

# Mechanism For Personnel Quality Management At Construction Enterprises

Djuraeva Guzal Shavkatovna  
Researcher at Tashkent State University of Economics (TSUE),  
Tashkent, Uzbekistan.

**Abstract.** The article presents the theory of quality according to the Kano model and methods of its application, the basic principles of personnel behavior used in a systematic approach to quality management in an enterprise, as well as the quality management mechanism. The author has formulated the principles for mobilizing the intellectual assets of an enterprise.

**Keywords:** Personnel management, quality theory, ISO 9000.

## 1. INTRODUCTION

HR Management System is universal in terms of strategies, policies, and processes. This term has moderately replaced personnel management. Managing and constructing human resources in the global setting is raising recognition as a central challenge, mainly to MNEs (Multinational Enterprises).

HR Management System is both an academic theory and a business practice that finds out the theoretical and practical techniques of managing employees. So the definition of HRMS is the theoretical basis of the discipline, business practice, and global human resource management. [7]

The definition of the concept of personnel management systems or HR systems has two meanings:

- broad meaning - a system in which the functions of the organization's personnel management are implemented;
- a narrow meaning is software that allows you to make these processes more understandable and efficient.

In this article we will talk about the system as software.

HR management software is a digital solution for managing and optimizing the daily tasks of HR management and the overall goals of the organization in the field of HR management. HR management software allows HR department employees and managers to better allocate their time and resources for more productive and profitable activities.

HR management software technology has come a long way since computers were first used to manage human resource data in the 1970s. HR management systems became more accessible to corporate clients in the 1980s, and the advent of web applications in the 1990s made HR management software even more widespread. Currently, most of the new systems are cloud-based, easily integrated with other data management programs and easily configured according to the needs, goals and budget of an individual organization. In other words, there is currently a software solution for personnel management for organizations of any size and type.[8]

## 2. LITERATURE REVIEW

Modern ideas about the importance of personnel in the successful activities of enterprises in the field of quality are reflected in the works of F.F. Bezudny, M.N. Belyaeva, E.B. Kruchina, I.V. Kuznetsova, N.V. Kuzmina, O.N. Melnikova, S.N. Myasoedova, O.D. Nechaeva, S.D. Reznik, K.V. Sidorenko, D.V. Sorokina, S.A. Sudakova, L.F. Sukhodoeva, N.P. Tarasova and other scientists.

A serious contribution to the study of the influence of QMS on the personnel subsystem of an enterprise was made by such scientists as N. Aniskina, V. Antropov, M. Barsukov, Yu.N. Bogdanov, G.E. Gerasimova, V.D. Dorofeev, Yu.V. Zorin, K. Kravchenko, K. Levin, V.K. Malinovsky, L.A. Nebalueva, M.Z. Svitkin, T.D. Sinyavets, O.N. Shinkarenko, Yu.A. Shirobokov, A.N. Shmeleva, D.A. Shmonin, E. Shubenkova, V.T. Yarygin.

However, to date, a human resources management mechanism has not been systematically developed and described for the implementation and further improvement of the QMS according to ISO 9000 standards, which is centered on the principles of “personnel involvement” and “continuous improvement”; There is no model for stimulating the level of competitiveness and innovative potential of an enterprise through the QMS “Human Resources Management” process.

### 3. ANALYSIS AND RESULTS

Analysis of the activities of a number of enterprises that have implemented and certified the QMS according to ISO 9000 standards allows us to develop a personnel management mechanism that is formed and developed in the process of implementing the QMS, aimed at increasing the competitiveness and growth of the company's innovative potential. The key elements of the personnel management mechanism in the enterprise's QMS are:

1. Consideration of personnel management as a process.
2. Consideration of staff motivation as a process.
3. Changing the work system of the enterprise management during the implementation of the QMS.
4. Organization of the process of collective improvement of work (introduction of team management, quality circles).

The first researcher of the category of quality is the Greek philosopher Aristotle. Back in the 4th century. BC e. in his work "Metaphysics" he gave a definition of quality: "Quality, on the one hand, is the specific difference of an essence, as, for example, a person is some qualitatively defined animal, because it is a two-legged animal, and a horse is four-legged; and a circle is a certain qualitatively defined figure, for this figure has no angles, so the quality is a specific difference related to the essence."



Fig1. The 7 principles of quality management [9]

Quality is a complex category that can be considered from various positions: philosophical, social, legal, economic.

From a philosophical point of view, the category of quality means the essential certainty of an object, according to which it differs from another object. In turn, the certainty of an object is formed on the basis of individual properties or their combination. A property is understood as a way of demonstrating a certain aspect of the quality of an object in relation to other objects with which it can interact

From a social point of view, the category of quality means the attitude of individual subjects and/or the entire society towards an object. At the same time, quality can be considered as a category depending on the level of culture, religious and demographic characteristics of individuals and society as a whole (for example, consumer perception of fashion trends in clothing)

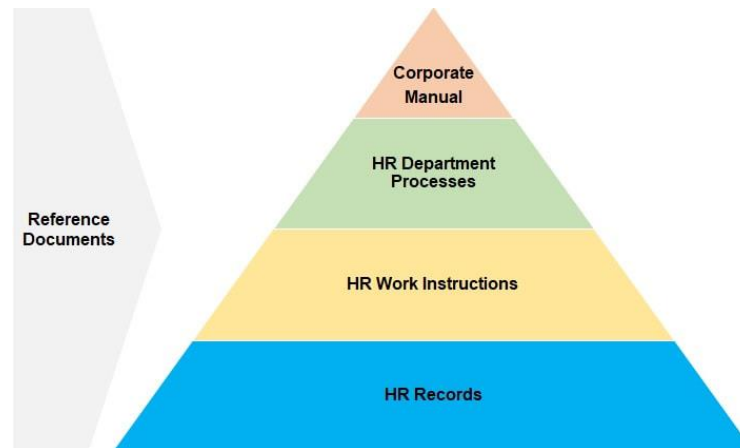


Fig.2. Role of HR in quality management

From a legal perspective, the quality category is defined as a set of properties of an object that meets the requirements established in regulatory documents

From an economic point of view, the quality category is considered as a result of meeting needs

The quality of personnel is the most important component of competitiveness. Foreign management experts believe that the competitiveness of the final product depends 70-80% on its quality.

In the economic literature, the term “competitiveness” is used in relation to various objects. From an economic point of view, the most important are the competitiveness of products, goods, personnel, enterprises (organizations, firms), industries and countries.

H. Kano (Japan) in his theory of attractive quality identifies three components of the quality profile:

- Basic (core) qualities corresponding to the “defining” characteristics of personnel
- Required (expected) qualities corresponding to the mandatory characteristics of personnel
- Attractive (leading) qualities that correspond to the “surprise” characteristics of the personnel, causing admiration

The manager forms in his mind some “expected quality” of the personnel, which, in his opinion, should be achieved in the course of the company’s activities. It is necessary to understand the relationships and interdependencies between the actual quality of personnel and the “expected quality”, which is formed in the mind of the manager. These relationships can be quite contradictory, and in order to achieve an appropriate consensus in this direction, it is necessary, on the one hand, to research and formulate the expected qualities, and on the other, to ensure these qualities of the personnel.

Tips for using the Kano model

1. To determine the company's goals and priorities, it is first necessary to clarify the personnel requirements. And only with a clear idea of the quality profile can you begin to form the imaginary quality of personnel.
2. To better understand what the goals should be, you should first consider the characteristics of the personnel that correspond to the basic level of quality.
3. If the characteristics of the personnel correspond to the required level of quality, satisfaction with activities increases as the corresponding indicators of personnel quality improve.
4. Characteristics that correspond to an attractive level of quality that the manager simply did not envision provide unexpected value to him, even if the execution of the concept is imperfect.
5. Forming an attractive quality of personnel opens up opportunities to stay ahead of competitors.

Basic principles of the European Code of Conduct for Personnel in the Company

The principle of preparation. It involves thorough preparation of the enterprise for the personnel selection process based on the development of questionnaires, interviews, etc.

The principle of contact. It assumes respect for corporate culture, agreement on the method of transmitting information and receiving it.

The principle of reciprocity. Provides for the possibility of mutual exchange of information with a partner subject to the conditions of legality and honesty.

The principle of confidentiality. Considers the information received as confidential and cannot be transferred to

third parties without prior consent.

Principle of use. Assumes that the information received will be used only for the purposes of the company.

The principle of legality. Involves the use of only legal methods of obtaining information.

The principle of understanding and agreement. Involves agreement with partners on the direction of use of the information provided.

The principle of relationships with competitors. Involves the establishment of principles of trust in relations with real and potential competitors. Among these principles: the need to comply with competition law, maintain trade secrets, clearly agree on the volume and methods of data collection.

The European Code of Conduct for Personnel is a guideline document whose basic principles are followed by successful European companies.

Quality management: concept, functions, methods

Management in a broad sense is understood as the general function of organizational systems, ensuring the preservation of their structure, maintenance of the mode of activity, and the implementation of their program for achieving the goal.

The quality management mechanism is a set of interconnected subjects and objects of management, the principles, methods and functions of management used at various stages of the product life cycle and levels of quality management.

Objects of quality management are indicators of personnel quality, factors and conditions that determine their level, as well as the processes of formation of personnel quality.

Subjects of quality management are management bodies and individuals who implement quality management functions in accordance with established principles and methods.

The functions of personnel quality management at the enterprise include:

- Forecasting and planning of personnel quality
- Assessment and analysis of personnel quality
- Personnel quality control
- Stimulating the quality of personnel and responsibility for it

Each of the functions is a combination of related or similar tasks to improve the quality of personnel; the tasks are differentiated by stages of the company's life cycle, levels of management, while their features are specified and reflected.

A separate function is implemented in a separate functional subsystem of the personnel quality management system. Depending on the scale of the personnel quality management system, tasks of different functions can be combined within one subsystem. The functions are implemented in the consistent implementation of planning, organization, control, regulation, activation and stimulation.

The quality management method is understood as a set of techniques and rules for influencing management objects aimed at achieving the required quality.

The following quality management methods are distinguished:

- 1) organizational (administrative):
  - a) administrative (directives, orders);
  - b) regulatory (norms, standards, regulations);
  - c) disciplinary (responsibility and rewards);
- 2) socio-psychological:
  - a) social (education and motivation);
  - b) psychological (creating a psychological climate in team, psychological impact with positive examples)
- 3) economic:
  - a) methods of economic stimulation and material interest;
  - b) pricing taking into account the level of quality;
  - c) financing activities in the field of quality.

In relation to an enterprise, the implementation of quality management methods can be internal (intra-company) and external in nature. Quality management methods can be implemented on the basis of specific quality management tools. In table 2 presents the main methods of quality management and provides examples of means for their implementation in the external and internal environment of the enterprise.

A systematic approach to quality management involves the formation of a target enterprise management subsystem,

implying an ordered set of interconnected and interacting elements of a production facility, designed to achieve the goal - creating conditions for ensuring the required level of personnel quality at minimal costs.

A systematic approach to quality management at an enterprise involves the use of the following principles:

- purposefulness - allows you to establish the boundaries of management and the targeting of management decisions;
- complexity - covers all stages of the product life cycle, all structural divisions, management and all personnel of the enterprise;
- continuity - ensures a management process focused on continuous improvement of the system;
- objectivity - focuses on the use of adequate management methods, the selection of indicators that reflect the actual state of quality management, the selection of management personnel that meets the qualifications;
- optimality - provides for the need to ensure the effectiveness and efficiency of quality management processes in particular and the system as a whole.

The enterprise quality management system includes general supporting subsystems.

General quality management subsystems include:

- forecasting and planning of personnel quality
- accounting, analysis and assessment of personnel quality
- stimulation of personnel quality and responsibility for it
- personnel quality control

The supporting quality management subsystems include:

- legal support,
- Information Support,
- logistics;
- metrological support;
- staffing;
- organizational support;
- technological support;
- financial support.

#### **4. CONCLUSIONS**

A quality management system is part of an enterprise (organization) management system, which is aimed at achieving outputs (results) in accordance with quality objectives in order to satisfy the needs, expectations and requirements of stakeholders.

Quality goals complement other organizational goals related to personnel management, investment and innovation activities, production management, environment, labor protection, etc. The various parts of an organization's management system can be integrated together with the quality management system into a single management system using common elements.

#### **REFERENCES**

- [1]. Gorbashko E.A. Quality management: textbook - M.: Yurayt Publishing House, 2012.
- [2]. Glichev A.V. Quality, efficiency, morality: textbook - M.: Premium Engineering LLC, 2009.
- [3]. Mazur I.I. Quality control. 6th ed. - M.: Omega-L, 2009.
- [4]. Shestopal Yu.T. Quality management: textbook - M.: Infra-M, 2008.
- [5]. <https://cyberleninka.ru/article/n/kachestvo-upravleniya-personalom>
- [6]. <https://cyberleninka.ru/article/n/teoretiko-metodologicheskoe-obosnovanie-neobhodimosti-formirovaniya-i-razvitiya-mehanizma-upravleniya-personalom-v-smk-predpriyatiya>
- [7]. <https://peopleworks.in/hr-management-system-a-global-perspective>.
- [8]. <https://www.personio.com/hr-lexicon/personnel-management>.
- [9]. <https://www.qualitiso.com/en/the-7-principles-of-quality-management>.