

BARRIERS OF INTEGRATED MANAGEMENT SYSTEM IMPLEMENTATION ON AN EXAMPLE OF GLASS MANUFACTURING ENTERPRISE

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The purpose of this paper was to describe the barriers and problems encountered during the implementation of the integrated management system at the glass industry. The theoretical foundations of the problem are described, the barriers identified during the study are characterized. Surveys were conducted among the clerks and production workers of the various departments of the factory. The survey was conducted on a sample of one hundred and ten employees of the surveyed enterprise, using for this survey. Respondents included fifty people in administrative positions and sixty people in industrial positions.

The most important barriers identified during the preparation phase for implementation were: lack of awareness of the benefits of implementation, anxiety for change, short time spent on training. The biggest obstacles noted in the process of implementation of the integrated management system were: difficulties in eliminating existing bad habits (16.6%), over-formalization of the system (12.6%), lack of communication between departments (12.6%) and employee resistance (12.6%). Half of the production workers believe that training was poor. All the information was very difficult to provide. Much of the content was provided in a very general way. The most important barriers identified during the implementation phase were: difficulties in overcoming old habits. Difficulties with complex system documentation were also seen as a barrier. Officials find the system too formalized. More than 82% of respondents said that the number of things increased after the system was implemented. At the stage of system improvement, the biggest barrier was the resistance of employees to change. Another barrier at this stage was the lack of involvement of employees in improving the system.

The study found that administrative staff paid the greatest attention to the problems of lack of awareness of the benefits of implementing a management system, as well as the barrier of resistance to employees and difficulties in eliminating old workers' habits; production staff pays the most attention to the problem of getting used to old habits and the barrier of insufficient information about the implementation process. However, both administrative and production staff pay attention to the over-formalization of the management system.

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