Maryna S. Hryazeva
Donetsk University of Economics and Law.
Address: 84501, Ukraine, Donetsk region, Bakhmut, 1 Nekrasov Str.
Tel.: 38 066 898 49 42. E-mail: marinapristupina@rambler.ru.

 Mechanism of elimination of personnel organizational resistance to introduction of quality management system
Section:Social and economic problems of development of industry
Ekon. promisl. 2016, 74(2):132-151
<br style="font-style: italic;" />Language: Russian

 <div style="text-align: justify;">Abstract: The mechanism of elimination of personnel organizational resistance to the introduction of the quality management system that transforms the protest potential into a creative one based on the active modular management of the personnel behavior by means of forming the incentive motives has been developed. The principles of mobilization of the enterprises intellectual assets and improvement of the controllability of the process of organizational routines modulation have been formulated. They are as follows: total quality management, group coordination and training, general quality standardization. The cognitive model of the causal relations of subjects and objects of management has been proposed. The tools for implementation of the quality management system ensuring the overcoming of personnel resistance to change, as well as the functional and organizational structure of the mechanism of elimination of personnel organizational resistance have been recommended. The advantages of the mechanism proposed are as follows: firstly, the creation of a system of balances - compensation mechanisms, incentive systems that can fully or partially balance the costs and benefits for the personnel, caused by changes in development strategy and reach compromise on key positions which cause the resistance; secondly, provision of individual and group interaction among agents hierarchical vertical of organization, the inclusion of personnel in the decision-making process regarding the reform of organizational routines and granting employees more authority on the organization of working space according to the new requirements and quality standards; and thirdly, the improvement of the quality of organization change implementation through targeted training of employees in business routines changes: professional development, coordination of allocation of professional duties and responsibilities, establishment of reasonable deadlines for the implementation of activities and improvement of the control system.

 Keywords:quality management; mechanism; organizational routines; resistance to change; personnel</div>
 | Full text (PDF)

 References<br style="color: #000099; font-weight: bold;" />
 World Economic Forum (2015). The Global Competitiveness Report 2014-2015. Retrieved from http://www3.weforum.org/docs/WEF_GlobalCompetitivenessReport_2014-15.pdf.
 Polovyan, ?. (2012). The balanced development of economic and ecological systems (co-evolutionary approach. Ukraine. Donetsk: The Institute of the Economy of Industry of the NAS of Ukraine.
 Huse, E. (1985). Organizational development and change. 3rd ed. St.

Paul, Minn.: West Pub. Co.

Kotter, J. (1990). A Force for Change: How Leadership Differs From Management. Free Press.

Kotter, J., & Schlesinger, C. (1979). Choosing Strategies for Change. Harvard Business Review, 57(2), 106-114.

Ansoff, I. (1999). New corporate strategy. SPb.: Piter [in Russian].

Levin, K. (2001). Dynamic Psychology. Moscow: Smyisl [in Russian].

Beckhard, R., & Harris, R. (1987). Organizational Transitions. MA: Addison-Wesley.

Thurley, K., & Wardenius, H. (1973). Supervision: a reappraisal. London: Heinemann.

Beer, M., Eisenstat, R., & Spector, B. (1990). Why Change Programs Don't Produce Change. Harvard Business Review, 4-12. Retrieved from <http://webdb.ucsb.edu/operations/honsqm/articles/Change1.pdf>.

Bridzhes, U. (2007). Management of the company in the period of structural changes. Moscow: Vilyams [in Russian].

Husyeva, O. (2011). Investigation of the evolution of the theory of change management as an independent scientific direction. Teoretychni ta prykladni pytannya ekonomiky, 9(26), 142-147.

Teslyuk, N. (2005). Strategies of the enterprise to achieve competitive advantages. Ekonomika, finansy, pravo, 11, 17-20.

Pastukhova, V. (2002). Strategic management of the enterprise: philosophy, policy, efficiency. Kyiv: KNTEU.

Folomkina, I. (2001). Controlling resistance to strategic changes based on the concept of "force field". Ukraine. Donetsk: DonNUET. Retrieved from http://trade.donnuet.dn.ua/download/2011/31_1/Folomkina.pdf [in Ukrainian].

Moldovanov, M. (1993). Collegiate Dictionary of a businessman. Management, marketing, informatics. Kyiv: Tehnika [in Russian].

Shewhart, W. (1931). Economic control of quality of manufactured product. Nostrand Company.

Deming, E. (1994). The way out of the crisis. Tver: Alba [in Russian].

Isikava, K. (1988). Japanese methods of quality management. Moscow: Ekonomika [in Russian].

Kume, H. (1990). Statistical methods of quality improvement. Moscow: Finansyi i statistika [in Russian].

Mintzberg, ?. (1992). Structure in Fives. Designing Effective Organizations Prentice Hall.