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**ADVANTAGES OF IMPLEMENTING THE QUALITY MANAGEMENT SYSTEM  
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**Abstract.** The improvement of product quality is one of the priorities of Uzbek domestic enterprises. In particular, the quality of products manufactured by enterprises in the Republic of Uzbekistan affects the stable development of the country. The high performance of the quality management system is the basis for quality improvement of products and for the increase of enterprises competitiveness.

Today managers of many Uzbek enterprises realize that an effectively functioning quality management system of an enterprise is not only an opportunity to receive an appropriate certificate, but also a real tool to create a long-term competitive advantage due to the improvement of product quality and business processes. The quality management system is an inherent part of contemporary management, also it is a combination of interconnected and interacting elements that allow to create the necessary conditions for the enterprise to ensure production of good quality, effective management and sustainable development of the enterprise. The introduction of this system at the enterprises will allow to achieve success and to increase indicators reflecting the effectiveness of its activities. This article considers the role of the Quality Management System to improve the development of enterprise management. The advantages of Quality Management System implementation in the enterprises of the Republic of Uzbekistan are analyzed. It presents statistical data on the implementation of a quality management system at enterprises of the Republic of Uzbekistan.

**Keywords:** quality management system, total quality management; enterprises; General Quality Management; international standards.

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Great attention is paid to quality issues in the market economy. Serious competition in both national and global markets leads to the development of quality improvement programs. In scientific research and in practice, the demand in development objective indicators to assess the ability of firms to produce products with the necessary quality characteristics. A certificate of conformity for products confirms these characteristics. However, over time, in order to maintain their competitive status, organizations already lacked evidence that the production process they organized was able to provide an agreed level of quality. This was facilitated by a further tightening of competition, the direction of development of which was largely predetermined by the new methodology for managing the quality of products and services. The current stage of development of the quality methodology covers not only the problems of the quality of products and ser-

vices, but also the quality of the management itself, which is directly responsible for the process of forming the appropriate level of product quality.

As a consequence, this is the widespread quality management system (QMS), which, as a rule, becomes the managing subsystem of any production, covering all stages of the enterprise. The international standards ISO 9000 series themselves have the status of formalized concentration of the methodology of General Quality Management (TQM).

The TQM concept is based on the following fundamental principles:

- orientation of all activities of the organization to consumers, from the satisfaction of the requirements and expectations of which depends on success in a market economy;
- continuous improvement of activities in the field of quality;

- a comprehensive and systematic solution to the problems of ensuring quality at all stages of the product life cycle;
- the shift of the main efforts in the field of quality towards human resources (emphasis on the attitude of workers to business, production culture, and leadership style);
- focusing attention not on identifying, but on preventing inconsistencies;
- an attitude to the quality assurance as a continuous process, when the quality of the object at the final stage is the result of achieving quality at all previous stages.

Thus, the Quality Management System is cost-effective, pragmatic organization of enterprises based on the active participation of all its members. The activities of enterprises are aimed at achieving long-term success by satisfying consumer requirements and benefits for all members of the organization and society. The result of such an activity should be a quality product or service.

Today ISO 9001 is one of the most widely used quality management system standards in the world. In many developed countries, quality is elevated to the rank of national idea. This moment allows countries in a state of economic depression to successfully overcome the crisis. The positive aspects of using ISO standards and quality management systems are proven by the experience of many companies.

In countries leading the world market, state support is provided to the companies engaged in the implementation of quality systems and preparing them for certification.

The use of quality management methods for the first time in Uzbekistan became widespread at the end of the 20th century. In order to further increase the competitiveness of domestic products and services in the foreign and domestic markets, to attract the export potential of the republic, the Cabinet of Ministers of the Republic of Uzbekistan issued a resolution No. 349 of July 22, 2004 "On measures to introduce quality management

systems in enterprises that meet international standards."

As a follow-up to this resolution, in August 2006, the Government of the Republic adopted Resolution No. 183 "On Additional Measures for the Implementation of Quality Management Systems at Enterprises that Meet International Standards". To ensure further expansion of the introduction of quality management systems at the enterprises of the republic in accordance with international standards, to increase the competitiveness of products and services produced by domestic enterprises, to increase export potential and to introduce quality management systems at the enterprises of the republic in accordance with international standards, the Cabinet of Ministers of the Republic of Uzbekistan adopted on June 19, 2009 Decree No. 173 "On additional measures to expand implementation at the enterprise republican quality management systems that meet international standards. " On October 19, 2015, the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 298 "On approval of the Program for the development of the national quality infrastructure for the period until 2020" was issued.

In pursuance of the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan of 10.19.2015. No. 298 "On approval of the program for the development of the national quality infrastructure for the period until 2020", as well as other earlier government decisions as of November 1, 2019, 10 088 enterprises of the republic introduced and certified quality management systems (QMS), issued 10354 certificates [1]. Of them:

- 9619 certificates of compliance with the requirements of the international standard ISO 9001: 2015;
- 99 certificates of compliance with the requirements of the international standard of the environmental management system ISO 14001: 2004;
- 120 certificates for compliance with the requirements of the international standard

of the industrial safety and health management system OHSAS 18001: 2007;

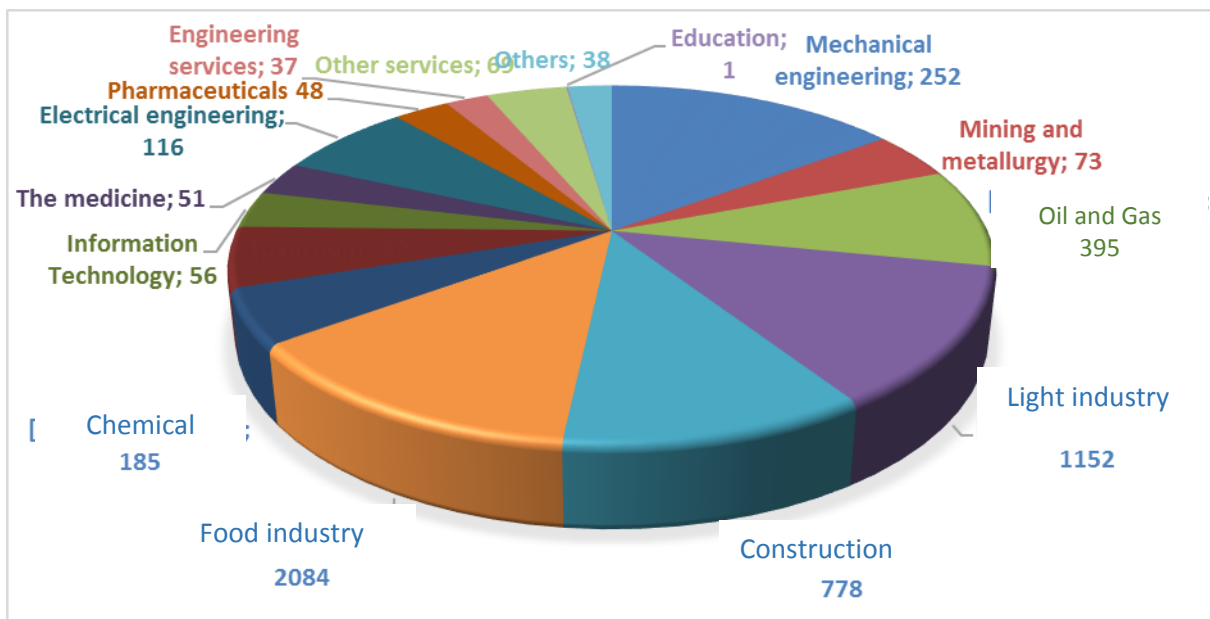
- 248 certificates for compliance with the requirements of the international standard of the food safety management system ISO 22000: 2005 - QMS;
- 43 certificates of compliance with the requirements of the international standard of the quality management system in the automotive industry and enterprises supplying the corresponding components of ISO 16949;
- 22 certificates of compliance with the requirements of the international standard of the Good Manufacturing Practice (GMP) system;
- 68 certificates of compliance with the requirements of the international standard of the energy management system ISO 50001;
- 135 certificates of integrated management systems.

The introduction of international management standards and certification of enterprises for compliance with their requirements contributes to the growth of competitiveness and improvement of investment attractiveness of enterprises, and is also taken into ac-

count when concluding contracts and agreements. Moreover, the main task of the management system is not to control every unit of production, but to ensure that there are no errors in the work that could lead to the appearance of products of poor quality. The total number of enterprises that have implemented and certified management systems is dominated by food (2084 units), light (1152 units), construction (778 units), chemical and petrochemical (580) industries.

As of January 1, 2018, certification of management systems is carried out by 30 accredited QMS certification bodies, 9 of which are internationally accredited. It should be noted that in 2017, such certification bodies included certification bodies established at the Samarkand and Andijan testing and certification centers.

The certification body of the quality management systems of Samarkand TCC(Testing and certification center) carries out international certification of enterprises in the field of light industry, construction, hotel and restaurant services, printing services, financial intermediation and in the field of education.



The certification body at the Andijan TCC (Testing and certification center) carries out international certification of enterprises in the field of metal production and mining, production of vehicles, wholesale and retail trade, repair of machinery and household appliances, in the field of education, etc.

According to the forecast, in 2020, 174 new standards will be developed in Uzbekistan, including 71 – in the field of agriculture and water management and agricultural products processing, 43 – in mechanical engineering and the electrical industry, 17 - in the oil and gas sector, etc. At 408 enterprises, introduce quality management systems.

The Government of Uzbekistan recommends the implementation of the following 8 systems:

- ISO 9001 – Quality Management System;
- ISO 14001 – Environmental Management System;
- ISO 22000 – Food Safety Management System;
- OHSAS 18001 – Industrial Safety Management System;
- ISO / TS 16949 – Quality management system in the automotive industry;
- GMP – Good Manufacturing Practice;
- ISO 50001 – energy management system;
- ISM – Integrated System Management.

At the present moment, in Uzbekistan the quality management system ISO 9001: 2015 is gaining more and more popularity. The main advantages of implementing ISO 9001: 2015 (O'zDSt ISO 9000: 2016) in Uzbekistan:

- priority in receiving state and regional orders;
- participation in prestigious tenders;
- effective management and improvement of management, including in the field of quality;
- improving knowledge of procedural issues;
- increasing the level of responsibility and commitment to the principles of quality among staff;
- effective staff selection;

- application of the standard for advertising purposes;
- simplification of solving production problems;
- reduction in the volume of non-conforming products and production wastes;
- maintaining high quality products and services, ensuring effective traceability;
- increase production efficiency;
- improving customer service;
- increasing customer satisfaction;
- retention of existing customers;
- expansion of market share;
- strengthening the image of the organization.

Firstly, the movement of information flows at the enterprise is “put in order”, unified, identified, registered, using official regulatory documents. This ensures that the product and its accompanying documentation comply with the requirements of consumers.

Secondly, people are trained continuously.

Thirdly, the documentation is easily traced, the output result becomes just as transparent.

Fourthly, evidence of effectiveness is provided (documents confirming the conformity or non-compliance of the products with consumer expectations), plans, intentions and, importantly, the consequences of decisions made are reflected. This allows management to quickly adjust their actions - until all issues are closed.

Fifth, the criteria for evaluating the choice of counterparties - suppliers and contractors are determined and the necessary documentation is developed.

Sixth, special checks are carried out – on the compliance of the actual activities of the enterprise with the prescribed rules.

Seventh, and lastly, rules and methods for responding to both inconsistencies and potential threats are developed and implemented.

Thus, the suitability and effectiveness of the quality management system at the enterprise is evaluated regularly and constantly and, if necessary, is subject to adjustments. Growth and development, effectiveness and

efficiency, world level and quality - this is an incomplete list of characteristics of enterprises that have implemented a quality management system based on international ISO standards. The sphere of certification that supports the formation and growth of an export-oriented economy, as well as other promising areas of activity, requires active state support to accelerate development. According to the International Organization for Standardization, the number of ISO 9001:2008 certificates issued worldwide exceeded 1.1 million and continues to grow. One of the reasons for this growth is that many governments, realizing the importance of applying international standards, are taking incentive measures aimed at creating various benefits for enterprises implementing quality management systems.

In recent years, Uzbekistan has also taken measures to stimulate enterprises that implement and certify quality management systems that meet international standards. The current regulatory legal acts of the Republic of Uzbekistan provide for certain benefits and preferences for enterprises that have implemented and certified quality management systems. The specified enterprises are provided with certain tax benefits, as well as advantages during tendering for the purchase of products. In addition, the presence of a certified quality management system increases the degree of trust of consumers and partners.

### **Actual benefits:**

1. Tax Code of the Republic of Uzbekistan.

“Article 356. The tax base is reduced by the amount of funds allocated:

- the acquisition of new technological equipment, the introduction of quality management systems, certification of products for compliance with international standards;
- the acquisition of complexes for laboratory tests and tests, but not more than 25 percent of the tax base.

The tax base is reduced within five years, starting from the tax period in which the

above costs are incurred, and for technological equipment – from the moment it is put into operation.”

2. Decree of the President of the Republic of Uzbekistan dated March 26, 12 No. PP-1731 “On additional measures to strengthen incentives for exporting enterprises and expand the export supply of competitive products”.

Clause 7. To extend to micro firms and small enterprises the current procedure for reducing the tax base for a single tax payment, provided for by the acquisition of new technological equipment, by the amount of funds allocated for the implementation of quality management systems, certification of products for compliance with international standards, as well as for the purchase of complexes for laboratory tests and tests.

3. Resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated July 22, 2004 No. 349 “On measures to introduce quality management systems in enterprises that meet international standards”.

“Clause 4. To establish that the taxable profit of legal entities in calculating income tax is reduced by the amount of investments allocated for the implementation and support of quality management systems in the manner prescribed by law.”

“Clause 5. To exempt enterprises with testing laboratories from paying customs duties, including value added tax (excluding customs clearance fees), when they import technological equipment in accordance with the list approved in the established procedure used in laboratory research and product testing, and also components and spare parts, provided that their delivery is provided for by the terms of the contract for the supply of technological equipment.”

### **Current preferences:**

1. Resolution of the Cabinet of Ministers of the Republic of Uzbekistan 06/19/2009 No. 173 “On Additional Measures to Expand the Implementation of Quality Management Systems at the Enterprises of the Republic Corresponding to International Standards”

“Clause 5 When conducting tenders for the purchase of products for state needs, priority is given, other things being equal, to domestic suppliers with a certified quality management system.”

Managers of modern industrial enterprises strive to improve the quality and reliability of products, while increasing the efficiency of the enterprise. As international and domestic practice shows, the Foundation of successful development of enterprises is effective and efficient quality management system. QMS of each enterprise is a set of its processes that ensure the implementation of the objectives in the field of quality. Competent allocation and regulation of QMS processes form the company's ability to cope with external and internal challenges, creating a sustainable quality of products and increasing the competitiveness of the enterprise.

Thus, one of the most effective methods of enterprise development is the implementation of the QMS, and its certification for compliance with the requirements of the international standard ISO 9001. Having passed the certification procedure according to ISO 9001, the enterprise does not spend money, but invests it in the very near future.

Organizations that have invested in QMS certification already feel the return – these are both advantages in receiving government orders and tenders, and the possibility of placing orders from foreign firms and, as a result, the material well-being of the enterprise.

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