analysis, the components of the quality management process and their interrelationships were thoroughly investigated. Through a comparative approach, the experiences of Uzbekistan and foreign countries were analyzed and contrasted, resulting in the development of recommendations adapted to national conditions.

Economic–statistical and empirical analysis methods were utilized to assess product quality, production efficiency, and management performance. Furthermore, a forecast–analytical approach was employed to predict future trends and prospects for the development and enhancement of quality management systems in enterprises.

ANALYS AND RESULTS

When studying the theoretical foundations of product quality management in enterprise operations, it becomes evident that quality management and its role in organizing and directing enterprise activities define the essence of modern management processes. In the process of transitioning to market relations, special attention must be given to developing economic and social mechanisms for addressing emerging challenges, while ensuring that quality improvement principles are effectively integrated into management processes.

The contemporary market economy sets strict and well-founded requirements for the quality of manufactured goods and services, since the survival, sustainability, and competitiveness of any enterprise largely depend on these factors. Competitiveness, in turn, is determined by two key indicators — price and product quality.

Quality represents a multifaceted and universal category encompassing a wide range of characteristics and attributes. It can be defined as the totality of a product's or service's properties that ensure its capacity to meet established or anticipated needs, thus reflecting its overall suitability for intended use. Quality management implies a continuous focus on quality at every stage of production, from design to post-sale service.

The term product denotes the materialized outcome of human labor that possesses useful properties, is created through a defined production process, and is intended to meet specific individual or collective needs. The concept of product quality encompasses the set of properties that determine the product's ability to satisfy designated requirements in accordance with its purpose. From an economic perspective, product quality

reflects the relationship between producers and consumers, as well as the interaction between enterprises and the state in the process of manufacturing competitive goods, fulfilling production objectives, and determining product value.

Moreover, product quality embodies the relationship between enterprises in the context of material incentives for producing high-quality goods and accountability for deviations from established standards. As an economic category, product quality reflects the pace of technological advancement, labor productivity, and the overall efficiency of social production. The continuous improvement of product quality serves as an essential prerequisite for sustainable economic development, growth in production efficiency, and the improvement of social well-being.

In the modern era, the study of quality management has become one of the leading academic and research priorities of higher education institutions. Quality is perceived as a complex and integral phenomenon, the ultimate evaluation of which belongs to the consumer who determines its real value through the act of purchase and use.

The factors influencing product quality can be classified into four interrelated groups: technical, organizational, economic, and social. Technical factors encompass the condition and reliability of equipment and machinery, the state of instruments and control devices, the availability of technical documentation, and the quality of raw materials and semi-finished goods. Organizational factors include planning, production consistency, equipment maintenance and repair, provision of materials and components, availability of technical documentation and control tools, the overall production culture, the scientific organization of labor, and the proper arrangement of working and rest conditions. Economic factors involve the forms and levels of remuneration, material incentives for high-quality performance, pricing systems, cost efficiency, and product profitability. Social factors relate to personnel selection and training, professional development, encouragement of innovation and creativity, improvement of living and working conditions, maintenance of a positive psychological climate within the workforce, and the promotion of moral and professional values.

According to the international standard ISO 9001, a quality management system is defined as the organizational structure, responsibilities, processes, procedures, and resources necessary for implementing effective quality management across all levels of enterprise activity. When entering into supply contracts, foreign partners often require manufacturers to maintain a quality system certified by a recognized accreditation body, ensuring reliability and compliance with international standards.

The quality system within an enterprise is established and maintained as a comprehensive mechanism for achieving the organization's strategic objectives and quality policy. The enterprise's quality policy, developed and approved by top management, must clearly define the main directions and principles of quality assurance. The essential tasks of a quality management system include ensuring, managing, and continuously improving quality. It functions as a key instrument through which management enforces its commitment to quality and operational excellence. Within this system, both the supplier (manufacturer) and the customer (buyer) play active and interconnected roles.

To effectively support the enterprise's quality objectives, the quality management system should integrate all essential processes, including market research, design and development of technical specifications, supply chain management, preparation and implementation of technological processes, production, inspection, testing and research, packaging, storage, distribution, installation and commissioning, technical servicing, and post-consumer recycling or disposal.

The implementation of quality policy begins with its formal development and documentation by enterprise leaders. The quality policy must be expressed as a detailed, program-oriented document and be recorded in official company regulations. Quality assurance activities, in turn, form an integral part of this system and ensure that each stage of enterprise operation meets established quality standards and contributes to the organization's overall competitiveness and sustainable development (Table 1).

Table 1. Methods of activity

1.	Planning and design	6.	Advertising
2.	Design of technological processes and production preparation	7.	Sales
3.	Product manufacturing	8.	After-sales service
4.	Quality control	9.	Obtaining feedback from consumers
5.	Prevention of quality deterioration	10.	Monitoring the quality assurance system

The establishment of a quality control department within an enterprise enables the effective coordination and management of all activities related to product and process quality. This department serves as a structural unit responsible for developing methodological guidelines, regulating internal quality standards, and ensuring that all production processes comply with international requirements.

Through its activities, the quality control department allows enterprise management to systematically monitor the conformity of product quality with international and national standards, as well as to ensure the continuous improvement of production quality. The department plays a crucial role in implementing the enterprise's quality management strategy by developing methodological recommendations, organizing inspections, analyzing performance indicators, and coordinating the work of other divisions to maintain overall quality consistency.

Functionally, the quality control department reports directly to the general director, which ensures its independence and authority in decision-making. This structure represents a practical model of a functional quality management system that links all organizational levels — from strategic management to operational execution — into a single, coherent mechanism focused on achieving excellence in product quality and customer satisfaction.

As a result, the creation of a quality control department not only strengthens internal control mechanisms but also enhances the enterprise's competitiveness, reputation, and compliance with international certification requirements such as ISO 9001.

CONCLUSION AND RECOMMENDATIONS

In the era of production liberalization, quality has emerged as a decisive factor that defines the reputation, competitiveness, and sustainable development of an enterprise. Quality management occupies a central position within the overall management system, serving as the guiding principle for all employees — from top executives to operational personnel. It represents the alpha and omega of enterprise activity, symbolizing both the beginning and culmination of every production process. As a result, quality holds a strategic place within the state's economic and industrial development policies.

Improving product quality directly influences production volume, resource utilization efficiency, and the comprehensive satisfaction of both social and individual needs. Every product must meet the highest technical, economic, and aesthetic requirements, as well as other relevant standards, in order to remain competitive in the global market. Addressing quality-related issues in a timely and systematic manner ensures the long-term efficiency of social production and contributes to the stable satisfaction of consumer demand.

Certification is the process of verifying that a product, item, or service conforms to established standards or technical requirements. The issuance of a certificate as a result of this process provides consumers with documented assurance of the product's reliability and quality.

Closely related to this is the certification system, which refers to an organized framework comprising defined rules, procedures, and institutional mechanisms designed to implement conformity assessment activities in a consistent and transparent manner.

Product quality management within enterprises is carried out in accordance with state, international, sectoral, and internal enterprise standards. In conditions where supply exceeds demand and market competition intensifies, it becomes increasingly important to develop objective quality indicators that allow for accurate evaluation of products and services.

Furthermore, throughout all periods specified in supply contracts, the quality of manufactured and delivered products must remain stable and consistent. The presence of a quality management system that complies with international standards, particularly ISO 9001, serves as a reliable guarantee of this stability, ensuring that the enterprise maintains a high level of trust, efficiency, and competitiveness in both domestic and international markets.

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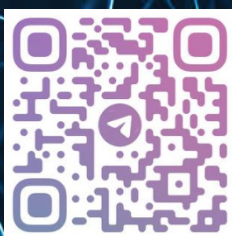
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