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গবেষণা পত্রিকা



**CHIEF EDITOR (HON.):**  
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মুখ্য সম্পাদক (অবৈতনিক):  
ড° উপেন বাভা হাকাচাম  
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## IMPLICATIONS OF QUALITY CIRCLE TOWARDS EMPLOYEES.

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### ❖ Abstract :

This research article is an attempt to assess the impact of quality circle towards employees. Quality circle itself is a completely voluntary body. Nobody is forced to join. Effective quality control results in minimizing financial losses, reducing wastages in manufacturing process, smooth running of production activities and increases productivity. Generally problems faced by an organization as a result of the current economic crises. It can be eased somewhat by the implementation of quality circle. More important the workers develop positive and problem-solving attitude by participating in quality circle activities. The success of quality circle requires support and commitment from both line staff and executives. Quality circle aims is to development of individual and group. It leads to build a good relationship and team work. This research article reveals the positive attitude of strong relationship of employees towards organization and suggest overall perpetual growth of an organization and efficiency of workers and motivates employees to do something.

### ❖ Introduction :

In the olden days Indian industries were operating on older concept of system to manage the scientific techniques. The main demerits of which were individualism and non involvement of employees in management of an organization. The new concept introduced as a problem-solving program that is quality circle. Bharat Heavy Electronic Ltd was first in India to adoption of quality circle activity.

A quality circle is a volunteer group of employees, who are doing the similar type of job, meet together and solve their work related problems and enrichment of their work life.

In other words, quality circle is a volunteer group, composed of regular employees, who meet to discuss workplace improvement and make presentation to management with their ideas. The ideal size of a circle is seven to twelve members, the members must be from similar work area. The size should not be very high, every member can't have effective time and opportunity to participate and contribute.

**Keywords :** Quality circle, productivity, perpetual growth, team work and worker participation.

### ❖ Review of literature :

- Sourabha Rohilla and Choudhary (2016) : They have found that QC is a tool which gives number of benefits like organizational performance improvement, improvement in the relationship within an organization which motivates team work among workers.
- Chaudhary and Yadav (2012) : Quality circle leads to overall improvement in organizational culture and its aims is to individual and group development by bringing out hidden capabilities of employees and their skill development.
- Kaur (2016) : He has observed that quality circle is a mechanism to solve problems with participative management among workers. It is a concept in which each employees meet together to solve their work related problems, and improve the productivity in an organization.
- T.R Abo Alhol, M Y Ismail, S M Sapuam and M M Hamdon (2016) : Through quality circle program employee could develop their leadership qualities and this program can increase employee participation and communication between workers and management.
- Shantanu Kulkarni, Shantanu welekar, Arun Kedar (2017) : Quality circle demonstrates to improve productivity, it can take up the problems in the work area related to productivity improvement and contribute to significant savings.

- Lakshmi and Sucharitha (2019) discussed the impact of QC in the company. The growth of any company depends upon the positive efforts of workforce. To solve the problems of workplace QC plays a very important role. Not only it increases the motivation but also develops belongings towards company. During survey in the company, it concluded that most of the employees were not aware with this concept. So, awareness programs shall be organised for all.

#### ❖ **Scope of Quality Circle**

A quality circle is a participatory management technique that enlists the help of employees in solving problems related to their work own job. Across the world most of the industrial sectors are implementing this strategy like small scale industries, medium and large scale organizations, public sector and private sectors, manufacturing industries and service sectors etc uses the quality circle as a tool for solving problems, it enrich the quality of work life of an employees.

#### ❖ **Objectives of study :**

1. To know the importance of quality circle.
2. To ensure positive attitude and strong relationship of employees towards organization.
3. To suggest the management implementation of quality circle.
4. To suggest the remedial measures to build team work with creation of quality circle activity.

#### ❖ **Research Methodology :**

The research study is conduct in descriptive nature. The research methodology is the most important factor to understand the research problem in scientific way. The researcher has used descriptive research design to understand the Exploring the therapeutic effects of Quality circle and its ability to increase quality of life employees. Data has been collected from secondary source like as a websites, Journals and books etc.

#### ❖ **Conceptual Framework :**

The common thing for all companies , from the day they were founded and up to now, is dealing with problems. In the past, the problems have been resolved by the head of management. Problems faced by companies today cannot be solved so easily and quickly. These problems have to be analyzed in details, and take in consideration all possible ways for solving them.

“W.E Deming is the first author, who emphasizes that the classic action, where only the manager can solve the problem is wrong .He proposes another way of operation, respectively a qualitative analysis of problems is called quality circle.”

Quality circle revolves around the principle of voluntary participation and collaborative decision making. The main aim of every organization is to improve the productivity and customer satisfaction. The organizations trying to make overall improvement with adapting the technique of quality circle. The part of success of every organization rest with employees, so workers comes to know about quality circle program, limited no of workers makes voluntary association who are in similar wok area.

In the present, the challenging task of every organization is to make effective use of limited resources with abundant demand, quality circle can helps to the management with enhancing quality of the product and improvement of productivity. Participative management role develops team work and positive attitude of employees through the sense of involvement of employees in decision making process. The management approach of Quality circle 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. Worker participation in an organization is most appropriate tool for smooth functioning of an organization. They work in the sense of satisfaction with their job, and improvement in management with positive attitude and good relationship in an organization.

Though quality circles aims at improving organizational climate through constructive workforce, it may not always be able to do so, because of some limitations.

The attitudes and behavior of workers and managers are not similar to perceive the same problem, higher level managers may find it as dilution to their authority for decision making and worker perceive quality circles as contributor to organizational growth and profits and not providing personal benefits to them in the form of sharing higher profits. Workers may not have requisite knowledge, skills and qualities to analysis and solve the organizational problems. They may prefer the directions to come from higher level than to be self directed. Though workers give suggestions in quality circle, they may not be acceptable and implemented by the management. This can affect the efficiency of quality circles.

In case the suggestions are not worthy of implementation, manager should convince the members in this regard. Workers should take the arguments positively rather than feeling offended for the same.

#### Structure for Quality Circle Activity :



Source : <https://www.slideteam.net/quality-circles-structure.html>

- **Top Management.**
  - Demonstrate that it understands, supports, and believes in Quality Circle activities.
  - Provide a sufficient budget for QC activities.
  - Create an incentive scheme to encourage workers to enter the circles on their own.
  - Encourage healthy competition among circles.
- **Steering Committee ;**

The Quality Circle's organisation second starts with the Steering Committee. To provide additional insight, it is led by a senior executive from outside the immediate operating area under review. Human resources and top operational management staff should also be involved. The steering committee establishes policy, plans and directs the program and meets usually once in a month.
- **Co-ordinator :**

They may be a Personnel or Administrative officer who co-ordinates and supervises the work of the facilitators and administers the programme.
- **Facilitator:**

They may be a senior supervisory officer, who coordinates the work of several Quality Circles through the Circle leaders.

  - Facilitate team meetings

- Coach team and team members
- Conducts before and after session "sit-rep" meetings with the Circle leader.

- **Circle Leader**

Leaders may come from the lowest levels of the workforce or from supervisory positions. Circle activities are organised and led by a Circle leader. It's important to note that he or she has no more rights, rewards, or advantages than the other circle members.

- **Circle Members**

A Circle is made up of 6–12 volunteers from the same work area. Anyone can join the Circle, but it's critical that they're committed to the process and are deeply involved in the work being discussed. The programme would not be possible without the participation of Circle members. Quality Circles will not exist without them.

The steps involved in the implementation of quality circle or problem-solving techniques.



- ❖ **Factors influencing the Quality Circle's implementation :**

- **Top management commitment :** The sophistication and determination of senior management leadership are critical to the effectiveness of all management activities (Pun, 2006). By incorporating all members of the Quality circle, top management should show adherence to the Quality circle tasks on par with other corporate objectives. (2007, Barve et al.)
- **Strategic planning:** Strategic planning is critical because it offers a mechanism for strategic decision making to constantly analyse results, assess what may go wrong, identify significant risks, and develop strategies to mitigate those risks.
- **Employee involvement :** The term "employee participation" applies to the practise of involving employees in management decisions. Innovation and technology integrate innovation into corporate culture, encouraging all employees to come up with new ideas, processes, and solutions.(Dugalwar & Metri, 2004).
- **Continuous improvement :** The stage of continuous improvement is essentially the process in which the quality system is maintained. If a company wishes to improve constantly and enjoy the long-term benefits of getting a quality control system in place, this step is critical.(Patterson et al., 2008)
- **Leadership :** Personal engagement, recognition of accountability, exposure, and mutual vision and goals are all part of the leadership construct.

- **Culture change:** Management should pay more attention to secret and intangible variables such as employee perception and work environment, among other things, to ensure successful QC implementation.

❖ **Conclusion :**

The impact of quality circle towards employees has become very important for improving a firm's process capabilities in order to achieve sustainable growth. It focuses on encouragement of an incremental improvement. With the implementation of quality circle, the employees cultivate self confidence and achieve the goals of an organization with team work. The transparency and integrity of an organization is very much important for the smooth functioning of organizational activities. Quality circle is an effective problem-solving technique, for participation of workers solve the job related problems in an organization. In order to achieve sustainable growth the management should support quality circle activity in an organization.

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