

## Features and Problems of Forming Quality Management Systems in Small and Medium-Sized Businesses

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**ABSTRACT:** This article describes the specifics of the formation of quality management systems in small and medium enterprises. In addition, the article examines the existing problems in the formation of quality management systems in small and medium enterprises. In this regard, suggestions and recommendations have been developed to address the existing problems.

**KEYWORDS:** enterprise, small business, quality management, quality system

At the present stage of economic reforms in the Republic of Uzbekistan, the main attention is paid to the development of small and medium-sized businesses. There is no doubt now that flexibility, a variety of small businesses and the dedicated work of entrepreneurs can be the most important factor in our country's economic growth. Small and medium-sized businesses cater to the most varied and individualized needs, therefore it is the focus on the individual consumer that is the basis for the success of small and medium-sized enterprises [1].

At the end of 6 months of 2021, the share of small and medium-sized businesses in the Samarkand region is 54.4% in industry, 82.8% in agriculture, 63.5% in the service sector, and 80.0% in construction. The share of small and medium-sized businesses in the gross product of the Samarkand region is 57.9%.

It should be noted that in most cases, small and medium-sized businesses develop due to a shortage of goods and services in the consumer market [2]. However, experience shows that in a market economy, scarcity is short-lived and unwise to rely on, which is why many small businesses are already facing quality problems. The liberalization of the economy leads to the fact that the market of our republic includes the goods of numerous foreign firms, which are made of better quality and at lower prices. This circumstance forces entrepreneurs to look for new solutions in the organization of production, as well as to perceive the philosophy of business in a new way in market conditions.

As we emphasized above, the number and share of small and medium-sized businesses in the economy of our country is increasing. They are already producing goods not only for the national market, but also for export. Consequently, there is a need to introduce international quality standards in small businesses. In our country, the problem of quality at the national and regional level is solved with the help of a system of coordinating and legislative measures, including a product certification system. The use of such a system makes it possible to prevent the appearance of low-quality products on the market. However, as stated in the international standard ISO-9001-2000, the supplier must document its ability to design and deliver products that meet the requirements of regulatory documents and the standard needs of the consumer. Consequently, at the enterprise level, a holistic quality assurance strategy is needed at all stages of design, manufacture and delivery of products to the consumer [3].

The successful economic activity of small enterprises, their competitiveness in the market, to a large extent begins to depend on the availability of a highly effective organizational and technical mechanism for managing and ensuring product quality, that is, an effective quality system focused on consumer requirements. In most industrialized countries, it is considered the norm that a supplier must make a serious effort to market its products and create a relationship of trust between it and the consumer that arises only from the supply of quality products [4].

In recent years, the following terms have been popular in management: "quality management", "quality system", "quality assurance system", "quality management system"; phrases such as: "quality management is the highest form of company management" are often heard. At the same time, the standard, or rather a series of standards, ISO 9000 is constantly mentioned. In principle, many entrepreneurs have heard about ISO 9000, but not everyone has about it more or less clear idea.

The 2000 edition of the ISO standards concretizes these terms through the introduction of concepts such as customer satisfaction and continual improvement, focusing on measurable goals and continuous improvement. In addition, this standard for the first time drew a distinction between product-oriented quality inspection and process-oriented quality assurance. The organization shall prepare the procedures and processes necessary for the implementation of the quality management system [5]. The scope and depth of the procedures should be determined by factors such as the size and type of organization, the complexity and interrelationship of the processes, the methods used, and the qualifications and training of the personnel involved in the work. They should include:

- a. system-wide procedures that describe the activities necessary to implement the quality management system;
- b. procedures describing the sequence and internal content of the processes necessary to provide confidence in the conformity of a product or service to specified requirements;
- c. instructions describing operational activities and process control.

At large enterprises, the creation of a quality management system is based on existing procedures, since the function of quality control of labor, technology, raw materials and finished products is separated from the general production functions and is an established mechanism. However, in small and medium-sized enterprises, the formation of a quality management system in full requires completely different approaches. In addition to creating a package of documents, special attention should be paid to an effective quality control system, as the main lever for confirming product quality [6]. The creation of a quality control system in small and medium-sized enterprises is associated with a number of problems, which include the following:

- a. In small enterprises it is difficult to attract a specialist in all matters related to standards, technology, control methods, and quality assessment methods. Usually, an entrepreneur focuses on the market purely by external characteristics and satisfies the momentary demand in the market, therefore, he does not have enough knowledge in the field of quality management;
- b. insufficient financial flexibility. The quality control system, as an element of the quality management system, requires certain costs for organization and operation [7]. An entrepreneur in most cases is constrained in funds, since he is forced to keep all funds in circulation to expand activities. Lack of sufficient funds leads to scattered firefighting measures;
- c. insufficient technical means of control. An important place in the quality control system is occupied by the objective measurement of product indicators, that is, in order to control the quality, it must be measured. Entrepreneurs lack technical controls, partly because they are not available (they are produced in limited quantities), and partly because there is no urgent need for accurate quality measurement.

The solution of these problems is inextricably linked with the policy of supporting small businesses. Currently, the main areas of this activity are financial, legal and information support, which is provided by the unions of entrepreneurs and regional chambers of commodity producers and entrepreneurs. However, these structures have not yet established consulting services for the preparation for certification of products and the development of internal quality control systems. Therefore, scientific and methodological research in this area is one of the most promising areas for the development of small and medium-sized businesses for our country.

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