

*Research Article*

# Quality Circle in Organization and its Implementation

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## Abstract

Quality circle is a management tool which is implemented in many organizations to improve effectiveness of equipment in an organization. Quality circle is a tool which gives a number of benefits like organizational performance improvement, product quality improvement and improvement in the relationship within the organization which motivate workers and improve team work among them. Implementation of Quality circle contains brief study of all factors which affect it. The main objective of this paper is to study the factors which help in implementation of Quality circle for the success of organization.

**Keywords:** Quality circle, Implementation, Organization, Objective, Benefits, Factors

## 1. Introduction

The organization which uses traditional system to manage cannot stand in today's competitive environment as the traditional management tool is not effective in providing new solution to the new problems. So we must implement new technique for the improvement of organization. One such tool is Quality circle. Quality Circle is basically defined as a volunteer group composed of members who meet to talk about workplace and service improvements and make presentations to their management with their ideas (Prasanna and Desai, 1998). In this some groups of employees are formed for performing some task and training is given to the groups in solving the problems and using the statistical tools. The employees are encouraged for team work and motivated to work in cooperative manner. These employees work in groups and for the effectiveness of the organization. These groups find out the solutions for the quality and services which can be implemented in the organization for obtaining better results. The members of the Circle are the employees who can have influence in problem solving or to those members affected by the problems. They often meet once a week, meetings that approximately last an hour. During the meetings, the members of the Circle analyze the problems in details. After the frequent meetings, the members of Quality Circles propose the solutions of the problems that are closely related to their daily activities. In order to come up with the best problem solutions, the members have to attend the induction trainings by using the newest methods and techniques (Syla *et al.* 2013).

## 2. The main objective of the Quality circle

The objectives of the Quality Circle are as follows (Gaikwad and Gaikwad, 2010)

- Cost reduction
- To motivate the employees
- Encourage for team work
- To enhance the quality and productivity
- To improve the communication in the organization
- To improve the quality of products and services
- To build a happy and meaningful environment
- To develop a positive attitude and a sense of involvement in the decision making processes.
- To contribute towards the improvement and development of the organization
- To satisfy the human needs

## 3. Benefits of Quality circle

Some of the benefits of Quality Circle are as follows (Brown and Van der Wiele, 1995)

- Increase in company quality awareness;
- Increase in product quality awareness;
- Improvement in management;
- Improvement of customer relations;
- Improvements in the products and services offered;
- Improved relationships within the organization;
- Greater customer satisfaction
- Increased respect from competitors

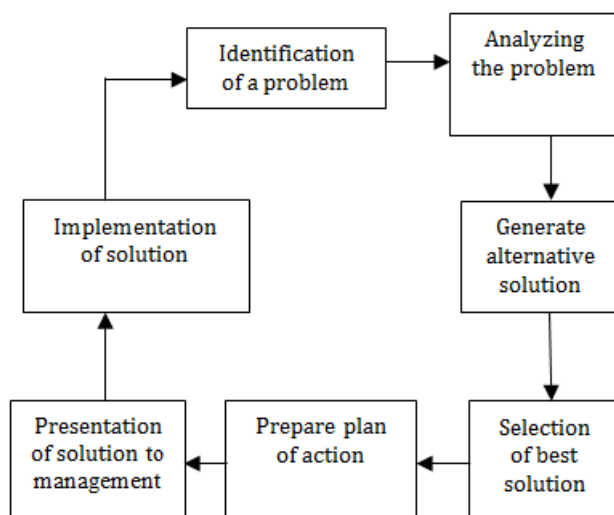
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## 4. Quality circle implementation process

### 4.1 Implementation process

The steps involved in the implementation process of Quality Circle are following:

- 1) Identification of problem: First of all the problem is identified by the Quality Circle members which is to be solved.
- 2) Analysis of the problem: The selected problem is then analyzed by basic problem solving techniques.
- 3) Generate alternative solution: On the basis of various causes the alternative solutions are generated.
- 4) Selection of best solution: The best and the most suitable solutions is selected from the alternative solutions.
- 5) Prepare action plan: The members prepare plan for the area of implementation, date, time etc.
- 6) Presentation of solution to management: The solution is then presented before the the management for the approval.
- 7) Implementation of solution: The management evaluates the solution and implements it for a small run to check its reliability.



**Fig.1** Working model of Quality Circle

(Modified by Gaikwad and Gaikwad 2002)

## 5. Factors affecting implementation of Quality circle

- **Strategic planning:** Strategic planning is imperative, as it provides a framework for proactive decision making to evaluate performance continuously and also assess what could go wrong, determine significant risks and implement strategies to deal with those risks
- **Training and education:** To make QC become a successful part of factory life will take considerable effort to change mindsets from a traditional maintenance approach (Bamber *et al.*1999). According to Mital *et al.* (1999), there is a dire need to train workers in manufacturing organizations and thereby improve the overall effectiveness and efficiency of such organizations. This leads to workers acquiring industry or company-specific skills, often leaving them with only a few transferable skills
- **Flexibility:** Flexibility in operations and delivery may enable the user to give customized service to its customers, particularly in special or non-routine requests. Logistics flexibility, related to the different logistics strategies, which can be adopted either to release a product to a market (downstream or distribution flexibility) or to procure a component from a supplier (upstream or procurement flexibility). Flexibility is the ability of a manufacturing system to cope with changes in the nature, mix, volume or timing of its activities. Flexibility is superior to leanness, but it may add more to costs than to revenue (Adeleye and Yusuf, 2006)
- **Employee involvement:** Employee involvement refers to empowering employee in managerial decision. Innovation and technology incorporate the innovation into corporate culture, encouraging new ideas and processes and solutions by all the employees of the firm (Digalwar & Metri, 2004).
- **Communication:** Communication is very essential in any organization. One department have to communicate to the other to get some information. So the relations between the department should be good otherwise it will harm the effectiveness of the organization. Lack of communication will also result in the non- participation of the employee. An effective communication channel is required in the organization.
- **Motivation and empowerment:** Motivation should be given to the employee for the effectiveness and sustainability of the organization. Some programs such as reward and recognition, improving working environment, salary promotion, bonus scheme should be started so that the employee get some motivation and his/her participation the welfare of the organization increases.
- **Strategic planning:** Strategic planning is imperative, as it provides a framework for proactive decision making to evaluate performance continuously and also assess what could go wrong, determine significant risks and

implement strategies to deal with those risks. Regarding the strategy and evaluation concerns, environmental goals and targets must align with corporate objectives and be systematically deployed and transformed into operative plans (Pun, 2006).

- **Continuous improvement:** The continuous improvement stage is actually the phase where the maintenance of the quality system is carried out. This phase is important if an organization wants to continuously improve and reap the long term benefits of having a quality management system in place (Patterson *et al.*, 2008)
- **Leadership:** The leadership construct is conceptualized by senior management's personal involvement, acceptance of responsibility, visibility and shared vision and goals.
- **Culture change:** To ensure effective implementation of QC, management should give more attention to hidden and intangible factors such as employee's perception and work climate among others.
- **Customer satisfaction:** Quality circle is a system focusing on customer satisfaction. The quality circle concept is one of the modern concept which helped to increase the competitiveness between organization.
- **Research and development:** In today's competitive market an industry to prosper and grow it must ensure its continuous improvement with its competitors and it must get one step ahead of them whenever possible. Getting ahead refers to innovation which hinges on research and development (R & D).

## Conclusions

Quality circle is an important and effective tool used to solve problems in the organization at different levels. The Quality circle helps to find out relationship between different factors in the organization and their effect on each other so that we can find out major and minor factors based upon which management can take action to improve organization effectiveness. So the main objective of this paper is to describe various factors which affect the Quality circle in organization so that effectiveness of the organization can be improved.

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