QUALITY CIRCLES AND EMPLOYEE PERFORMANCE – A STUDY BASED ON PRIVATE SECTOR INDUSTRIES IN KERALA

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By

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DECLARATION

I, Francis, hereby declare that the thesis entitled ***Quality Circles and Employee Performance – A study Based on Private Sector Industries in Kerala*** *is a bonafide record of research work done by me during the course of my research and that the thesis has not previously formed the basis for the award of any degree, diploma, associateship, fellowship or other similar title or recognition.*

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Certified that the thesis entitled ***Quality Circles and Employee Performance – A study Based on Private Sector Industries in Kerala*** *is a record of bonafide research work done by* ***Mr. Francis C T,*** *the research scholar, for the award of the Degree of Doctor in Philosophy under my guidance and supervision.*

This thesis is the outcome of his original work and has not formed the basis for the award of any degree, diploma, associateship, fellowship or other similar titles.

Dr. Gabriel Simon Thattil

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Contents

Chapter 1. Introduction 1
1.1 Statement of the Problem 3
1.2 Objectives of the Study 4
1.3 Scope of the Study 5
1.4 Hypotheses 6
1.5 Significance of the Study 7
1.6 Database and Methodology 8
1.7 Tools for Analysis 10
1.8 Limitations of the Study 11
1.9 Chapterisation of the Report 12
Chapter 2 Review of Literature 13
Chapter 3 Total Quality Management -An Overview 35
3.1 Quality 35
3.1.1 Evolution of quality 36
3.1.2 Definitions of Quality 37
3.1.3 New Definition of Quality 38
3.1.4 Benefits of Quality Efforts 39
3.1.5 Dimensions of Quality 39
3.1.6 Various dimensions of quality 40
3.2 Total Quality 41
3.2.1 Total Quality Control 41
3.2.2. Dimensions of Quality – KANO's MODEL 42
3.3 Total Quality Management 45
3.3.1 TQM and Indian Scriptures 46
3.3.2 Definition: TQM 47
3.3.3 TQM Principles 48

3.3.4 TQM Models 49
3.3.4.1 Fuji Xerox Model(1988) 49
3.3.4.2 Norman Rickad Model 49
3.3.4.3 Eicher Group Model 50
3.3.4.4 Basic Frame Work Model 51
3.3.4.5 Operational Model 52
3.3.4.6 Diamond Model 52
3.3.4.7 Umbrella Model 53
3.3.4.8 Accelerated Business Improvement Model 54
3.3.4.9 Kano’s Basics of TQM Model 55
3.3.4.10 Westing House Model of TQM 56
3.3.4.11 Itoh Model 56
3.3.4.12 Paratec TQM Model 58
3.3.4.13 Kehoe’s TQM Model 59
3.3.4.14 Oakland Model of TQM 60
3.3.4.15 An integrated TQM Model 61
3.3.4.16 Eight Components Model 62
3.3.4.17 Building Blocks Model 64
3.3.4.18 Dhruv Model for Excellence 66
3.3.5. TQM GURUS 67
3.3.5.1 W. Edwards Deming 67
3.3.5.2 Joseph M. Juran 71
3.3.5.3 Philip B. Crosby 74
3.3.5.4 Armand V. Feigenbaum 76
3.3.5.5 Bill Conway 77
3.3.5.6 Kaoru Ishikawa 78
3.3.5.7 Genichi Taguchi 80

3.3.5.8 Shigeo Shingo 82
3.3.5.9 W.G. Ouchi 84
3.3.5.10 Vilfredo Pareto 85
3.3.5.11 Tom Peters 86
3.3.5.12 S.R.Udpa 86
3.3.5.13 Stephen Covey 87
3.3.5.14 J.S. Oakland 87
3.3.6 Tools and Techniques For TQM 88
3.3.6.1 The 5 S Campaign 89
3.3.6.2 Total Quality Control (TQC) 90
3.3.6.3 Total Employee Involvement (TEI) 91
3.3.6.4. Plan – Do – Check – Act Cycle of Deming (PDCA Cycle) 91
3.3.6.5. Quality Circles 92
3.3.6.6 Statistical Process Control (SPC) 93
3.3.6.7 Quality Function Deployment (QFD) 93
3.3.6.8 Parameter Design — Taguchi Approach for Quality 94
3.3.6.9 Design Review 94
3.3.6.10 Failure Mode and Effect Analysis (FMEA) and Fault Tree Analysis (FTA) 95
3.3.6.11. Poka-Yoke 95
3.3.6.12. Kaizen - Continuously Improve (Based on P-D-C-A Cycle) 96
3.3.6.13. Seven New Quality Improvement Techniques 96
3.3.7. Impediments To TQM 98
3.3.7.1 Organisational barriers 98
3.3.7.2 Attitudinal or behavoural barriers 99

Chapter 4	Quality Circles and Employee Performance - An Overview	102
4.1.	Quality Circles	102
4.1.1.	Origin of Quality Circles	103
4.1.2	Beginning of quality circles in India	105
4.1.3	Basic Concepts	107
4.1.4	Quality Circle Size	107
4.1.5	Definition: QC	108
4.1.6	Quality Circle Membership	108
4.1.7	Voluntary Participation	109
4.1.8	Quality Circle Meetings	110
4.1.9	Autonomy	111
4.1.10	Objectives of Quality Circle Activities	112
4.1.11	Behavioural aspects of quality circles	115
4.1.11.1	Changes in workers' aspirations	115
4.1.11.2	Herzberg's theory	117
4.1. 11.3	Mcgregor's Theor y	118
4.1.11.4	Maslow's hierarchy of needs	119
4.1.12	Training in Quality Circles	122
4.1.12.1	Organisational awareness training	122
4.1.12.2	Top management awareness	122
4.1.12.3	Training of middle level managers	123
4.1.12.4	Facilitating factors	124
4.1.12.5	Constraints	124
4.1.12.6	Individual Efforts	125
4.1.12.7	Management Support	125
4.1.12.8	Training of supervisors	126
4.1.12.9	Training tools	127

w 102
102
103
105
107
107
108
108
109
110
111
112
115
115
117
118
119
122
122
122
123
124
124
125
125
126
127

4.1.13 Structure of Quality Circles 128
4.1.13.1 Steering committee 128
4.1.13.2 Co-ordinator 130
4.1.13.3 Facilitators 133
4.1.13.4 Leaders 134
4.1.13.5 Members 136
4.1.13.6 Non-members or potential members 137
4.1.14 Problem Solving Method For Quality Circles 138
4.1.15 Issues in quality circles 145
4.1.16 Scope of quality circles 145
4.1.17 Impact of quality circles 146
4.1.18 Quality circles vis-a-vis trade unions 146
4.1.19 Quality circles vis-a-vis task force 147
4.1.20 Quality circles vis-a-vis suggestion schemes 148
4.1.21 Investment in quality circles 148
4.1.22 Recognition of quality circles 149
4.1.23 Management Presentation 150
4.1.24 Pit Falls in QC Operations 150
4.2 Employee Performance 154
4.2.1 Definition: Performance 155
4.2.2 Determinants of performance 156
4.2.3 Performance management 156
4.2.4 Performance Management Process 157
4.2.4.1 Pre requisites 158
4.2.4.2 Performance Planning 158
4.2.4.3 Performance execution 158
4.2.4.4 Performance Assessment 159

4.2.4.5 Performance Review 159
4.2.4.6 Performance Renewal and Recontracting 159
4.2.5 Performance appraisal 159
4.2.5.1 Definition: Performance appraisal 160
4.2.5.2 Need for Performance appraisal 161
4.2.5.2 Performance Appraisal process 162
4.2.5.3 Problems or errors in performance appraisal 162
4.2.5.4 Methods or Techniques of performance appraisal 165
4. 3 Profile of the Identified Units. 172
Chapter 5 Analysis and Discussion 177
5.1 Profile of the Respondents 178
5.1.1 Designation of the Respondents 178
5.1.2. Age of the respondents 179
5.1.3. Gender of the respondents 180
5.1.3.1. Working experience of the respondents 181
5.1.3.2 Educational Qualification 182
5.1.3.3. Nature of job of the respondents 183
5.2 Relevance of Quality Circles 183
5.2.1 Willingness to support others 184
5.2.2 Readiness to give information to others 186
5.2.3 Preparedness to seek information from others 188
5.2.4 Ability to express opinion 190
5.2.5 Willingness to seek opinion 192
5.2.6 Ability to define problems 194
5.2.7 Initiation of prompt action 196
5.2.8 Problems hindering performance 198
5.2.9 Interrupting free speaking 200

159
159
159
160
161
162
162
165
172
177
178
178
179
180
181
182
183
183
184
186
188
190
192
194
196
198
200

5.2.10	Role of a moderator	202
5.2.11	Encouraging others	205
5.2.12	Harmony with others	208
5.2.13	Disagreement with others	210
5.2.14	Assertiveness of the respondents	213
5.2.15	Active aggressiveness	215
5.2.16	Negative aggressiveness of the respondents	217
5.2.17	Willingness to accept others	219
5.2.18	Inhibitive nature of respondents	221
5.2.19	Attitude of asking wild questions	223
5.2.20	Autocratic approach of respondents	
5.3	Difference in quality of work done and quality of processes	227
5.3.1.	Psychological aspects	227
5.3.1.1.	Positive psychological aspects	227
5.3.1.2	Negative Psychological aspects	231
5.3.2	Sociological aspects	235
5.3.3	Educational aspects	238
5.3.4	Economic aspects	239
5.3.5	Political aspects	242
5.4.	Influence of quality circles	246
5.4.1	Designation	248
5.4.2	Age of the respondents	249
5.4.3	Gender of the respondents	251
5.4.4	Working experience	252
5.4.5	Education of respondents	253
5.4.6	Nature of the job	256

5.5 Factors influencing creation and working of quality circles 260
5.6 Opinion of HR Managers and Quality Circle Coordinators 265

ChapterVI Summary of Findings and Suggestions 269
6.1 Summary of Major Findings 271
6.1.1 Relevance of Quality Circles in the TQM Concept 271
6.1.2 Existence of Perceptible Difference in the Quality of Work Done and Quality of Processes 271
6.1.3 Influence of quality circles in the level performance of the members in the identified units 273
6.1.4 Factors that influence the creation and working of quality circles in the identified units 275
6.1.5 Other findings 276
6.2 Suggestions 278
6.2.1 Suggestions based on the objectives of the study 278
6.2.2 Other Suggestions 279
6.3 Scope for further studies 281
6.4. Conclusion 282