



## EMPLOYEE PARTICIPATION IN QUALITY CIRCLE: IMPACT ON PRODUCTIVITY, QUALITY & DECISION MAKING

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### Abstract

This study is an attempt to focus on the impact on productivity, quality and decision making. Employee's attitude towards the quality circle is also discussed in detail. The results and findings are beneficial to both employees & organization. By care full handlings on quality circle the production & hence productivity increases considerably. It also aims individual as well as group development by bringing out hidden capabilities of the employees, their change in attitude, skill development & good team relationship. It enhanced the quality of the output & services. This study reveals & suggests that the positive attitude must be developed towards quality circle. It gives ways to overall improvement in organizational and performance of employees.

**Keywords:** Motivation, Decision Making and Quality Circles.

### Introduction

A **quality circle** is a participatory management technique that enlists the help of employees in solving problems related to their own jobs. **Circles** are formed of employees working together in an operation who meet at intervals to discuss problems of **quality** and to devise solutions for improvements. Quality Circle revolves around the principles of voluntary participation and collaborative decision making. In a few words, the QC group has to function effectively as a multi-disciplinary team, focusing on improving selected work processes. The outcome is usually to aid continuous quality improvement. In tracing the development of Quality Circles in the various countries, which implemented them, it is usually found that they are first introduced into direct manufacturing areas. Then as the benefits are publicized and expertise and confidence built up, they branch out the QC activity in other sectors. The management approach of Q.C. for an organization is focused on quality, based on participation of all members and aiming at long term success through benefits to all the employees, organization and to the society as well.

### Objectives of the Study

- To study the impact of quality circles in GC limited
- To study the motivational factors in Quality Circle at G C Limited.
- To analyze whether the member's ideas are recognized.

### Need for the Study

- To generate commitment of all employees to the success of the organization.
- To help the organization to improve the performance and productivity.
- To improve the satisfaction of employees to get from their work.
- To provide all employees with the opportunities to influence and be involved in decisions which are likely to affect their interest.

### Research Methodology

Methodology is a plane of action for a research project and explains in details how data are collected, analyzed and interpreted the data so that they will provide meaningful information. A research design is the arrangement of condition for collection and analysis of data in manner that aims to combine relevance to the research purpose with economy in procedure. In fact the research design is a conceptual structure within which research is conducted it constituted the blueprint for the collection, measurement and analysis of the data. The basic idea of sampling is that by selecting some of the element in a population we may draw conclusions about the entire population. The sampling design administered for the study is a type of sampling design that falls under **Simple Random Sampling Technique**.

|             |   |     |
|-------------|---|-----|
| Population  | : | 240 |
| Sample size | : | 75  |

### Type of Research

In this study descriptive research is used.

**Sampling:** Simple Random sampling.

### Limitation of the Study

- The period of the research is limited.
- The employees are not willing to reveal their opinion accurately.
- This result is fully based on the answer of the questionnaire. So if the respondent's answer wrongly it will not be true.

- The research has been conducted in Quality circle members so may or may not be applicable to do other field.
- The conclusions cannot be generalized for all the company.

### Analysis and Interpretation

**Table 1: Motivational activities regarding Quality Circle**

| Opinions     | No of Respondents | Percentage |
|--------------|-------------------|------------|
| Award        | 10                | 13.3       |
| Rewards      | 12                | 16.00      |
| Promotion    | 7                 | 9.33       |
| Incentives   | 46                | 61.33      |
| <b>Total</b> | <b>75</b>         | <b>100</b> |

**Inference:** The above table reveals that 13.3% of the respondents are preferred awards, 16% of the respondents are preferred rewards, 9.33% of the respondents are preferred promotion, 61.33% are preferred incentives majority of the respondents are preferred incentives with respect to Motivational activities regarding Quality Circle

**Table 2: Quality circle improves the Productivity, Quality & Reduces cost**

| Opinions          | No of Respondents | Rating Factor | Weighted Total |
|-------------------|-------------------|---------------|----------------|
| Strongly Agree    | 24                | 5             | 120            |
| Agree             | 39                | 4             | 156            |
| Neutral           | 11                | 3             | 33             |
| Disagree          | 1                 | 2             | 2              |
| Strongly Disagree | 0                 | 1             | 0              |
| <b>Total</b>      | <b>75</b>         |               | <b>311</b>     |

**Inference:** The above table reveals that 24 respondents are preferred Strongly agree, 39 respondents are preferred Agree, 11 respondents are preferred neutral, 1 respondent is preferred Disagree. Majority of the respondents are preferred Agree with respect to Quality circle improve in productivity, quality & reducing cost.

$$\text{Mean} = \frac{\sum WiXi}{n} = \frac{311}{75} = 4.14$$

**Table 3: Recognizing the Ideas and Opinions at the time of Decision Making**

| Opinions          | No of Respondents | Percentage |
|-------------------|-------------------|------------|
| Strongly Agree    | 13                | 17.33      |
| Agree             | 48                | 64.00      |
| Neutral           | 7                 | 9.33       |
| Disagree          | 4                 | 5.33       |
| Strongly Disagree | 3                 | 4.00       |
| <b>Total</b>      | <b>75</b>         | <b>100</b> |

**Inference:** The above table reveals that 17.33% of the respondents are Strongly agree, 64.% of the respondents are Agree, 9.33% of the respondents are neutral, 5.33% of the respondents are Disagree, and 4% of the respondents are the highly Disagree majority of the respondents Agree with respect to Recognizing the ideas & opinions at the time of decision making

**Table 4: Appropriate action is taken for implementing the Ideas**

| Opinion      | No of Respondents | Percentage |
|--------------|-------------------|------------|
| Yes          | 59                | 78.67      |
| No           | 16                | 21.33      |
| <b>Total</b> | <b>75</b>         | <b>100</b> |

**Inference:** The above table reveals that 78.67% of the respondents are preferred Yes, 21.33% of the respondents are preferred No, majority of the respondents are preferred Yes with respect to Appropriate action is taken for implementing the ideas.

**Table 5: Organization has profited financially from Quality Circle Contribution**

| Opinions          | No of Respondents | Percentage |
|-------------------|-------------------|------------|
| Strongly Agree    | 16                | 21.33      |
| Agree             | 46                | 61.33      |
| Neutral           | 11                | 14.67      |
| Disagree          | 2                 | 2.67       |
| Strongly Disagree | 0                 | 0          |
| <b>Total</b>      | <b>75</b>         | <b>100</b> |

**Inference:** The above table reveals that 21.33% of the respondents are Strongly agree, 61.33% of the respondents are Agree, 14.67% of the respondents are neutral, 2.67% of the respondents are Disagree, majority of the respondents Agree with respect to Organization has profited financially from quality circle contribution.

**Table 6: Mean Score**

| Statement  | Mean score |
|--|------------|
| Organization has profited financially from Quality Circle Contribution | 3.99       |
| Recognizing the Ideas and Opinions at the time of Decision Making      | 3.99       |
| Quality circle improves the Productivity, Quality & Reduces cost       | 4.44       |

**Inference:** The above table shows the means score of three statement. Quality circle improves the productivity, quality and reduces cost comes first with the means core of 4.44. It shows that majority of the respondent accepts this statements. Other statement has got the same score of 3.99.

### Findings from the Study

- From the research it is found that 61.33% of employees agree with Incentives respect motivational activities could be practiced in your organization regarding quality circle.
- Based on the research the researcher found that 52% of employees were agree with respect to quality circle should improve in productivity, quality & in reducing cost.
- Based on the research the researcher found that 64% of employees were agree, with respect to ideas & opinion are accepted at the time of decision making.
- It is identified that 78.67% of employees were said yes, with information respect to decision making, appropriate action is taken for implementing the ideas.
- From the research it is found that 61.2% of employees are agree with organization has profited financially from your circle efforts & contribution.

### Suggestions and Recommendations

- Implement new training program in the company and make employees them to attend.
- Improve the safety facilities in organization.
- Take several steps to improve the employee's involvement.
- Make a friendly relationship with the junior employees.

### Conclusion

The study had made an attempt to analyze the impact of quality circle on the productivity, quality and decision making. The main objective of the study is to analyze the whether this effectiveness of employees involvement in quality circle or not in the organization. The human resource department should create awareness among the employees to recognize and satisfy individual needs and self – confidence, higher earnings, adoptability, promotion and new skills.

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