

ANALYSIS OF PARTICIPATION IN QUALITY MANAGEMENT OF "UZ AUTO MOTORS" IN THE PROCESS OF DIGITAL TRANSFORMATION.

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Abstract: Active participation of the company in quality management is one of the main principles of management. For this, employees at all levels form the basis of the company and their active participation in the company's activities, and the use of their talents, can be the main ground for development.

The "Quality Policy" of "Uz Auto Motors" JSC is directed to the continuous improvement of all employees in all aspects of the company's activities, and its purpose is to satisfy the needs of all interested parties, product consumers, company employees, shareholders and society in general. .

For this purpose, a material and moral incentive system was created in JSC "Uz Auto Motors" to support the creative research, initiatives, aspirations of employees to increase their knowledge and continuous improvement. One of them is a handbook distributed to employees, which shows ways to encourage creativity, which we consider very important.

In order to achieve this goal, it is necessary to get into the habit of writing down in this notebook the thoughts and solutions to problems, even if they seem imaginary and impossible at first.

This sidebook is intended for rationalizers, as well as for all workers who want and can do something better, something faster, and something at a lower cost.

Writing down thoughts and ideas that suddenly appear in a notebook.

Use the sidebar to write down sketches, pictures, schematics, and possible options needed to solve the problem.

Turn a side notebook into a useful data notebook that helps you find the root causes of a problem by recording the collected statistics and analyzing them.

Use the side notebook to plan your rationalization activities, that is, to write down what, when and where to do, who to meet and do what, what to find and read, and so on.

Use a side notebook to jot down useful information from technical literature and magazines.

Use the side notebook to write down a list of identified problems and their causes to eliminate them based on a plan.

Use Sidenote to immediately write when you see or read effective and interesting solutions to similar problems in other networks.

Check the correctness of the processes, divide them into simple operations and write them down in a side notebook, make a block diagram that clearly shows the process, analyze whether

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everything is in order and whether there is an opportunity to improve something. Here is an attempt to look at the results of the work from the consumer's point of view.

And finally, use the side notebook to write down various interesting stories and anecdotes, because a good mood always supports research.

To the attention of rationalizers, simple methods of technical creativity are presented, which help to activate the rationalizing thought, to conduct the research purposefully, and to find the best optimal solution to the problem.

These methods can be supported in their workplace and activities, and what else can be improved? Where can costs be reduced by reducing costs? What new methods can be used to improve quality? How can materials and energy resources be saved and productivity increased? trying to find answers to the questions. The first proposal is not fully illuminated and may be less effective. The main thing is to have the courage to make the 1st offer.

Major achievements are ahead. Trying to provide the most correct, best and most effective rationalization proposal in the future.

Since human creativity is limitless, there is no limit to perfection and rationalizing thoughts.

It leads to achievements by employees in this activity, which is difficult but interesting and of great importance for the company.

Every offer made by the employees will be a contribution to the development of the company and the prosperous life of our people.

A rationalization proposal refers to a technical solution that involves creating or changing the structure, technology or composition of products, and an organizational solution that is new for the company, which leads to the saving of labor, raw materials, fuel-energy and other material and financial resources.

The troubleshooting steps are as follows:

Initial stage:

searching and finding a problem, choosing a topic.

Study phase:

case studies;

collect information on all possible factors of the problem;

analyze the data on the problem and determine the causes that cause the problem.

Step of solution emergence:

summarizing thoughts, analyzing the causes and their impact on the problem, and finding the optimal solution.

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Concretization stage;
making decisions and making proposals;
implementation of improvements;
test the effectiveness of the offer.
Stage of implementation of improvement;
modification and standardization of technical documents.
Simple ways to activate rationalizing thoughts:
Open your eyes, look and ask yourself!
Shouldn't you stop doing this?
Couldn't we make it simpler?
Could you increase or decrease it a bit?
Can I shorten something?
Isn't there a better way?
Can't you replace it with another one?
What if it does the opposite?
Can something new be developed?
Techniques of technical creativity.

Brainstorming ("Brainstorming" method). Brainstorming is a method of summarizing different ideas to solve a specific problem.

One of the serious obstacles to creative thinking is often criticism of the given idea and hesitation in giving the idea. In order to overcome this obstacle, the American psychologist Osborn A.F. developed the "Brainstorming method", which is widely used in the world. The essence of this method first of all prohibits criticism. Any given idea must be considered to a certain extent (even the most fantastic, clearly erroneous, even humorous ideas) because they create the basis for the emergence of the most realistic and valuable ideas.

Osborn A.F. I know that some people are better at presenting an idea, while others are better at analyzing it. Working together causes them to interfere with each other. That's why the author divided the technical task solvers into 2 groups: "Fantasizers" and "Critics".

"Brainstorming" should be intended only to freely give ideas to the task of "fantasists". In this case, not only criticism, but also all kinds of pranks, squealing and the like are strictly prohibited.

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The group of "Fantazyors" (5-10 people) consists of people with different education and expertise, who should be able to give several or even dozens of ideas in a short period of time (from 5 minutes to 1 hour). Along with giving new ideas, it is also important to make changes to the given ideas. All ideas and suggestions given must be taken into account. The results of the brainstorming method largely depend on the group leader. The ideas gathered in this way are given to a panel of experts. They first sort out the feasible and the impossible, and then select the best ones. At the same time, they scrutinize every idea and try to find the "rational essence".

The main rules of "brainstorming".

State the problem clearly.

Brainstorm individually (where each person writes down their idea).

Lead a group brainstorm.

Make a clear note of all the ideas that are given.

Follow the rotation of ideas.

Don't be critical of the ideas being presented.

Every idea must be discussed.

Listen to other people's ideas.

Be positive about ideas.

1. Analyze each idea:

For clarification and better understanding;

To combine and separate the main.

2. Synectics

Developing and perfecting brainstorming, American researcher Gordon W.D. suggests synectics.

Synectic creative groups (5-7 people) are made up of people of different professions or disciplines, of different ages and with different skills. Synectics is based on brainstorming, only it is carried out by permanent groups, because these groups work more efficiently than randomly assembled people who have mastered specific methods and gained experience.

Solving inventive tasks is based on turning the unfamiliar into the familiar, the usual into the unusual, that is, reducing psychological inertia by looking for a new perspective on the given problem. Making the unfamiliar familiar is learning and getting used to the problem. The opposite process, i.e. turning the usual thing into something extraordinary, is done using the following 4 similes.

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Conditions and opportunities have been created by the top management of the company for the organization of quality circles and development of their activities in "Uz Auto Motors" JSC. Due to the extensive capabilities, the company has achieved international quality results. Including

December 1999 - Certification of the quality system in accordance with the international standard ISO: 9001:1998.

November 2001 - Obtaining the Accreditation Certificate for the right to carry out calibration and repair work.

April 2003 - Certification of the quality system in accordance with the international standard ISO: 9001:2000.

June 2004 - Receiving the International Quality Summit New York International Award for quality, leadership, advanced technologies and innovation.

July 2004 - The test laboratory received an accreditation certificate.

February 2005 - awarding the diploma of the winner of the competition "Best product of 2004" for cars manufactured by "UzDEUavto" company.

August 2006 - obtaining ISO 9001:2000, ISO/FDIS 14001:2004, OHSAS 18001:1999 integrated management system certificate.

August 2009 – The company was re-certified as a company compliant with the requirements of the integrated management system ISO 9001:2000, ISO/FDIS 14001:2004, OHSAS 18001:2007.

September 2010 - obtaining the ISO 9001:2008 international certificate.

November 2012 - ISO 9001:2008, ISO 14001:2004, OHSAS 18001:2007 compliant certificates.

December 2018 - The company passed re-certification according to ISO 50001: 2015.

January 2019 - The company passed ISO 9001: 2015, ISO 14001: 2015 re-certification.

August 2019 - The company received the GOST R ISO 9001: 2015 integrated management system certificate.

We are sure that increasing the quality results achieved by JSC "Uz Auto Motors" and achieving quality results in the industrial production companies of all Uzbekistan will contribute to the prosperity of our country and increase the well-being of our people.

Table 1

The dynamics of the implementation of the program of localization of production of goods and materials based on local raw materials and products manufactured at JSC "Uz Auto Motors" [1]

Product type	Unit of measure	2018	2019	2020	2021	2022
Cobalt	Piece	37626	56211	79908	71082	101617
Nexia T-250	Piece	59343	73151	66402	31466	22245
Damas	Piece	34618	51824	51692	55068	72235
Gentra	Piece	33314	44508	50052	51061	87105
Spark	Piece	29092	24249	23003	6485	14464
Labo	Piece	7382	7288	9023	17308	20941
Car parts						
car seats	Set	201421	257313	280095	232502	318635
fuel tanks	Piece	201870	258235	280140	232721	318924
silencer	A thousand pieces	565,236	671,411	812,406	767,9793	1116,234
bumpers	A thousand pieces	282,618	439,000	532,266	516,641	751,385
panels	A thousand pieces	160,491	185,233	214,217	189,099	265,417

"Uz Auto Motors" автомо-биль we can see the types of products produced by the plant between 2018 and 2022. In 2018, the most "Nexia T-250" car (59343 units) was produced, while the "Labo" car was produced in the smallest amount (7382 units). Including Cobalt (37,626 units), Damas (34,618 units), Gentra (33,314 units) and Spark (29,092 units), car components: car seats 201,421 sets, fuel tanks 201,870 units, muffler 565,236 thousand pieces, bumpers 282,618 thousand pieces, panels 160,491 thousand pieces were produced. "Nexia T-250" (73151 units) was the most produced car type in January-December 2019. We can see that this indicator has increased by 23.7% compared to last year. In addition, in this year compared to last year, production of "Cobalt" car increased by 57.4%, "Damas" by 49.7%, "Gentra" by 33.6%, and "Spark" car increased by 33.6%. 4,843 units, and we can see that the production of "Labo" cars decreased by 94 units, the production of car seats increased by 27.7%, and silencers increased by 18.8%. In 2018-2019, we saw the Nexia T-250 as the most produced car, and by 2020, the Cobalt car has taken the lead as the most produced car (79,908

units). This leadership was preserved in 2021 (71082 units) and 2022 (101617 units). The production of Nexia T-250 in 2020 was 66,402 units, which represents a decrease of 9.3% compared to the previous year. In this year, the production of car seats was 2800095 sets, bumpers 532,266 thousand pieces, panels 214,217 thousand pieces. Also, 31,466 units of Nexia T-250 were produced in 2021, and 22,245 units in 2022. In 2021, 232,502 units of automobile components, including fuel tanks (a decrease of 17% compared to the previous year), and 767,9793 units of silencers (a decrease of 5.5% compared to the previous year) were produced. Production of the Spark car is set to decline sharply in 2021, down 62.9% from 2020. In 2022, compared to 2021, it increased by 123%. By 2022, 20,941 units of the "Labo" car were produced, the indicator increased by 20% compared to 2021, by 132% compared to 2020, by 187% compared to 2019, by 183%. In 2022, automobile components include: car seats 318,635 sets (increased by 37% compared to 2021), fuel tanks 318,924 units (increased by 37% compared to last year), silencers 1,116,234 units (45,000 compared to last year increased by 3%), bumpers were produced 751,385 thousand units (increased by 45.4%), panels 265,417 thousand units (increased by 40.3% compared to 2021).

Table 2

Dynamics of product production based on local raw materials according to the localization program [1]

Companies	Unit of measure	2018	2019	2020	2021	2022
Small stamping parts for "Ansiz" XJ "Uz Auto Motors" JSC	A thousand pieces	1953,338	2880,987	2660,760	2673,405	4078,170
"Elektroapparat" XJ small stamping parts for "Uz Auto Motors" company	A thousand pieces	19924,043	37164,735	36452,412	44913,204	81971,209
Components for "AndijonMash" XJ "Uz Auto Motors" JSC	A thousand pieces	2539,339	4609,580	6385,824	9624,258	17128,312
Spare parts for the auto transmission of the Andijan Aeromechanics Plant	A thousand pieces	390,668	1728,592	1197,342	2218,926	4485,987

JV "Tapaz" avt. Brackets for	A thousand pieces	6055,346	9651,307	9206,230	10426,280	15170,791
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Table 2 shows the dynamics of product production based on local raw materials for the last 5 years under the localization program. If we analyze 2018, in this year small stamping parts for "Ansiz" XJ "Uz Auto Motors" JSC 1953,338 thousand pieces, small stamping parts for "Elektro-roapparat" XJ "Uz Auto Motors" company 19924,043 thousand pieces, components for "AndijonMash" XJ "Uz Auto Motors" JSC 2539,339 thousand pieces, spare parts for the auto-transmission of the Andijon Aviation Mechanics Plant 390,668 thousand pieces, "Tapaz" JV avt. brackets for 6055,346 units were produced. By 2019, the production of small stamping parts for "Ansiz" XJ "Uz Auto Motors" JSC will increase by 81.5%, the production of small stamping parts for "Elektroapparat" XJ "Uz Auto Motors" will increase by 86.5%, "AndijonMash" Production of components for XJ "Uz Auto Motors" JSC by 81.5%, JV "Tapaz" avt. We can see that the production of brackets has increased by 59.3%.

Small stamping parts for "Ansiz" XJ.si "Uz Auto Motors" JSC produced 2660,987 thousand pieces in 2020, 2673,405 thousand pieces in 2021, and 4078,170 thousand pieces in 2022. For "Elektroapparat" XJ "Uz Auto Motors" small stamping parts were produced in 2020 36452.412 thousand pieces, in 2021 44913.204 thousand pieces and in 2022 81971.209 thousand pieces. In 2020, 6,385,824 thousand pieces were produced for "AndijonMash" XJ "Uz Auto Motors" JSC, 9,624,258 thousand pieces in 2021, and 17,128,312 thousand pieces in 2022. Spare parts for the auto transmission of the Andijan Aviation-Mechanical Plant will be 1197,342 thousand pieces in 2020 (a decrease of 31% compared to the previous year), 2218,926 thousand pieces in 2021 (an increase of 85.3% compared to the previous year), and 4485,987 in 2022 thousand units (increased by 102.1% compared to 2021) were produced. JV "Tapaz" avt. brackets for 6,055,346 thousand pieces in 2020 (4.7% decrease compared to last year), 10,426,280 thousand pieces in 2021 (13.3% increase compared to last year), and 15,170,791 thousand pieces in 2022 (increased by 45.5% compared to 2021) was produced.

Below you can see the volume dynamics (in units) of manufactured products that replace imports in the Andijan region for "Uz Auto Motors" JSC. 201.3 mln. in 2018 by local companies working under the order of "Uz Auto Motors" JSC. Foreign currency was saved in the amount of US dollars. In 2019, this indicator was 257.2 million. amounted to US dollars, 55.9 million compared to the previous year. increased by USD or 27.8%. 280.1 million in 2020. US dollars (increased by 8.9% compared to 2019), 232.5 million in 2021. US dollars (decrease by 47.6 million US dollars compared to last year), and in 2022 this indicator will be 318.6 million. US dollars (increased by 86.1 million US dollars compared to 2021).

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