

A unique system of personnel management in the ISO standard system

Dilafuz Kurbonova Anvarjon qizi

Westminster International University in Tashkent,

Management Development Institute of Singapore in Tashkent,

Leading Lecturer

dkurbonova@mdis.uz

Abstract. This article explores the basics of employee motivation in the quality management system and the requirements of international standards, including the ISO 9000 series. The conducted studies proved that the current stage of development of quality management, motivation and personnel management takes place within the framework of harmonizing the organization's personnel motivation management strategy and quality-based general management strategy.

Keywords: motivation, personnel management, international standard, ISO certificate, competitiveness, quality management.

Introduction

Achieving sustainable quality is not an instantaneous process. This requires a systematic approach, that is, 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 entire enterprise, radically new opportunities have been opened to improve the existing quality management system, to ensure that it is more suitable for the successful operation of the enterprise.

The current stage of the development of quality management, motivation and personnel management takes place within the framework of the organization's strategy of managing personnel motivation and the general management strategy based on quality.

Such harmonization allows organizations to fully use the potential of their employees, to use effective mechanisms of motivation and to constantly direct it to the improvement and efficient operation of the company.

Today, the company develops and implements new methods of improving personnel management. These include:

- implementation of requirements of ISO 9001:2000 standards in the field of labor resources development;
- a new approach to personnel selection and recruitment;
- preparation for personnel attestation;
- creating professional profiles;
- psychological diagnosis.

In order to assess the level of competence of employees in terms of 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.

Inspection of the company's employees is carried out with the help of a group 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 personnel work are limited to the determination of competence and the provision of appropriate training for personnel, but personnel management is not limited to the narrow scope of education, training and professional development. In our opinion, taking into account the focus on ISO standards, motivation should be considered as a mechanism to encourage a person to engage in activities that help to achieve certain personal attitudes (needs) and goals aimed at arousing interest in this activity.

literature review

Management of human resources in the quality management system depends on their external motivation. For this reason, by the 20th century, the theoretical and practical foundations of personnel management in the quality management system began to be researched by many scientists. In particular, the introduction of standards in the ISO 9000 series in 1987 increased the weight of research on this topic.

In particular, the role of material and non-material motivation in the quality management system Grishina V.A.[2] by, that the quality management system does not have clear instructions for motivating personnel and that personnel motivation is carried out by the management of the enterprise based on the psychological, social and financial condition of the employee Karas Dmitry Vladimirovich, Danilchenko Yana Vladimirovna, Kryuchkov Dmitry Vladimirovich, Morozova Elena Alekseevna, Artamonova Galina Vladimirovna [3] has been studied extensively and in detail.

According to the research of Svetoslav Georgiev and Emil Georgiev, the ISO 9001 certificate is the main factor in motivating employees [4].

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

Research methodology

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

Analysis and results

If the most important asset of any organization is its people, then improving the efficiency of workforce management is the key to its success. The basic idea of this area of management is to increase productivity by creating favorable conditions for the activities of the organization's personnel. The International Organization for Standardization (ISO) has completed a new series of voluntary international standards based on consensus, which is designed to help all stakeholders not only improve the recruitment process, but also optimize business processes through improved working environment for already hired people. In a rapidly changing corporate world, where the fate and future direction of an organization often depends on the opinion of its shareholders, it is easy to forget that, in the end, business performance is dictated by how the employees of such an organization work.

Studies show that the effective work of the HR department in terms of optimizing existing human resources directly affects the parameters of the organization's economic activity and plays a key role in instilling corporate values in employees. The latest range of ISO International Standards covering work in the field of human resource management has been created to help HR professionals optimize their work and, ultimately, improve the efficiency of the organization in which they work. This line consists of the following international voluntary standards based on consensus:

ISO 30408:2016, Human resource management — Guidelines for human management, provides guidelines for establishing an effective human resource management system that can not only meet an organization's staffing needs, but also enhance collaboration among all stakeholders, as well as instill corporate values and culture in its employees.

ISO 30405:2016 Human resource management - Guidelines for recruitment provides guidance on effective recruitment processes and procedures. The document can be used by any specialists involved in the recruitment - whether they are personnel officers or other specialists. ISO 30409:2016 Human resource management - Workforce planning helps organizations respond more effectively to their current and projected staffing needs.

ISO 30400:2016 "Human resource management - Basic terms" - makes it easier to understand the basic terms used in the standards for human resource management practices. All of these standards were developed by ISO technical committee ISO/TC 260, Human resource management, whose secretariat is chaired by representatives of the American National Standards Institute (ANSI).

This organization is a member of ISO for the USA. Representatives of the technical committee ISO / TC 260 emphasize that improving the productivity of personnel officers should lead not only to a qualitative improvement in the state, but also to instilling the values of the organization to all employees. At the same time, in their work, personnel officers should take into account the wishes and suggestions of all interested parties. Organizations that prioritize the formation and inculcation of a clear corporate culture for their employees, their development and contribute in every possible way to improving working conditions, as a rule, work more efficiently than others. And work in this direction should be carried out precisely through personnel officers, helping to achieve the company's strategic goals through the development of talents and the formation of an optimal intra-organizational culture of behavior [6].

Thanks to international standards from the new ISO range, all organizations, regardless of their field of activity and size, will be able to create, maintain and constantly improve effective processes and procedures regarding the recruitment and management of personnel.

Conclusion

In the quality management system, the tasks of personnel management arise from the composition of the requirements that must be implemented in the organization when implementing the QMS. These tasks are an integral part of the

organization's personnel management system. The composition of such tasks includes:

1) definition and evaluation of requirements for the performance of work. To assign personnel to work, it is necessary to understand the level of complexity of this work. Some types of work require very serious preparation and extensive practical experience of the performers. Other work can be performed without special training. The entire scope of work must be determined, and the requirements for the qualifications of performers are documented. As a rule, job descriptions, regulations on subdivisions or qualification matrices are used for these purposes. In this case, the tasks of personnel management intersect with the tasks of planning and managing business processes.

2) assessment of the level of training and competence of the personnel. The level of competence means the confirmed ability of the performer to perform his duties in accordance with the requirements for a particular job. In order for an employee to perform their duties efficiently, the organization must have a system for assessing the level of training of employees. These tasks of personnel management can be implemented in different ways and for different categories of employees [7].

3) appointment to work of personnel with a sufficient level of training and qualifications. To maintain the quality of work at the proper level and develop the capabilities of the organization, it is necessary to regularly compare the level of training of personnel with current needs. The personnel management system should provide that the involvement of performers in the work is carried out only if their level of competence meets the established requirements. As a rule, orders on personnel composition, signatures in job descriptions, entries in various briefing logs are used for this.

4) conducting training and training of personnel. The quality system should implement a procedure for identifying the need for staff training and advanced training.

5) evaluation of the effectiveness of staff training. All actions related to the training of personnel should lead to the improvement of the qualifications of employees.

6) motivation of employees to achieve their goals. One of the principles of the quality system is the principle of personnel involvement. Incentive methods can be different, both material and non-material. It is important that these methods are understandable to employees and are related to the achievements and results of their work.

Thus, the quality management system introduces order into the personnel management process. As can be seen from the above list of tasks, personnel management in the quality management system is associated with such elements of the personnel management system as personnel records and personnel records management, personnel motivation, as well as personnel training and development.

References

1. THE ROLE OF STAFF IN THE IMPLEMENTATION OF TQM PRINCIPLES AND INTRODUCTION OF ISO 9000:2000 STANDARDS// <https://quality.eup.ru/MATERIALY9/rolpers.htm>

2. Гришина Валентина Александровна. Мотивация персонала в рамках системы менеджмента качества промышленного предприятия // Социально-экономические явления и процессы. 2012. №1. URL: <https://cyberleninka.ru/article/n/motivatsiya-personala-v-ramkah-sistemy-menedzhmenta-kachestva-promyshlennogo-predpriyatiya> (дата обращения: 13.10.2021).

3. Карась Дмитрий Владимирович, Данильченко Яна Владимировна, Крючков Дмитрий Владимирович, Морозова Елена Алексеевна, Артамонова Галина Владимировна Система менеджмента качества и мотивация персонала // Медицинский альманах. 2018. №5 (56). URL: <https://cyberleninka.ru/article/n/sistema-menedzhmenta-kachestva-i-motivatsiya-personala> (дата обращения: 13.10.2021).

4. Svetoslav Georgiev, Emil Georgiev//Motivational Factors for the Adoption of ISO 9001 Standards in Eastern Europe: The Case of Bulgaria// Journal of Industrial Engineering and Management JIEM, 2015 – 8(3): 1020-1050 – Online ISSN: 2013-0953 – Print ISSN: 2013-8423 <http://dx.doi.org/10.3926/jiem.1355>

5. Stanojeska, Marija & Minovski, Robert & Sajfert, Zvonko & Čočkaló, Dragan & Stanisavljev, Sanja & Jovanoski, Bojan. (2015). Employees Motivation and Transition OF ISO 9001 QMS Towards TQM. https://www.researchgate.net/publication/304354830_Employees_Motivation_and_Transition_OF_ISO_9001_QMS_Towards_TQM

6. <https://www.novotest.ru/news/world/mezhdunarodnye-standarty-iso-pomogayut-upravlyat-kadrami-povyshaya-pribyl-kompaniy/>

7. Буков, А. Е. Реализация требований к управлению персоналом в системе менеджмента качества организации / А. Е. Буков, Н. Б. Губер, О. В. Богатова. — Текст : непосредственный // Молодой ученый. — 2015. — № 3 (83). — С. 100-102. — URL: <https://moluch.ru/archive/83/15385/> (дата обращения: 06.11.2022).