



IJRREM

Scribd. Google Scholar



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

A Study on Quality Circle in Harita Seating Systems Limited at Hosur, Krishnagiri district

Dr. T. VETRIVEL,

Professor & Head,

Department of Management Studies

Velalar College of Engineering & Technology,

Tindal Erode –638012, Tamilnadu, India

Mail id: vetreemba@gmail.com;

Mobile no: 9843658303

Abstract

This study investigates changes in employee attitude brought about through participation in Quality Circle (QC). Assessment of circle performance was measured by technical aspects, length of participation, training, member feelings about QCs, job satisfaction and job commitment. To ensure that the quality circle provide a supportive atmosphere where encompassed the active involvement of employees in all aspects of the work process. To know it will improve quality in the organization. To contribute towards the improvement and development of the organization or a department. To overcome the barriers that may exist within the prevailing organizational structure so as to foster an open exchange of ideas. To develop a



IJRREM

Scribd. Google Scholar



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

positive attitude and feel a sense of involvement in the decision making processes of the services offered. Study illustrates the impacts of participation of Harita Seating Systems Limited workers participated in a survey. Results shows that the QCs develop positive attitudes among employees who derive job satisfaction when they feel that their company is a good place to work and consequently, more willing to extend their efforts for their companies.

Keywords: investigates, measured, atmosphere, involvement, Results

CHAPTER-1

1. Introduction of the study

This study investigates changes in employee attitude brought about through participation in Quality Circle (QC). Assessment of circle performance was measured by technical aspects, length of participation, training, member feelings about QCs, job satisfaction and job commitment. Study illustrates the impacts of participation of Harita Seating Systems Limited workers participated in a survey. Results shows that the QCs develop positive attitudes among employees who derive job satisfaction when they feel that their company is a good place to work and consequently, more willing to extend their efforts for their companies.

Quality Circle is a small group of employees in the same work-area or doing similar types of works who voluntarily meet regularly for about an hour every week to identify, analyze and resolve works – related problems, leading to improvement in their total performance and



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

enrichment of their work-life. Normally small in size, the group is usually lead by a supervisor or manager and presents its solutions to management; where possible, workers implement the solutions themselves in order to improve the performance of the organization and motive employees.

Quality Circles enable the enrichment of the lives of the workers or students and create harmony and high performance. Typical topics are improving occupational safety and health, improving product design, and improvement in the workplace and manufacturing process. Generally six to twelve volunteers from the same work area make up a circle. The members receive training in problem solving, statistical quality control group processes. Quality circle generally recommends solutions for quality and services which may be implemented by the management. Thus the Quality Circle is not merely a suggestion system or a quality control group but extends beyond that because its activities are more comprehensive. Furthermore, it is not a taskforce because it can be made a permanent feature of the organization or a department.

CHAPTER-II

2.1 Objectives of the study

- To ensure that the quality circle provide a supportive atmosphere where encompassed the active involvement of employees in all aspects of the work process.
- To know it will improve quality in the organization.
- To know whether it may increase overall productivity.



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- To know it may promote improved communication and teamwork between all levels of the organization.
- To find out development of employees in the skills of problem solving and management presentations.

2.2 Scope of Quality study

There are more scopes to study about the Quality Circle in Harita Seating Systems Ltd. However there are many gains, which largely benefit the individual and consecutively, benefit the individual and consecutively, benefit for the business. These are:

➤ **Self development:**

Quality Circles assist self development of members by improving self-confidence attitudinal change and a sense of accomplishment.

➤ **Social development:**

Quality Circle is a consultative and participative program where every member co-operates with others. This interaction assists in developing harmony.

➤ **Opportunity to attain knowledge:**

Quality Circle members have a chance for attaining new knowledge by sharing opinions, thoughts and experience.

➤ **Potential leader:**



IJRREM

Scribd. Google Scholar



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

Every member has a chance for attaining new knowledge by sharing opinions, thoughts and experience.

➤ **Enhanced communication skill:**

The mutual problem solving and presentation before the management assists the members to develop their communication skills.

➤ **Job satisfaction:**

Quality Circles promote creativity by tapping undeveloped intellectual skills of the individual. Individual in addition execute activities diverse from regular work, which enhances their self confidence and gives them huge job satisfaction.

➤ **Healthy work environment:**

Quality Circles create a tension-free atmosphere which can individual likes, understands, and co-operates with others.

➤ **Organizational benefits:**

The individual benefits create a synergistic effect, leading to cost effectiveness reduction in waste, better quality and higher productivity.

2.3 Need for the Study



IJRREM

Scribd. Google Scholar



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- To contribute towards the improvement and development of the organization or a department.
- To overcome the barriers that may exist within the prevailing organizational structure so as to foster an open exchange of ideas.
- To develop a positive attitude and feel a sense of involvement in the decision making processes of the services offered.
- To respect humanity and to build a happy work place worthwhile to work.
- To display human capabilities totally and in a long run to draw the infinite possibilities.
- To improve the quality of products and service.
- To reduce cost and redundant efforts in the long run.
- Customer satisfaction is the fundamental goal of any library. It will ultimately be achieved by Quality Circle and will also help to be competitive for a long time.

2.4 Limitations of the study

- Accuracy of primary data collected depends upon the authenticity of the information.
- Time is a limiting factor for deep study and analysis.
- The employees were hesitate to reveal negative aspect inspite of assurance and confidence.
- The study has limited to the sample size 100.
- Due to their busy schedule they are not properly respond



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

Chapter- III

3.1. Review of Literature

Introduction:

The aim of this chapter is to review relevant to the research problem. It reviews the literature on quality circles practices in manufacturing enterprises, its relationship with job satisfaction, teamwork, communication, training, production, quality and cost in manufacturing enterprises. The literature on the obstacles to the implementation of quality circles in manufacturing enterprise is also reviewed.

A quality circle is a group of work-force members, usually from within same work area or doing similar works, who volunteer to meet weekly (on company time) to address quality problems that occur within their work area. In other words, a quality circle is a voluntary group of 6-12 people from the same work area who meet for approximately one hour every week under the leadership of other supervisor to solve work related problems which they themselves have selected.

In this section review of literature relevant to quality circles, their influential factors and the critical success factors are presented. Kaoru Ishikawa built on Feigenbaum's concept of total quality and suggested that all employees have a greater role to play, arguing that an over-reliance on the quality professional it would limit the potential for improvement. Maintaining that a



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

companywide participation was required from the top management to the front-line staff. As every area of an organization can affect quality, all areas should study statistical techniques and implement as required with internal and external quality audit programs. Going on to name areas such as engineering, design, manufacturing, sales, materials, clerical, planning, accounting, business and personnel that can not only improve internally but also provide the essential information to allow strategic management decisions to be made concerning the company. Under the company-wide ishikawa umbrella are not just a company's internal quality control activities but the company itself, the quality of management, human respect, after sales service and customer care.

Grya (1981), based on the study of eleven companies which have adopted quality circles has reported that a number of attitudinal changes are being observed in management and workers. Workers believed that participation in quality circles has resulted in improving their personal capabilities and self respect. It also helped in improving their communication with supervisors and management. Supervisors also reported that image of workers improved in their eyes due to workers abilities to solve problem. However, this study is limited to a small sample and more descriptive in nature.

Rieker & Zager (1983), has started that participation in quality circles may promote the objectives of unions such as democratization of the work place and strengthening of union membership. Almost three million workers have been supporting quality circle interventions.



IJRREM

Scribd. Google Scholar



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

Takezawa (1982), stated that the unions in Japan have played a major role in the acceptance of quality circles and improvement in productivity. A large percentage unions are enterprise based and include all the workers, regardless of the type of work. These unions identify their interest with the interest of the organization and cooperate with the company to better the company's competitive position vis a vis other companies. Therefore, they support quality circle activities.

The above discussion suggests that organization having healthy management-union relations is likely to receive union support for quality circle activities. Also, an educational strategy explaining to the unions how quality circles can help to improve quality of work life for workers and a guarantee that problems under the purview of collective bargaining will not be discussed in quality circles, can facilitate acceptance of quality circles by unions.

Smith (1984), based on a study of quality circles in four organizations found that the employee's alienation decreased. Also, the employee's ability to manage job dissatisfaction increased as a result of membership in quality circles. This is because of an exigencies related to work and superiority complexities..

Abott (1984) has found that quality circle member's desire for participation has emerged as a salient intervening variable in terms of quality circles relationship to job satisfaction. Quality circle members having high desire for participation were found to be more satisfied with their jobs as compared to those quality circle members who had low desire for participation. It was



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

found that employees who reported equilibrium between the desired and available influence were the most satisfied.

Ishikawa(1984), has stated the Japanese Union of Scientists and Engineers (JUSE) and its regional offices have played a very active role in propagating the cause of quality and quality circles in Japan. They offer awards to the companies who shows maximum improvement in quality and the award is considered to be very prestigious. Workers through their involvement in quality circles actively participate in their competitions. quality circles that make good suggestions are invited to participate in regional conferences. In 1984, more than 60,000 employees participated in these conferences further, JUSE also arranges courses and seminars for top and middle management. This results in acceptance of quality as a corporate philosophy and as a result top and middle management also take interest in quality circles

Fereira and Osborn (2007) , conducted a study on “ Effects of Participation in Decision Making on Performance and Employees Attitudes: A quality circles Mata-analysis”. This study explores the effects of a participative technique, quality circles, on several employees attitudes and performance. The sample included 36 studies with 42 independent samples. Mean effect sizes were small for employee attitudes and moderate for job performance suggesting quality circles affected job performance to a greater degree than employee attitudes. For organization involved in quality management these results seem to suggest that quality interventions have a stronger impact on job performance than on employee attitudes. The study conclusions provide a positive outlook on the effects of quality circle interventions on productivity.



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

A single intervention in quality circles of group participants integrated in the group's normal working procedure did not have a significant effect on the quality of antibiotic prescribing. More attention to the context and structure of the primary care practice, and insight into the process of self-reflective learning may provide clues to optimize the effectiveness of the quality circles.

Kamat (1983), based on his experiences as a blue collar worker in a Toyota assembly line, observed that Japanese employees participate in quality circle activities due to pressure from their peers and supervisors. Further, he commented that the shop foreman often sets the targets about number of suggestions a quality circle group should forward, and that become a goal to be met by everybody in the group.

Amsa (1990), in her study has observed that with regard to quality circles in India was not one of the culture or group orientation, but of preparedness on the part of the top management of Indian organizations to introspect and examine their own beliefs and value about workers and to reorient themselves suitably. Some management in India was responding remarkably well to that challenge and if that trend continues quality circles would find a place in Indian organizations. After all, the idea or the philosophy of quality circles, viz., respecting human dignity and potentials of the workers, and involving them in organizational affairs is neither new or nor can be confined to any nation, but what was new about quality circle was that it provides a structure and methodology for translating that philosophy into practice in today's organizations.



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

Srinivasan (1991), through an empirical survey had reported that the organizations which are practiced quality circles were at a better level in operating income and gross profit compared to others. And quality circle has helped to impart creativity among workers and a sense of belonging to the organization.

Krishnamurthy (1992), reviewed the functioning of quality circles at Bharath Electronics Limited Bangalore. The experience at the Bharath Electronics Limited in implementation of quality circle has enabled the company to reduce the time required for development and implementation of a company specific model for total quality management. However this study is very much limited to only one organization.

A study conducted by Agarwal (1994), has focused on the impact of quality circle as an intervention, on improving the quality of work life and productivity. This has provided only partial answer to the research question on how to evaluate the performance of a quality circle.

Rajkumar (2002), has conducted a case study in Dye House of shipping mill of West Bengal and in that a quality circle, through the use of statistical tools had solved the problems one by one moved the industry towards increasing profits and improves productivity. The study found that among the various quality control techniques for bringing incremental improvement in the organization

The review of research described so far appears to show mixed evidence for the success of quality circles. In some instances, or with respect to some effectiveness variables, quality



IJRREM

Scribd. Google Scholar



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

circle appear to be effective. In other cases, they appear ineffective. This suggests a need for a more systematic examination of the effectiveness of quality circles.

It is this mixed scenario of the high potential of quality circles with many ifs and buts attached to them which makes it a subject rich and relevant for the research. Accordingly, it was planned to study quality circle movement and its effectiveness in Indian organizations.

3.2. RESEARCH METHODOLOGY

3.2.1 Introduction:

Research may be defined as systematic and objective analysis and recording of controlled observation that may lead to the development or generalization. Principles or theories resulting in prediction and possible ultimate control of events.

3.2.2 Research design:

The formidable problem that follows the task of defining the research problem is preparation of research project, popularly known as the “research design”. A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

3.2.3 RESEARCH TYPE

Descriptive research

Descriptive research describes records, analyses, and interprets the condition that exists, practices that prevail, beliefs, points of view, or attitudes that are held, processes that are being felt or



IJRREM

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

trends that are developing. It involves some type of comparison or contrast and attempts to discover relationship between exists non manipulated variables. It can be various type survey studies and development studies.

3.2.4 Sampling Design:

Simple Random sampling

It gives each elements in the population an equal chance of being included in the sample, makes the selection of every possible combination of the desire number of case equally likely and makes possible each choice independent of the other, the selection of sample is based on two methods. Lottery and use of random number tables in lottery method each population will give some identification number which is written on piece of proper. These chits will be fooled properly and put in a container and reshuffled before each draw.

3.2.5 Sample size

100 respondents were considered for this study.

3.2.6 Data collection method:

There are totally two types of data resources used.

- Primary Data: the data in which first hand information is collected.
- Secondary Data: the data in which are collected from various books and websites.

3.2.7 Tools and Techniques used for data interpretation:

The various techniques used as:



IJRREM



Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

1. percentage analysis
2. chi- square test
3. Anova: analysis of variance

Chapter-IV

Data analysis and interpretation

4.1.CHI- SQUARE ANALYSIS:

H_0 =Null Hypothesis, there is a close relationship between sharing of ideas and position of respondents.

H_1 =Alternate Hypothesis there is no close relationship between sharing of ideas and position of respondents.

POSITION OF THE RESPONDENT

Particulars	No of Respondents	Percentage
Top management	2	2%
Manager	5	5%
Officer	50	50%
Supervisor	43	43%
Total	100	100%

**INTERNATIONAL JOURNAL OF RESEARCH REVIEW IN
ENGINEERING AND MANAGEMENT (IJRREM)**

Tamilnadu-636121, India

Indexed by



IJRREM



Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
2	68.44	-5.44	29.59	0.4323
5	49.56	5.44	29.59	0.5970
50	18.56	5.44	29.59	1.5942
43	13.44	-5.44	29.59	2.2016
				4.8251

$H_0 \neq 150$ $H_1 = 150$

Calculated value= 4.8251

Table value= 5.841

(c-1) (r-1) (2-1) (2-1)=1

Result:

Calculated values are less than table value So it is accepted, hence H_1 is rejected. There is a significant difference between sharing of ideas and position of respondents.



IJRREM

Scribd. Google Scholar



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

Chapter-V

5.1 FINDINGS

- ❖ 43% of the employees are in 20-29 age category
- ❖ 42% of the employees having the qualification of SSLC
- ❖ 72% of the employees having 1-5 years of experience in the company
- ❖ 84% of the employees are were not the members of quality circle
- ❖ 40% of the employees are satisfied with their job
- ❖ 60% of the employees accepting that quality circle will improve productivity
- ❖ 95% of the employees accepting that quality circle develops a participative environment
- ❖ 56% of the employees agreed quality circle able to solve the problems
- ❖ 87% of the employees agrees that quality circle cost reduction and increase productivity
- ❖ 55% of the respondents accepting that their activities tracked by the management
- ❖ 46% of the respondents are accepting problems solved by QC in an efficient manner
- ❖ 88% of the respondents agreed that the company applying statistical process control
- ❖ 48% of the respondents agreed high cost is the effect of QC
- ❖ 77% of the people agreed that the company does not use consultants during ISO/TQM
- ❖ 94% of the respondents are general staffs



IJRREM

Scribd. Google Scholar



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- ❖ 43% of the respondents strongly agreed that the quality of their company product is excellent
- ❖ 64% of the respondents agreed that performance is the strategy to evaluate the product quality
- ❖ 71% of the respondents highly satisfied with the organization
- ❖ 56% the respondents agreed that the top management is interested in motivating employees
- ❖ 50% of the respondents are disagreed introduction of new technology will helps in the job involvement
- ❖ 47% of the respondents agreed that the medical facilities is given to them is average

5.2 SUGGESTIONS

- The organization should allow the outside consultant to provide the training and to the awareness to the employees.
- The management should implement TPM (Total Productive Maintenance) concept
- The employee feels that co-operation and team work is necessary to achieve the organizational goals so the management should provide co-operation and team work
- In today's ever-changing world, the only thing that doesn't change is 'change' itself. The company may focus on Business Process Reengineering.



IJRREM

Scribd. Google Scholar



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- The company should analyze the instrument replacement trends.
- Ideas should come from anyone and no ideas should be turned away. Make everyone aware of the criteria for setting priorities and what targets are for the quality improvement initiative.
- Select individual or pilot project.
- Keep everyone informed of progress and results.
- Use root cause analysis/ fishbone
- Use benchmarking

5.3 CONCLUSION

This study to circles represents a significant but limited development in the direction of employee participation. Employees benefit from influencing change, which affects their work lives and from contributing to quality improvements, which fosters pride of workmanship. On the other hand, their daily work lives and job content do not shift much toward increase responsibility. Also, circle activity is limited to management defined problems. We have encountered numerous situations where participants in such special purpose circles think that the company benefits but they don't.

Nevertheless, use of quality circles to address particular problem areas can be an effective management tool. Because it produces good solutions to critical organizational problems, a circle has the potential of making an important contribution to organizational performance. It has,



IJRREM

Scribd. Google Scholar



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

however, the obvious disadvantage of heavy start-up cost as well as the potential of raising expectations unrealistic high.

In this plant, the circles went through the initial stages. Because the production system was being retooled for a completely new product line, the circles could make a visible difference in plenty of areas through their suggestions. Eventually the circles reached their limit rather than allow them to peter out, however, management encouraged them to continue meeting weekly. It developed a sophisticated measurement and feedback system so team members could mark their performance along a number of dimensions. The plant is now trying to give the teams other tools, include additional technical, business and interpersonal training to make them more self managing. Managers who seriously want to adopt a participative philosophy and style of management may want to avoid using quality circles as a first step because the transition is so difficult to make.

References

Books:

- ❖ Joan S Oak Land, Total Quality Management text with cases, 3rd Edition 2008.
- ❖ S. Baskar , Total Quality Management, Anuradha Publications 2012.
- ❖ R.S. Nagarajan and A.A. Arivalagan Total Quality Management, 2nd Edition, New Age International Publications 2012.

www.ijrream.in

Impact Factor: 2.9463

**INTERNATIONAL JOURNAL OF RESEARCH REVIEW IN
ENGINEERING AND MANAGEMENT (IJRREM)**

Tamilnadu-636121, India

Indexed by



IJRREM

Scribd. Google Scholar



INTERNATIONAL
STANDARD
SERIAL
NUMBER
INTERNATIONAL CENTRE

Scribd impact Factor: 4.7317, Academia Impact Factor: 1.1610

ISSN NO (online) : Application No : 19702 RNI –Application No 2017103794

- ❖ Dr. Karou Ishikava, Introduction to Quality Control, Productivity Press India Limited.
- ❖ Dale H. Besterfield, Carol Besterfield Michna, Glen H. Besterfield and Mary H. Sacre, Total Quality Management, 3rd Edition, Prentic Hall Of India.

Websites:

- ❖ [http://www. quality-circles.blogspot.in/](http://www.quality-circles.blogspot.in/)
- ❖ <http://www.projects4mba.com/category/quality-circle.in/>
- ❖ <http://profit.ndtv.com/stock/automotive-industry/Indian.in/>
- ❖ <http://google-search/wikipedia/quality-circle/history.in/>