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### ISSUES OF DEVELOPMENT QUALITY MANAGEMENT IN FOOD INDUSTRY

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#### Abstract

The article analyzes the principles of the quality management standard in the food industry. The features of quality standards are identified, proposals are put forward that can have a positive impact on improving the quality management system in the food industry. The purpose of this article is to classify quality standards and determine the features of quality management in the food industry. The author has put forward proposals for improving the implementation of quality standards in the food industry.

**Key words:** Safety, Quality, Integrated approach, Food and Quality management.

#### 1. Introduction

The first version of ISO 9000 standards was published in 1987. Initially, this series included only five standards. In addition, the standard on the terminology of quality management, published earlier in 1986, began to be assigned to the same series. In the first version of ISO standards 9000 series, three models of a quality management system were established for enterprises and organizations with different production life cycles. In order for organizations to be able to determine which model should be applied, a standard was included in the series, which is a guide to choosing a quality system model. Also, to understand how it is necessary to manage the quality system, the reference standard for general management of the quality system was included in the series.

A series of standards in the range of numbers 9000 - 11000 was defined by the International Organization for Standardization for standards for quality management systems.

The standards of this series define the requirements for the management system, and not for the products or services provided by organizations and enterprises. The standards of the series include standards that directly represent requirements, standards that provide background information and guidelines, as well as standards that provide (clarify) particular issues of quality management systems.

Initially, the ISO 9000 series included several standards representing quality management systems (quality system models in accordance with ISO 9001, ISO 9002, ISO 9003). In the future, only one model of the ISO 9001 quality system remained in the series. In addition, recently there have appeared standards related to quality management systems, but having numbers that go beyond the series. For more information about this, see the Development of ISO 9000 and Structure of the 9000 Series section.

#### 2. Quality Management System

The food industry is the most important sector of the economy, creating food products based on the processing of agricultural raw materials (Alekseeva Yu, 2009). The problem of improving product quality is relevant for any

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enterprise, especially at the present stage, when the factor “product quality”, which ensures its competitiveness, is playing an increasingly important role in improving production efficiency. To successfully solve a problem, you need to know it well. In this regard, a number of questions can be posed: how long has the problem of product quality arose and what are the reasons for its origin; why the relevance of this problem at the present stage is increasing; how this problem is solved at the enterprises, etc. (Alekseeva Yu, 2009).

The analysis shows that the quality problem arose, manifested itself with the development of social production. It reflects the historical process of increasing the efficiency of human labor, the development of scientific and technological progress - scientific and technical progress, in one form or another manifests itself in all socio-economic formations (Ergashxodjaeva *et al.*, 2018). Theoretical issues of Applying of artificial intelligence in the textile industry were researched by Ergashxodjaeva *et al.* (2018); Yuldashev (2018); Tursunov (2017) and others. The problems of improving the quality and competitiveness of products are solved by improving the state of the main factors affecting the quality of bakery products. These factors in the complex determine the level of organization of production and labor of workers and are the basis for improving product quality. In turn, the high quality of manufactured products is the most important factor in increasing its competitiveness (Gorin, 2009).

The ISO 9000 series standards reflect the ideology of quality management. This ideology is the basis for building and developing a quality system in any organization. The quality management system is based on 8 principles. The principles of quality management are formulated quite briefly, but the idea embodied in the wording of the principles is further developed in the specific requirements of ISO 9001. Each principle can be disclosed in several blocks of the requirements of the standard.

For the first time, the principles of quality management were included in the text of the standards in the 2000 version. These principles

were formulated in ISO 9000: 2000, Quality Management System. Basic principles and vocabulary,

- 1) Organization focused on the customer - the organization depends on its customers and therefore must understand the current and future needs of the customer, fulfill customer requirements and try to exceed customer expectations.

The principle says that any organization is created to meet the needs of customers - its customers, and not vice versa. From the point of view of quality management, all actions of the organization should be aimed at identifying, understanding and satisfying the needs of customers.

The key benefits that this principle provides are as follows:

- Increase in income and market share due to more flexible and quick reaction to changes in the market.
  - Increasing the efficiency of using the resources of the organization due to increased customer satisfaction.
  - Increasing customer loyalty and thereby increasing repeat orders.
- 2) Leadership - leaders establish unity of purpose, direction and internal environment of the organization. They create an environment in which people can become fully involved in achieving the organization's goals.

To effectively achieve the goals of the organization, its management should not only want to achieve their goals, but also be leaders in achieving these goals, be an example for all other employees in pursuit of these goals.

The key benefits that this principle provides are as follows:

- Employees of the organization begin to share the goals of the organization, due to this they will be more motivated to achieve their goals.
- There is an opportunity to build, carry out and evaluate any actions in the



organization on the basis of uniform consistent principles.

- The inconsistency and misunderstanding between different levels of management in the organization is reduced.
- 3) The involvement of people - employees of all levels - this is the essence of the organization and their full involvement makes it possible to use their abilities for the benefit of the organization.

People in an organization can work well and effectively only when they are passionate about their work, when it is interesting to them. In order to achieve quality goals, the organization must create conditions for the maximum interest of people in the work that they perform. This can be achieved through effective personnel management.

The key benefits that this principle provides are as follows:

- There is motivation, active participation and involvement of employees in all processes of the organization, which increases the efficiency of their work.
  - Employees become interested in developing proposals and introducing innovations in their work and the work of the organization as a whole, which contributes to faster achievement of the organization's goals.
  - There is a real responsibility of employees for their own proposals and innovations.
  - Employees strive to participate themselves and help the process of continuous improvement in the organization.
- 4) The process approach - the desired result is achieved more efficiently when the corresponding resources and activities are managed as a process.

Any activity in the organization should be considered as a process. Therefore, it should have clearly defined and unambiguous inputs, outputs, resources, operations and the relationship of all these components of the

process. The key benefits that this principle provides are as follows:

- Reduces cost and shortens the production cycle due to more efficient use of resources.
- The results of the work become predictable, repeatable and can be improved if necessary.
- Priority is given to opportunities for improvement.

- 5) A systematic approach to management - identification, understanding and management of a system of interrelated processes that contribute to the effectiveness and efficiency of the organization.

This principle suggests that any control actions in the organization must be carried out, given the interconnection of processes and systems of the organization.

The key benefits that this principle provides are as follows:

- Improving the interconnection of processes and streamlining process management, which leads to more efficient achievement of the desired results.
- There is an opportunity to focus on the work of key processes. Management attention is not dispersed in resolving current operational issues.
- Stakeholders are assured that the organization's work is sustainable, productive, and efficient.

- 6) Continuous improvement - continuous improvement is the constant goal of the organization.

This principle determines the need for continuous development of the organization. The key benefits that this principle provides are as follows:

- Obtaining benefits by increasing the organization's capabilities.
- Alignment of improvement actions carried out at all levels of the



organization into a single organization strategy.

- There is an opportunity to quickly respond to emerging changes in the external environment of the organization.

- 7) Evidence - based decision-making approach - the effectiveness of decisions is based on a logical analysis of data and information.

Any decisions, any control actions should be taken only on the basis of objective data, objective evidence, but not on the basis of assumptions, speculation or subjective opinions. The key benefits that this principle provides are as follows:

- The adoption of each decision is justified by a set of reliable data.
- There is an opportunity to confirm the effectiveness of decisions by analyzing evidence.
- There is an opportunity to make reasonable changes to previously adopted decisions.

- 8) Mutually beneficial relations with suppliers - mutually beneficial relations between an organization and its suppliers increase the ability of both organizations to create value.

This principle guides the organization towards the development of its suppliers. If the supplier is able to provide a stable level of quality for his products, then for the organization this will make it possible to reduce control of products from the supplier, reduce control over the work of the supplier, thereby reducing their costs for manufactured products. The key benefits that this principle provides are as follows:

- There is an optimization of costs and resources.
- There is an interest of both parties (the organization and its supplier) in adequate joint actions in the event of a change in the market situation.

- The value of the mutual partnership between the organization and its supplier is increasing.

The work of the whole quality system will depend on how well the leaders and employees of the organization understand the principles of quality management.

The construction of a quality system according to ISO 9000 series standards allows the organization to introduce the principles of quality management in the practice of its work. Each of the above principles is reflected in the ISO 9001 standard by a set of requirements. Therefore, when an organization develops and implements methods for implementing these requirements in its work, it thereby implements the principles of quality management.

- Council Directive 93/43 / EEC on the hygiene of food stuffs (Council Directive 93/43/EEC on food hygiene).

Based on these documents, a number of standards have been developed, both international and national. All include HACCP principles (HACCP) and guidelines for applying these principles.

International standards based on the principles of HACCP are united under the common name ISO 22000. This is a whole series of standards:

- ISO 22000: 2005 - “Food safety management systems – Requirements for any organization in the food chain” - Food safety management systems - Requirements for all organizations in the food production and consumption chain. Food safety management systems are certified to meet this standard. Other series standards are subsidiary.
- ISO/TS 22002-1: 2009 - “Prerequisite programmes on food safety - Part 1: Food manufacturing” - Prerequisite Programs for Food Safety - Part 1. Food Production. This standard may be used in conjunction with ISO 22000: 2005. It details the individual requirements of section 7.2.3 of ISO 22000: 2005, and also includes additional aspects that it is





desirable to take into account during production operations.

- Food Safety System Certification (FSSC 22000: 2010) - the standard is supported by the Union of Food and Beverage Manufacturers of the European Community. It consists of four parts. Part 1 requirements for organizations, food producers (includes the requirements of ISO 22000: 2005 and PAS 220: 2008). Part 2 requirements for certification bodies (includes the requirements of ISO / TS 22003: 2007, ISO / IEC 17021: 2006 and ISO 19011: 2002). Part 3 requirements for accreditation bodies (includes the requirements of ISO / IEC 17021: 2006 and ISO / IEC 17011: 2004). Part 4 of the directive for stakeholder advice. This standard is more a certification system than an independent standard.
- International Food Standard (IFS) - This standard was developed by the German and French food associations. In 2006, the Italian Food Association joined this standard. The standard is international, but it is mainly used in Germany, France and Italy by retailers and wholesalers of branded (branded) products, as well as their suppliers. The structure of the requirements of the standard is consistent with the structure of ISO 9001 and includes 5 sections (responsibility of senior management, quality management system, resource management, production processes and measurement, analysis and improvement). The focus is on food safety and hygiene. The requirements of the standard are based on the principles of HACCP, GMP (Good Manufacturing Practice), GLP (Good Laboratory Practice) and GHP (Good Hygiene Practice).
- BRC Global Standard for Food Safety - a standard developed by the British Consortium of retailers (British Retail Consortium). Used by food manufacturers and suppliers and brand owners who supply products to UK retailers. The standard focuses on the application of HACCP principles, the

effective operation of a quality management system, and the control of production factors (Kerimov, 2011).

Although, all the standards discussed above take into account the principles and provisions of ISO 9001 to one degree or another, they are nonetheless standards aimed at building food safety management systems. Separate standards have been developed for the construction of quality management systems in the food industry. They were originally set out in the international hygiene code and in the EU directive:

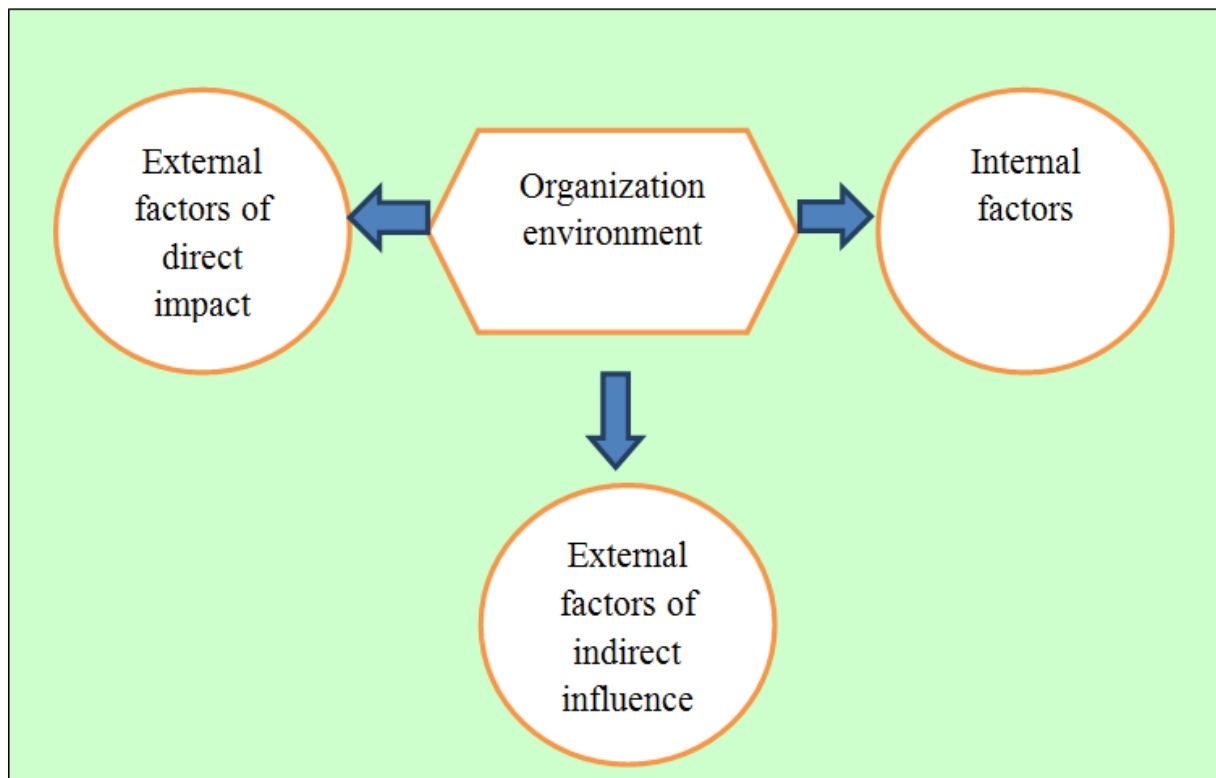
CAC / RCP1-1969 Recommended International Code of Practice General Principles of Food Hygiene (Recommended International Code for the Support of the Common Principles of Food Hygiene CAC / RCP1-1969)

The organization environment plays an important role in the existence and development of the company. Understanding the organization's environment is the key to the right business strategy, not to mention the right quality strategy.

The purpose of understanding the organization's environment is to identify factors that influence work. Factors can be external and internal. To understand the conditions in which the organization operates, it is necessary to take into account both of them. A mandatory requirement for environmental analysis is to consider all the factors that affect the organization.

Environmental factors can have both direct and indirect effects. The internal environment is an integral part of the organization itself, so it always has a direct impact. Indirect influence arises due to the interaction of environmental elements that are not directly involved in the organization. They have more or less the same effect on all organizations located in the same region, working in the same industry or engaged in the same type of activity. An organization cannot influence such factors. They are uncontrolled forces that need to be identified and reacted accordingly.





**Figure – 1: Internal and external factors affecting the environment of the organization**

Direct influence arises if the environment of the organization is directly involved in the work of the company. Such interaction exists when performing daily (operational) tasks. Moreover, the organization itself can also affect the elements of the environment. Environmental factors have both positive and negative effects on the organization. A positive influence can open up new opportunities within the framework of an existing activity or help create new directions in work. Negative influences are potential risks and threats that can lead to a deterioration of the organization's position in the market or even to its termination.

### 3. Environmental factors of the organization

For companies that want to succeed, and not just exist in the market, environmental factors become an ordered set of information sources to get an idea of the changes taking place in their environment. In order for the environmental factors of the organization to truly become a source of valuable information for the development of the company, they must be classified in a certain way.

The first stage of such a classification is the division into factors of direct and indirect effects.

Indirect impact factors relate to the macro environment of the organization. The organization is not able to influence these factors, but it must adapt in time to them. The number of such factors is not large.

As a rule, four to six factors are distinguished:

- Economic factor
- Political factor
- Social factor
- Technological factor
- Environmental factor
- Demographic factor.

Depending on which market the organization operates (consumer or business), the speed and strength of the environmental factors of the organization may vary. Macroenvironmental factors have a significant impact, but they have a fairly long period of change, so organizations have a margin of time for adaptation.



External factors of direct exposure are often called microenvironment factors, because they are inherent in the work of only one specific organization. With the influence of these factors, each company has to deal with in everyday activities.

A variety of factors of the microenvironment can be reduced to several groups:

- Competition factor
- Sales factor
- Partnership factor
- Employment factor
- Consumption factor.

#### **4. Factors of the internal environment of the organization**

The internal environment includes a combination of factors that are under the direct control and management of the organization. In order to ensure the stable operation of the company, factors must be well known and adequately reflected in management decisions. Information about the factors of the internal environment of the organization is used in the development of the mission, setting goals, determining strategic directions of activity, evaluating the achievement of results, etc.

Factors of the organization's internal environment can have both positive and negative impacts on the company's market position. To identify opportunities or threats associated with changes in the organization, allows the analysis of internal factors.

The factors of the internal environment of the organization include:

- Corporate culture factor
- Factor of organizational structure
- Staff factor
- Technology factor
- Resource factor.

Defining an organization environment, there are many methods to determine the internal and external environmental factors of an organization. Large companies can apply strategic analysis and situational modeling techniques. For small organizations, simple

methods are enough: SWOT analysis, PEST method, Porter's Five Forces model. It is important that the environment of the organization is constantly monitored. The frequency of monitoring and analysis is established based on the dynamics of changes in the external and internal environment.

The environment of the organization can be identified through the following actions:

Formulation of the problem, at the first stage it is necessary to accurately formulate the area for identifying factors of the external and internal environment of the organization. This area depends on the size of the organization, the scope of its activities and the type of goods or services that it provides.

- Data collection. Data sources can be primary and secondary. Primary data is data that is specially collected to identify factors of the organization's internal and external environment. Secondary data include data that has already been obtained previously for any other purpose in the same organization or by other organizations.
- Analysis of information. For data analysis, qualitative and (or) quantitative methods can be used. Qualitative methods are based on the expert opinion of experts who conduct the analysis. The complexity of these methods is small. Analysis requires a relatively small amount of data. Quantitative methods are time-consuming, use a large amount of data, but their accuracy is much higher than that of qualitative methods.
- Presentation of results. The results of the analysis of the organization's environment should be presented to interested parties. The results of the analysis are conclusions and decisions that are included in tactical and strategic plans. The presentation of the results shall take into account the requirement of the ISO 9001: 2015 standard for documenting information.



## **5. Organization Environment Analysis Documentation**

Documentation of the analysis of the organization environment includes two components: documentation of the stages of analysis and documentation of its results.

Documentation of the analysis steps is necessary when working with data arrays. The collection of data on environmental factors of the organization, their systematization and processing in themselves imply their documentation.

The results of the analysis are conclusions and decisions made on the basis of the data that characterize the environment of the organization. Documenting them helps establish risks and opportunities. The results of the analysis are the basis for the development of strategic and tactical plans. Therefore, documenting the results becomes an integral part of the strategic management process. The results of the analysis can be presented in such documents as:

- Business plan
- Development concept
- Mission and strategic goals
- Analysis of competitors
- Economic reports
- SWOT analysis
- PEST analysis
- Minutes of meetings of strategic organizations of the organization
- Charts, tables, maps, schemes of the competitive environment.

The standard does not establish a direct requirement to document the analysis of the organization environment (stages of analysis and its results). But conducting an analysis without documentation is difficult, especially when it comes to large and medium-sized companies.

## **6. Conclusion**

In our opinion, improving the performance of the organization and the quality system is a key factor in improving customer satisfaction. However, this does not mean that the organization must constantly make changes to its work or quality system. Improvement can be realized in the form of repetitive actions that are

performed as individual opportunities are identified. The standard does not oblige to implement all the improvements. Changes to activities, processes or products need only be made if such changes are appropriate.

The organization must develop and apply an improvement system. A system is a set of approaches, methodologies, tools and technologies that a company uses to achieve improvements in its work. These improvements are long-term, medium-term and operational (short-term). Long-term improvements typically affect all organization processes, infrastructure, and the work environment. Medium-term improvements affect individual processes or individual infrastructure elements. Operational improvements affect individual work processes.

For each type of improvement, its own procedure should be developed.

To fulfill the requirements of this section of the organization's standard, it is necessary:

- Identify facilities for which improvements can be made. The standard sets the minimum composition of such objects: products and services, processes, quality system, organization as a whole. In addition to the indicated, the objects of improvements can be: technology, knowledge, infrastructure, organization environment, etc.
- Establish the "scale" of improvements. It is determined by the period of their implementation: long-term, medium-term, operational.
- Establish the types of improvements that can be applied to selected objects. Examples of improvement types are defined by the standard. The types of improvements include: correction, corrective actions, continuous improvement (Japanese Kaizen approach), reengineering, etc.
- Develop procedures and rules for making improvements for each species.
- The procedure for making improvements is preferably presented in the form of documented information. This order may differ for different types of





improvements. Developing a course of action allows an organization to approach the issue of improvements systematically.

- The peculiarity of the quality system is that opportunities for improvement may arise by chance during the course of daily work. For example, when monitoring the process, responding to customer complaints, during production meetings or drawing up operational plans. In order to use the opportunities for improvement, the organization must have a system for registering, evaluating, planning and implementing proposals for improvement.
- The procedure for improvement can be presented in the form of methods or procedures of the quality system. Part of such procedures are procedures for performing corrections and corrective actions.

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