



QUALITY CIRCLES - AN INDISPENSABLE TOOL FOR ALL-ROUND DEVELOPMENT OF AN ORGANIZATION

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Abstract

Japan could rise to astronomical heights from atomic flames of Hiroshima, if a Germany could powerfully rebuild itself from the shapeless ruins of World War II, why should India continue to be same old place afflicted with problems?

The answer does not lie in the excellent men or the answer does not lie in the rich minerals and material resources alone; nor in our superb technical know-how. The answer lies in the strategy that we are going to evolve in harnessing the human resources. Our commitment today is to understand and harness human resources, thereby getting the total person for the organization. Quality circle activities continue to progress with missionary zeal, to enable every Indian to fully develop their potential and create a pleasant and harmonious work environment where people find the meaning of life so that they can help India Indian enterprises to develop further to promote material and spiritual level of life of the Indians as well contribute to happiness of mankind.

Key Words: Strategy, Participative management, Self Managing, Harmonious, Harness

Quality Circle-A Human Perspective:

The world is full of willing people, some willing to work and the rest willing to let them work. Half the world is composed of people who have something to say and can't, and the other half who have been nothing to say and keep saying. The QC concept make everyone to participate and contribute, thereby maximizing the human resources for overall benefit of the organization. Quality Circles as they are called in Japan, is a participative philosophy woven

around quality control and problem solving techniques at the bottom level. It epitomizes the policy of people building, respect for human beings and conceives a participative management culture. This concept enables the grass-root level employees to play a meaningful and significant role in their organization.

History:

The basic idea of worker participation was effectively used in United States in the 1940s. One of the most famous user is Walt Disney .IBM also used group solving techniques in the late 40s .after the World War II, companies grew at a much faster rate and mass production caused too many problems. Communication and closeness of management and workers were lost.

In the late 50s, Sidney Rubenstine started a programme called participative management system and the basic philosophy was the same as that of quality circles. The philosophy that workers know their job best and have the knowledge required to improve the quality is employed effectively in this programme.

Quality circles were conceived in Japan in 1961, under leadership of Dr.Kaoru Ishikawa, then an engineering professor in Japanese prestigious Tokyo University. Dr.Ishikawa, under the sponsorship of the union of Japanese scientists and engineers (JUSE), structured the theories of the behavioral scientists such as Maslo, Herzberg, Mc gregor, to the quality science introduced to Japan by Drs Deming & Juran. The result was a system that was called quality control circles. The first circle was registered with JUSE during May 1962.

A quality circle is a volunteer group composed of worker (or even student), usually under the leadership of their supervisor (but they can elect a team leader), who are trained to identify, analyze and solve work-related problems and present their solutions to management in order to improve the performance of the organization, and motivate and enrich the work of employees. When matured, true quality circles become self-managing, having gained the confidence of management.

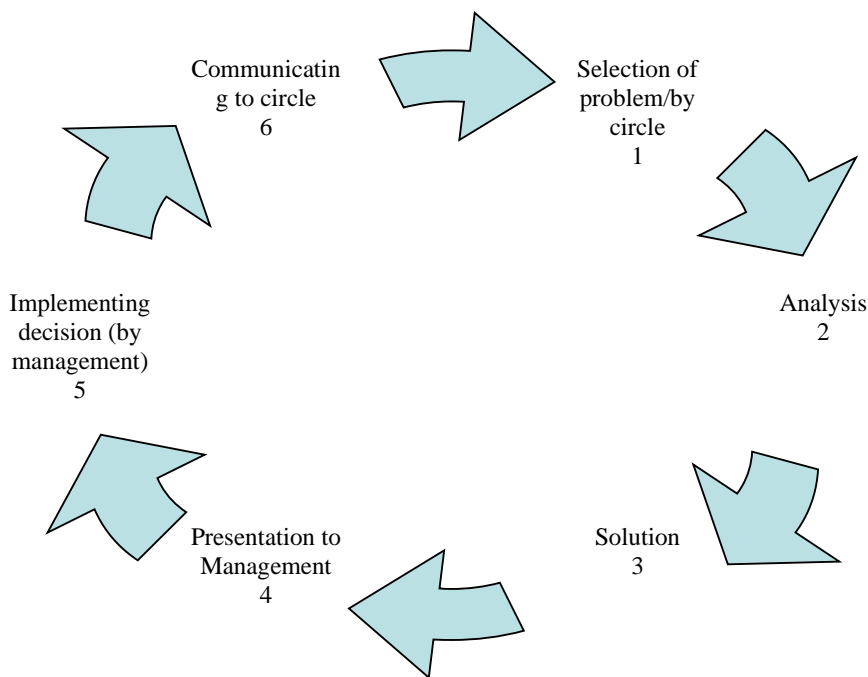
Quality circles are an alternative to the dehumanizing concept of the division of labour, where workers or individuals are treated like robots. They bring back the concept of craftsmanship, which when operated on an individual basis is uneconomic, but when used in group form (as is the case with quality circles), it can be devastatingly powerful and enables the enrichment of the lives of the workers or students and creates harmony and high performance in the workplace.

Objectives:

1. To make use of brain power of employees.
2. To improve the productivity of organization.
3. To improve the quality of products.
4. To improve mutual trust between management and employees.
5. To improve work methods.
6. To develop positive attitude towards work and work place.
7. To build strong work place.
8. To promote participative culture

Problem Solving Cycle of Quality Circle:

Under problem solving cycle of QC the employees have undergone training in problems solving and spend part of their time in studying and solving job related problems. Once a solution has been reached by the circle, it is put before the management, who after receiving it decided to accept or rejects it. The decision to accept or reject is later on communicated to the circle



Structure of quality circle

A quality circle has an appropriate organizational structure for its effective and efficient performance. The organizational structure may vary from industry to industry,

but it is very useful to have basic framework of Quality Circle.

Steering Committee:

Steering committee set goals and objectives for QC activities. It also formulates and

establishes operational guidelines and control the rate of expansion. It is presided by the chairman or president or chief executive of the company.

Facilitator:

The facilitator is an important link in the structure who is responsible for coordinating and conducting activities.

Leader:

The QC leader is elected by the circle members. The supervisor is designated to perform the leadership role in the structure. Experience proves that circle activities will have a better chance of success when the supervisor or the foreman is the leader.

Member:

Member is the most important person in the entire structure because without members there can be no circles and no programmes at all. Hence the members are the heart of the circle programme and proper utilization of their untapped brain power is key to success.

Quality Circle-How Around Development:

A concept can be better explained by what it is not. It is a mistaken impression that Quality Circle are meant to solve only quality problem. The distribution of activities presented by American Society for Quality Control shows that only 22% of the problems are related to quality. A one leading Japanese Automobile Industries, The distribution shows that only 33% problems are related to reduction of defects i.e. quality. Again it is reported by M/s Bharat Heavy Electrical Ltd (BHEL) that 26% of the problems that are solved by Quality Circle are related to quality.

Quality Circles are about :

- Improvement in quality of products.
- Considerable increase in productivity.
- Cost reduction of production.
- Waste elimination
- Effective team work.
- Better human relation.
- Quality circles bring better communication in the organization.
- It develops participative culture.
- Better housekeeping.
- Quality circle improves the quality of life in the organization.
- Safety measures are improved.
- Quality circles helps in optimum utilization of resources.

- Quality circles helps in leadership development.
- Quality circles results in updating the knowledge of the employees

Conclusion:

The journey of thousand miles will have to start with the first step. Let us commit ourselves in the common cause to provide good quality products and services at reasonable prices while creating a better world for mankind and happier life for all. There comes a time in the history of every nation when it becomes incumbent on us for building roads for next generation. We are in the threshold. Let us begin by involving people, who are critical resources through quality circles.

References:

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