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PROBLEMS OF QUALITY MANAGEMENT OF THE ORGANIZATION

Abstract. *In the conditions of the transition to the market, the success of each specific producer is evaluated by the level of production efficiency, determined, first of all, by the level of meeting the needs of society with the lowest costs. Today, the defining characteristic that shapes public needs is the quality of products. This is due to the fact that the quality of products in conditions of competition is the main incentive for the purchase of products, one of the factors of its competitiveness. Solving the problem of increasing the competitiveness of domestic enterprises it begins, first of all, with a review of approaches to product quality assurance, which is produced According to modern approaches, quality is universal and comprehensive a concept that is understood not only the quality of the products and services we consume, as well as the quality of the environment, quality of human relations, quality of life in as a whole Therefore, quality appears as a measure of the relationship between business entities in the process conducting quality business. To ensure quality, it is necessary to have not only a material base and qualified personnel, but also a systematic approach to quality management issues. Organization must create an effective management system, which directs its efforts to the high-quality performance of all implemented processes, which, in in turn, will ensure the achievement of a high-quality result. A significant role in quality improvement is played by standards, which are the regulatory framework quality systems. International standards ISO series 9000 are generally recognized today, which concentrated quality management experience accumulated in different countries. In many countries, including Ukraine, they are accepted as national, and introduced in Ukraine effective from 01.10.2001. State of affairs in the field of quality management for Ukrainian enterprises cannot be defined as satisfactory. The development of export relations showed that domestic products enterprises is uncompetitive on the world market in terms of quality. In connection with thus, the problem of developing and implementing effective cost management methods to ensure product quality becomes particularly important.*

Key words: competitiveness, quality management of the organization, standards, producer certification.

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ПРОБЛЕМИ УПРАВЛІННЯ ЯКІСТЮ ОРГАНІЗАЦІЇ

Анотація. В умовах переходу до ринку успіх кожного конкретного товаровиробника оцінюється за рівнем ефективності виробництва, зумовленої насамперед рівнем задоволення потреб суспільства з найменшими витратами. На сьогодні визначальною характеристикою, яка формує суспільні потреби, стає якість продукції. Це пов'язано з тим, що якість продукції в умовах конкуренції є головним стимулом придбання продукції, одним із факторів її конкурентоспроможності. Вирішення проблеми підвищення конкурентоспроможності вітчизняних підприємств починається насамперед із перегляду підходів до забезпечення якості продукції, що виробляється. Згідно з сучасними підходами якість є універсальним і всеосяжним поняттям, під яким розуміють не тільки якість продукції та послуг, що ми споживаємо, а й якість навколишнього середовища, якість людських стосунків, якість життя в цілому. Отже, якість постає мірою взаємовідносин суб'єктів господарювання в процесі ведення якісного бізнесу. Для забезпечення якості необхідна наявність не лише матеріальної бази та кваліфікованого персоналу, а й системного підходу до питань управління якістю. Організація повинна створити дієву систему управління, яка спрямовує її зусилля на якісне виконання всіх здійснюваних процесів, що, у свою чергу, забезпечить досягнення якісного результату. Значну роль у підвищенні якості відіграють стандарти, які є нормативною базою систем якості. Загальновизнаними на сьогодні є міжнародні стандарти ISO серії 9000, які сконцентрували досвід управління якістю, нагромаджений у різних країнах. У багатьох країнах, у тому числі і в Україні, 2012 прийняті як національні, а в Україні введені у дію з 01.10.2001 р. Стан справ у галузі управління якістю для підприємств України не можна визначити як задовільний. Розвиток експортних відносин показав, що продукція вітчизняних підприємств є неконкурентоспроможною на світовому ринку саме за якістю. У зв'язку з цим набуває особливого значення проблема розробки та впровадження дієвих методів управління витратами на забезпечення якості продукції.

Ключові слова: конкурентоспроможність, управління якістю організації, стандарти, сертифікація виробника.

Formulation of the problem. Quality is an important tool in the struggle for sales markets. It is quality that ensures product competitiveness. It consists of the technical level of products and the utility of the product for the consumer through functional, social, aesthetic, ergonomic, and ecological properties. At the same time, competitiveness is determined by the totality of quality and cost features of the product that can satisfy the needs of the consumer, as well as the costs of purchasing and consuming the corresponding product. Of course, the increase in quality is associated with costs. However, they

will pay for themselves due to the profit received. Studies conducted in a number of countries have shown that in companies that pay little attention to quality, up to 60% of time can be spent on defect correction. The problem of quality is the most important factor in raising the standard of living, economic, social and environmental security and the main tool of competition. The main condition for increasing the competitiveness of products when entering a foreign market is ensuring their appropriate quality and implementing a quality management system based on the international standards of the ISO 9000 series. Enterprises

that have implemented a quality management system as a means of improving their business processes have an advantage over others, because the implemented quality management systems provide an opportunity for more effective implementation of the enterprise's economic activities [3].

Analysis of recent research and publications.

The problems of product quality management at enterprises are considered in the scientific works of: S. M. Bezdona [1], V. V. Savyliak [2], T. Burikul [4], B. H. Savchenko, K. I. Melnykova, Yu. V. Bokovikova [6] and other scientists. Studying the problems of systemic quality management, building an effective quality system at the enterprise and identifying the importance of international quality standards of the ISO series in the management of this system and the impact on the company's activities require further research.

Setting the task. The main goals of this study are the analysis of problems that arise in the management of product quality of industrial enterprises in modern conditions of integration processes and transformation of the economy, research and identification of the advantages of introducing a general quality management system.

Summary of the main research material.

In accordance with global trends in production and consumption products, the price for it is not a decisive factor during its consumption. The main factor that consumers pay attention to is when choosing goods or services from a wide range, quality becomes. She determines the competitiveness of goods and, accordingly, demand products of the enterprise, which means its further economic and technical development and viability.

Such a situation requires the managers of enterprises to be qualified approach to organization, management and ensuring a high level of quality products. The solution of these tasks needs to be available not only clearly formulated policy in the field of product quality, and highly qualified and responsible personnel. At the same time search new consumers forces enterprises to seek access to international markets and promote your goods and services there. To facilitate this task it is necessary to have a certified quality system that ensures constantly high level of product quality.

The use of the term "quality" from a philosophical maxim passed into lexicon of

purely applied activity – production, but at the same time the philosophical content is preserved – quality is the basis for the future improvement of products. The following definition is given in the International Standard ISO 8402 qualities: "Quality is a set of characteristics of an object that relate to its ability to meet established and anticipated needs".

Needs arise from unsatisfied requirements of any consumer (including society) necessary for its normal functioning life activities, and aimed at eliminating this dissatisfaction. The market is not just focused on meeting the needs of consumers, but to meet the solvent demand arising from his needs. In the definition of quality, the concept of needs is the starting point. Their characteristics must meet the quality characteristics of the object and not be worse characteristics defined by standards.

In modern literature and practice there are different interpretations of the concept of "quality". The International Organization for Standardization defines quality (ISO-8402 standard) as a whole properties and characteristics of products or services that provide them with the ability to satisfy stipulated or anticipated needs. This standard introduced such concepts as "quality assurance", "quality management", "spiral qualities". International quality requirements levels are defined by ISO standards of the 9000 series. The first edition of international ISO standards 9000 series appeared in the late 1980s and marked the departure of international standardization to a qualitatively new level. These standards entered directly into production processes, sphere of management and established clear requirements to quality assurance systems. They started the certification of quality systems. ISO standards of the 9000 series established a single, globally recognized approach to contractual conditions for evaluating quality systems and at the same time regulated relations between producers and consumers of products. In other words, ISO standards are a clear focus on the consumer.

Formation of product quality begins at the stage of its design. So, in the research phase, technical and economic ones are developed principles that create functional samples (models). After that, they create the basis of production documentation and a prototype. At the stage of constructive and technological works preparations are being made to introduce the product into production. In the literature the concept of quality is interpreted in

different ways. However the main difference in the concepts of quality lies between its understanding in the conditions of command-administrative and market economy. In command-administrative economy quality interpreted from the position of the producer. In the market economy, quality is considered from a position consumer [9].

Quality management is the process of ensuring that an organization's products or services meet or exceed customer expectations. The goal of quality management is to improve customer satisfaction, increase efficiency, and reduce costs. There are several different approaches to quality management, but the most commonly used is the ISO 9000 family of standards. The ISO 9000 family of standards provides guidelines for quality management systems (QMS). A QMS is a set of policies, processes, and procedures that define how an organization will meet its quality objectives. ISO 9001 is the most widely recognized standard in the ISO 9000 family, and it provides a framework for organizations to implement a QMS that meets customer and regulatory requirements. The ISO 9001 standard requires organizations to document their QMS and continually improve it over time. The standard emphasizes the importance of customer satisfaction and requires organizations to monitor and measure customer satisfaction levels. Organizations are also required to identify and manage risks and opportunities that could affect the quality of their products or services.

Other important components of quality management include:

– *Continuous Improvement:* Organizations should continuously improve their processes and products to increase efficiency and customer satisfaction.

– *Leadership:* Top management should provide the necessary resources and support for quality management initiatives.

– *Employee Involvement:* All employees should be involved in quality management activities and should be empowered to identify and solve quality problems.

– *Training and Development:* Employees should receive training and development opportunities to enhance their skills and knowledge.

– *Supplier Management:* Organizations should ensure that their suppliers meet the same quality standards as they do.

Overall, quality management is a critical component of organizational success. By

implementing a QMS and continually improving it over time, organizations can improve customer satisfaction, increase efficiency, and reduce costs.

Companies may put in place systems to guarantee that their goods satisfy the highest quality requirements and work properly. The aim is to increase customer happiness while driving corporate growth.

In the course of the research, we would like to highlight **6 reasons why quality management is important in your company:**

– **Coherent quality and production of the products.** The importance of quality management resides in its potential to assist businesses in improving the dependability, durability, and performance of their goods. These elements help a company stand out from its competition. Better goods result in happy consumers and increased income. Quality management systems, such as ISO 9001, establish clear communication structures, roles, and duties across all divisions, in addition to product quality. As a result, staff morale rises, performance improves, and efficiency rises.

– **Achieve customer satisfaction.** Consumers are more demanding than ever in today's competitive economy. Because to technological advancements, they may pick from thousands of brands and have access to millions of outlets. If you want your company to stand out, you must meet or surpass their expectations. Quality management may assist you in converting prospects into loyal clients by constantly refining your goods, absorbing modifications, and eliminating flaws. It also provides businesses with the knowledge they want to build items and services that customers desire. In the long term, this increases your market share and offers your company a competitive advantage.

– **Higher productivity levels.** Employee productivity increases when the company recognizes and implements the Importance of Quality Management in all its business activities. They are aware and realize that they are working on something unique and of high quality, and that because of the impediments and bottlenecks are immediately ironed out resulting in enhancing their production levels.

– **Reduced risk possibilities.** Risk management isn't only about selecting proper company insurance and investing in cutting-edge data security tools. There are several concerns to consider after your items leave the facility. Recalls, for example, can cause

considerable long-term financial losses as well as negatively impact the customer experience. They may also have a negative impact on your brand and reputation. You, as a business owner, are accountable for the expenses of product recalls. In the worst-case situation, you may be forced to deal with lawsuits and perhaps declare bankruptcy. As a result, businesses cannot afford to neglect or dismiss the significance of quality management.

– **Less Human Errors.** When a company adheres to the Importance of Quality Management, it also adheres to a set of standards and principles that have been developed for each of its business processes. And everyone in the business, from the top management to the management trainees, must follow the same rules. Consequently, there are fewer human mistakes, which increases productivity and job efficiency. Furthermore, with fewer human mistakes, there is a far lower probability of harm.

– **Stand out in the competition.** Small firms exert so many efforts to compete with their larger counterparts. It is critical to provide great products and services. Quality management systems give information and rules to ensure that things are done correctly. Furthermore, they assist your company in achieving maximum cost efficiency and resource usage.

In the long term, these actions build your company's brand, propelling you beyond your competition and leading an advanced market position since they enhance your goods and business processes.

If you want to implement a quality management system in your company, we suggest that you work on implementing *some basic elements and principles of quality management*:

– *Leadership is key to conquering all difficulties.* Instead of a boss, there must be a leader, that is, a devoted person in charge of each firm, and strives to achieve the specified objectives, a person who leads the whole team and operate as a unit, rather than focusing just on directing like a boss would. Leadership is combined with effective communication to other members of the organization; once we know where we're going, the next step to achieving participation from other members is to inspire and invite them to feel ownership of the Management System and to be able to put all your skills at their disposal.

– *For a clear vision of the future, planning is the solution.* To ensure that a proper quality

management system is in place, the many personnel aspects of the business must collaborate in the same direction. As a result, every employee in the business will feel included and encouraged to accomplish the standards. It is not enough to be clear about where we want to go and set goals; we must also spend time identifying the way. We sometimes envisage very long-term plans, which may be difficult and even demotivating.

– *Continuous Improvement.* Only the best will survive in the market, which will always be competitive. As a result, to remain competitive, all businesses must adapt and change. Continuous adaptation and improvement are vital to a company's success. Compliance requirements, risk-based thinking, quality planning processes, innovation, safety design, and QMS evaluation are all effective ways to accomplish this.

– *Teamwork.* Teamwork is also an important aspect of TQM for corporate success. The usage of teams will provide the firm with faster and better problem-solving solutions. Teams can also deliver more long-term enhancements to procedures and operations. People feel more comfortable bringing up difficulties in teams, where they may obtain aid from other workers to develop and implement a solution.

– *Documents and records.* Document management is primarily about information management, and the two areas overlap extensively. Documents such as standard operating procedures (SOPs) ensure that each process is consistent. Documents should be maintained up to date, accurate, and safe on a centralized platform. Choosing the best document management software should be a top concern for every growing business. This sounds like a great help for corporate, but do you think it might contribute to the occurrence of some flaws? Let's look at the advantages and disadvantages of the Implementation of a Quality Management System.

Implementing a reliable quality management system is a positive step for businesses of all kinds. A quality management system can boost the value of your product or service, make all team members accountable for their work and engage more actively in the business, and improve your business' reputation in your industry. However, quality management systems aren't bulletproof. The process needs to be reviewed on a regular basis and issues need to be identified before overall quality starts to drop. We have identified several common ***problems that can arise in***

the management of organizational quality, including:

– *Lack of clear goals and objectives* (if an organization does not have clear and measurable goals and objectives for its quality management program, it can be difficult to determine whether or not the program is successful.)

– *Insufficient resources* (quality management programs require resources, including time, money, and personnel. If an organization does not allocate sufficient resources to its quality management program, the program may not be effective).

– *Resistance to change* (implementing a quality management program often requires changes in organizational culture, processes, and procedures. If there is resistance to these changes, the program may not be successful).

– *Ineffective communication* (effective communication is crucial for the success of a quality management program. If there are communication breakdowns between different levels of the organization or between different departments, the program may not be effective).

– *Lack of employee engagement* (quality management programs require the participation and engagement of all employees in the organization. If employees do not understand the importance of the program or are not engaged in its implementation, the program may not be successful)

– *Inadequate measurement and evaluation* (a quality management program should include metrics for measuring and evaluating its success. If an organization does not have a robust system for measuring and evaluating its quality management program, it may not be able to determine its effectiveness).

– *Inconsistent implementation* (a quality management program should be implemented consistently across the organization. If different departments or locations implement the program differently, the program may not be effective).

Overall, effective management of organizational quality requires clear goals and objectives, sufficient resources, effective communication, employee engagement, robust measurement and evaluation, and consistent implementation. But if any of the quality management issues mentioned above are hitting too close to home, it's time to make a change.

It's crucial to identify problems within your business and solve them ahead of time to prevent customer complaints, a drop off in business,

and even product recalls. To reduce the risk of business failure, we recommend having your quality management system assessed by a professional auditor.

So, costs for product quality assurance is part of the total costs for the production and operation of products for the entire period of production services. From an economic point of view, these costs are the sum of current and one-time costs incurred by the manufacturer and consumer at all stages of the life cycle products. The policy of the enterprise should be aimed at achieving high quality. Failure, which is its opposite, can occur in any enterprise, but in any case, the costs of failure are also necessary analyze. At most enterprises engaged in production and service, the costs of meeting consumer expectations in the field of quality are significant amounts that in realities do not reduce the amount of profit, so it seems logical that spending on quality must be detected, processed and presented to management like others expenses. Unfortunately, many managers do not opportunities to receive visual information about the level of quality costs due to the fact that the company does not have a system for its collection and analysis, although the registration and calculation of costs for quality is not a complicated, well-established procedure. Once defined, they provide management with an additional powerful management tool.

Skillfully organized analysis of costs for quality and cost of defects can become a source significant savings for the enterprise, as well as improve the company's image in the eyes of potential customers.

It can be noted that for conquest organization of firm positions both in domestic and foreign markets, it needs have a quality management system that focuses on the global market, ensuring competitiveness criteria. Such may be the corresponding system requirements of ISO 9000 standards. Today this is a necessary condition, but not sufficient. That is, ISO 9000 standards are the basis of the quality management system, on which they can successfully build corresponding strategies requirements of ISO 14000, QS 9000 standards, The international system of quality rating, the concept of "six sigma", TQM, etc. It can be assumed that the further development of systems quality management will be associated with the transition from quality management to the quality of the overall management of the organization. Quality will increasingly determine the strategy

of the organization in the conditions of the market economy.

Conclusions and prospects for further research in this area. Therefore, quality is a complex concept that characterizes the effectiveness of all parties activities: strategy development, production organization, marketing, etc. The most important component of the entire quality system is product quality. Product quality management is, in fact, end-to-end aspect of the enterprise management system – similar to time, costs, personnel management. This very position is in based on the basic principles of creating modern systems quality management.

Modern product quality management should directly focus on the nature of needs, their needs structure and dynamics; capacity and market conditions; incentives due to economic and technical competition are characteristic of market relations. Modern quality management at the enterprise, regardless of the form of ownership and scale of production activity, actions must be optimally combined, methods and means that provide, on the one hand, production of products that satisfy the current requests and needs of the market, and on the other hand – development new products capable of satisfying the future requests and needs of the market.

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