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**Product Quality Management
in the Enterprises by the
Instrumentality of Employee
Motivation to Quality Work**

The paper discusses the current problems of the transition to international standards of quality based incentive programs, which aim to ensure sustainable development of the competitiveness of Kazakh enterprises both domestically and abroad. The international standardization is one of the most important elements of modern mechanism of quality control. The motivation system in the Republic of Kazakhstan companies should be harmonized with international, regional and national systems and incentives to ensure the interests of the staff in terms of quality and range of products, services and processes, their safety for human life and health, and so on.

Key words: Quality management system, international standardization, standardization system of the Republic of Kazakhstan, motivation, incentives, staff.

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**Сапалы жұмыс үшін
қызметкерлерді ынталандыру
арқылы кәсіпорындарда
сапа менеджменті**

Мақала шетелде және отандық кәсіпорындардың бәсекеге қабілеттілігін тұраулы қамтамасыз етуге бағытталған ынталандыру бағдарламалардың негізінде халықаралық сапа стандарттарына көшу ағымдағы проблемаларды талқылайды. Халықаралық стандарттау сапасын бақылаудың қазіргі заманғы тетігінің ең маңызды элементтерінің бірі болып табылады. Қазақстандық компаниялардың Республикалық ынталандыру жүйесін, сондықтан адамның өмірі мен денсаулығы үшін, олардың қауіпсіздігін, өнімдер, қызметтер мен процестердің сапасы мен ауқымы тұрғысынан қызметкерлерінің мүдделерін қамтамасыз ету үшін халықаралық, өңірлік және ұлттық жүйелері мен ынталандырудың үйлестірілуі.

Түйін сөздер: сапа менеджменті жүйесі, халықаралық стандарттау, Қазақстан Республикасының стандарттау жүйесі, мотивация, ынталандыру, персонал.

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**Управление качеством
продукции предприятия
посредством мотивации
сотрудников к качественному
труду**

В работе рассмотрены актуальные проблемы перехода на международные стандарты качества продукции на основе мотивационных программ, целью которых является обеспечение устойчивого развития конкурентоспособности казахстанских предприятий как внутри страны, так и за ее пределами. Международная стандартизация является одним из важнейших элементов современного механизма управления качеством продукции. Система мотивации в компаниях Республики Казахстан должна быть гармонизирована с международными, региональными и национальными системами и обеспечивать стимулирование интересов персонала в вопросах качества и номенклатуры продукции, услуг и процессов, их безопасность для жизни и здоровья людей и так далее.

Ключевые слова: система менеджмента качества, международная стандартизация, система стандартизации Республики Казахстан, мотивация, стимулирование, персонал.

**PRODUCT QUALITY
MANAGEMENT IN THE
ENTERPRISES BY THE
INSTRUMENTALITY OF
EMPLOYEE MOTIVATION
TO QUALITY WORK**

In today's world, the motivation is the leader, and comes to the fore in the work of any company to achieve its goals.

Human activity is sent to a variety of reasons, the totality and the internal process of interaction which is called motivation. Motivation is closely associated with a variety of human needs, it manifests itself as the need arises, the lack of anything.

Motivation – is the urge toward totality of activities of various reasons, the creation of a specific status of the person that determines how active and how oriented person acts in a certain situation.

Motivation is closely linked to the quality system. A quality management processes directly aimed at the implementation of the function of staff motivation to carry out qualitatively their work in stimulating activity of the individual worker, team and organization as a whole.

The processes of motivation can have a different focus – to achieve or avoid a goal, exercise activity or to refrain from it, which is accompanied by feelings, positive or negative emotions. The system distinguishes between two forms of motivation – external and internal.

Extrinsic motivation – a means to an end, for example, earn money, get recognition, to take a higher position. At the same time it can be used in two ways: as an incentive while waiting for benefits – the principle of hope; as a means of pressure in anticipation of the shortcomings – the principle of fear.

Extrinsic motivation directly influences behavior, but the effectiveness of its action is limited as long as it is perceived as an incentive or pressure.

Intrinsic motivation is understanding of the meaning, belief. It occurs if the idea, goals and objectives, the activity is perceived as decent and reasonable. This creates a particular condition, determines the direction of action, and the behavior will be the result of a corresponding internal installation. Many organizations are beginning to create a system of quality due to external motivation: hopes for a competitive edge and strengthening the market position, the fear of future non-compliance product quality standards and the loss of market formed its basis.

Other businesses hesitant to implement quality philosophy based on the belief that the prevention of the phenomenon of defective

items must be their principal position in the world production. Such a position is true for many areas of life. In this case, we are talking about internal motivation.

Intrinsic motivation in today's world production is becoming more and more important. It is important because of the long-term impact on the results of work and attitude to work. Her influence is stronger, higher and more diverse requirements for the content of the work, the more it corresponds to the inner state of a person.

Extrinsic motivation is to perform at the initial stage as a support for the creation of effective work. It can also be seen as an additional incentive to support a period of consolidation. However, long-term motivation and effective changes in the behavior of employees achieved only if the creation of internal motivation. The introduction of quality systems in the enterprise is often focused solely on the certificate, which is an incentive for employees. After this task is reduced interest in and commitment to the maintenance of the quality system in the enterprise. A similar situation arises in the reduction of the expected benefits, such as a short-term increase in costs or decrease in the number of orders. There is a weakening of the effort and behavior, focused on improving the quality of products or services, changes.

Extrinsic motivation can therefore act only briefly and intermittently as encouraging or aid. The real benefit to the quality system may bring only the creation of internal motivation in the company. Creation of internal motivation is largely due to the process of understanding and empathy.

There are some general principles for the creation and content of intrinsic motivation:

- constant motivation generated by the work, which should be attractive to have a creative nature, require the executor of responsibility;
- should be clearly defined formulation and evaluation purposes, as well as the results of the work;
- reinforce the motivation of recognition and gratitude for the results achieved;
- good motivators are the promotion, future plans and professional growth;
- a significant motivator is the use in the manufacture of personal development of staff.

Motivation in management is primarily concerned with a skillful combination of management techniques, the formation of the most effective leadership style. It is realized in the process and forms of employment, terms of the contract, payment system

and incentives, professional development, and is the foundation of any organization is largely determined by its competitiveness.

The purpose of cost-effective operating organization – to make a small miracle: to help ordinary people to surpass themselves, to perform extraordinary. Effective management specifies that should be encouraged to use human resources best.

Douglas McGregor analyzed activity artist at work and found that the manager can control the following parameters that define the actions of the performer: the job that gets slave; the quality of the job; while getting the job; expected time of task; funds available to complete the task; team, which employs a subordinate; Instructions received by subordinates; belief in the subordinate feasible task; subordinate belief in reward for good performance; remuneration for the work carried out; The level of involvement in the slave range of issues related to the work.

A variety of personal goals and aspirations of the workers, their level of education and culture define the different needs and require different methods of motivation, including motivation and qualitative performance of the work. Given the above, it is necessary to build a model to ensure the quality of products, taking into account the possible risks and the motivation of employees, which includes the value of the planned enterprise performance, turn-around time, the full cost of the project, bonuses to employees, the degree of involvement of each employee to the project.

The system of quality management should be organized in such a way as to take into account the influence of factors on the quality of individual projects. All this will allow the company's management to pay attention not only on quantitative indicators (duration of the project), but also on the quality of the work done by employees (costs, profit)

In modern conditions, quality-built incentive system is an important component of ensuring the effective operation of the QMS (Quality Management System) enterprise, especially for fast-growing and dynamic businesses. The motivation system within the QMS is a set of tangible and intangible incentives and motivational effects used by enterprises to ensure quality and performance, as well as employee loyalty, get them to high labor within the company implemented a quality management system. All the incentive system, the existing enterprises that have implemented QMS can be divided into three types, the main contents of each of which is disclosed in Table 1.

Table 1

	The system of direct financial motivation	The system of indirect financial motivation	The system of non-motivation
Essence of motivation system	It consists of a base salary and bonus. The system of direct Material motivation actually is none other than the remuneration system	It is a compensation package (social package) provided to the employee, depending on the level of his office, professionalism, prestige and so on	It is a set of external incentives for non-monetary nature, which are used in the company for the promotion of effective employee
Technology of construction of the motivation system in the company	Achieved by making the following steps: 1. Analysis of the job. 2. Monitoring research organizations with similar characteristics and indicators. 3. Development of the principles of ranking positions. 4. Create a tariff-qualifying grid. 5. Drawing up / optimization of staffing companies. 6. Sostavlenie / Optimization the premium position of the company. 7. The immediate implementation of the remuneration system	It consists in determining the non-cash compensation to employees, which can be divided into two blocks: 1) binding of benefits: payment of sick leave; Payment of annual leave; compulsory health insurance; contributions for compulsory pension insurance; 2) Voluntary of benefits: health insurance; health care workers, retired; retirement savings arrangements; payment time disease; life insurance of employees and / or their families; payment of additional days off; payment of additional leave days; tuition, additional education of employees; the acquisition of shares by shareholders of the company; payment of cellular communication services and so forth.	It consists in determining the following incentives: 1) traditional methods of non-financial incentives: ensuring career development; flexible working hours; priority when planning a holiday company staff; regular «horizontal» staff rotation; references to the name of the employee in the realized their project / service / product; providing a place to park the car, etc .; 2) non-traditional ways of non-financial incentives: giving employees extra days of rest; gifts for employees on various holidays, based on their interests and hobbies, and so on.
Terms of application and examples of use	With the growth of the company and pass it different cycles of the role of the wage system as part of the management of the company increases. To form an effective system of payment is necessary in the early stages of business development	Kazakhstan's practice of this system is small and widely used only in a vertically integrated company with foreign management. In small companies, the system of benefits limited to the types of mandatory payments regulated by labor legislation	This incentive system is underestimated: not used fully, or not used at all. However, due to staff shortages, many companies will be forced to use it to provide highly skilled workers and reduce staff turnover

Thus, enterprises of Kazakhstan, introduced in his work QMS in accordance with ISO 9001: 2008, there are three main systems of motivation:

1. The system of direct financial motivation, which is to motivate employees through base salary and bonus.

2. The system of indirect material motivation in addition to the salary includes the so-called social package, t. E. Non-monetary incentives for workers depending on the experience, professionalism and so forth.

3. The system of non-material incentives – in addition to providing earnings extra days of rest, convenient for the employee vacation time, providing opportunities for advancement through the ranks.

Table 2 shows the SWOT-analysis of each of these systems.

Analysis revealed that each of the systems, and deficient motivation used under strictly defined conditions. It was found that the use of these systems in combination for performing tasks employees enhances the quality of work processes and, consequently, the quality of products and enterprise. In most of the major enterprises of the industry continues to play a leading role is a material component of motivation. Currently, however, young professionals and working hard to encourage quality performance of tasks only the material component, which is why more and more development of the system will have an indirect material motivation and non-motivation.

Table 2

The system of direct financial motivation

Strengths	Weaknesses
The clarity and ease of understanding of ordinary employees. Routine conduct of training, retraining and certification of personnel. The close relationship between the quality of output and wages of workers of enterprises	Strong differentiation of wages of employees of various professions, as well as employees who are at different levels of the hierarchy. Lack of innovation and continuous improvement of management practices. Outdated labor standards, staffing, lack of flexibility in personnel management. Low staff loyalty
Opportunities	Threats
Inefficient incentives competitors. The growing influence of the enterprise on the markets, the growth of the company's image and, as a consequence, the growth of salaries and interest premiums. High unemployment	Active (aggressive) actions by competitors poaching staff. The increase in the average age (aging) of managers and professionals, insufficient inflow of young people. The tightening of the labor legislation

The system of indirect financial motivation

Strengths	Weaknesses
Extensive experience of experts in the major force high staff turnover. A high level of motivation and, as a consequence, a large commitment of staff. The high level of productivity and product quality	The existing remuneration system is no different, «transparency» for employees. Social benefits are allocated on the principle of «egalitarianism», weakly dependent on the personal performance of workers. Low staff loyalty
Opportunities	Threats
Providing enterprises greater independence in matters of wage and its valuation by the state. State support of employees. The lack of jobs in other sectors of the economy	Luring professionals from competitors. Small influx of young workers and specialists. The tightening of the labor legislation

The system of non-motivation

Strengths	Weaknesses
The high level of loyalty and employee satisfaction. The consistent policy development and training. The high level of education, job skills, abilities and qualifications of personnel. Readiness to introduce new equipment and technology to achieve a competitive advantage. The high level of productivity and product quality	The existing remuneration system is no different, «transparency» for employees. A large number of employees. Luring professionals from competitors
Opportunities	Threats
A strong corporate brand (reputation and stability of the company) and attractive compensation package. A strong social policy. Support for the state technical colleges, whose graduates are employed in enterprises	The unfavorable demographic changes. Active (aggressive) actions by competitors poaching staff. The tightening of the labor legislation

In our view, the structure of the incentive system formed under the QMS need to lay an information component, which will be not only in communicating to staff information about the mission and goals of the enterprise, but also to inform the workers on new

job descriptions, rules of delivery of products and transmission control procedure.

The technology of building a system of motivation within the QMS, achieved by performing the following steps:

1. Builds a clear understanding of the desires, needs and demands of staff, on the one hand, and requirements management to product quality, implementation of the instructions in the production of quality products – on the other.

2. Constructed incentive system, ie. E. Prescribed salary and developed the position on bonuses in accordance with the requirements of labor legislation and taking into account the requirements of the standards of the enterprise, to the quality of work and products.

3. Determine a set of non-cash compensation to employees, which are also linked with the result of the staff (with the level of quality produced) with the help of integrated performance indicators.

4. Determines the method of non-financial incentives that will be used in the enterprise.

5. Develop a list of information required for high-quality employees perform tasks and opportunities for disclosure.

6. Define the persons responsible for the accuracy, timeliness, relevance and accessibility of

the information that will come the staff of the enterprise, as well as management of the information base during the production process.

7. Prescribe a set of specific incentives, methods, techniques of motivation of employees to quality work.

8. To monitor staff satisfaction the existing system of motivation, as well as track the changes (improvement, worsening) the quality of the final products of the enterprise. Produced corrective action.

As a result, the material component of the incentive system makes it possible to ensure stable earnings of employees subject to work at a high level of quality. Indirect tangible and intangible components of the motivation system help to reduce turnover and attract qualified professionals interested in quality work. Information component creates staff loyalty to the company and also helps keep track of the newly emerging needs of employees and changes in the level of quality of the final products of the enterprise.

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