

CONTINUES IMPROVEMENT THE NEED OF MANAGEMENT

Dr. M. KUMARAN*

***Abstract:** Quality is the basic need of any consumer. When it comes as apart of organization, quality improvement is an essential part. There is the necessity of quality circle in an organization for the quality improvement. Hence it the need of organization. There are different methods and ways to reach towards the customers in respect to the knowledge of you product. Japan is always known for its technical development and new invention in technical growth. Moreover, they have defined numerous technique to maintain and develop the quality of product, manufacturing process and so on. Current paper is an attempt to find out several techniques of quality and improvement in the qualities of the product. Quality control, quality techniques and engagement of employees in quality maintenance are important factors of current study.*

Key Words: Organization, quality, customer, technical, method, improvement, analyse.

Introduction: Industrial Revaluation is an important period of human development at global level but Japanese are more popular and famous to develop the techniques of quality improvement. They have incredible work in quality enhancement, improvement and employee engagement. Toyota group is known for the work of Quality Control, Quality circle and employee engagement. The term employee engagement is popular as the total participation of group in work at Toyota. Japanese faced very worst side effect of World War I and II. The post phase of Second World War was very important for Japanese. They found that there was a lack of effective management skill. From United State they imported Statistical Quality Control (SQC). With the control chart, it began from 1930s. There are major six basic priorities of Quality Control which are as below:

- a. Quality
- b. Cost
- c. Delivery
- d. Safety
- e. Morale
- f. Environment

Japanese followed the scaler chain for working in the organization for Quality Circle and quality control. They started to work from director to director, director to manager, manager to chief section and chief section foremen and foremen to worker. It means top

* ASSISTANT PROFESSOR DEPARTMENT OF BUSINESS ADMINISTRATION ANNAMALAI UNIVERSITY

executive to the bottom level of work. They found that there are defect in working quality but always defect blames goes to bottom level. Need for searching exact reason was essential. For this purpose they defined above six prior work for quality control. To promote the quality control, they defined two major areas of quality circle as:



Image 0.1 Areas of Quality Control

As shown in the image 0.1, there are two major areas that Japanese found under the quality control sector i.e. look into each area and look into each aspect. Area of working starts from defining the design of the product. It is not necessary that there are fault always found at ground level. Fault needs to identify right from the design of the product. Finalizing the design is flowed by the production of the product. After the production, it needs to inspect by the quality circle.

After inspection the second part of area controlling of product quality will starts as to look into each aspect of product as i.e. analysing the problem of the product after inspection and finalizing the exact the problem. Thus, the quality circle needs to divide the work into subunit and micro-unit level. Observation at micro-level, needs to follow for the maintenance of quality control.

Checking Aspects for the Quality Controlling for the Cintinues Improvement:

There are several aspects that are to be checked and analysed. Basically, they are subdivided into main four aspects as:

a. Skill Level of Workers:

Workers are divided into three types as skilled workers, semi-skilled and unskilled. Apart from it, what is the expert skill of an individual needs to identify by the leader and according to it the work should be allotted. There are two main things that must be known by the leader during the work allotment to the workers i.e. expert skill and interest in work. This will give you a qualitative result during the work at workplace.

b. Environment at Workplace:

Heathy environment at work place always resulted into good outcome. Therefore, when quality circle is going through the process of checking ofquality of the product, the must check in which kind of environment, the workers are working.

c. Handling Equipment's at Workplace:

The third part is the equipment's which are asked to handle during the work. It is also checked by the quality circle.

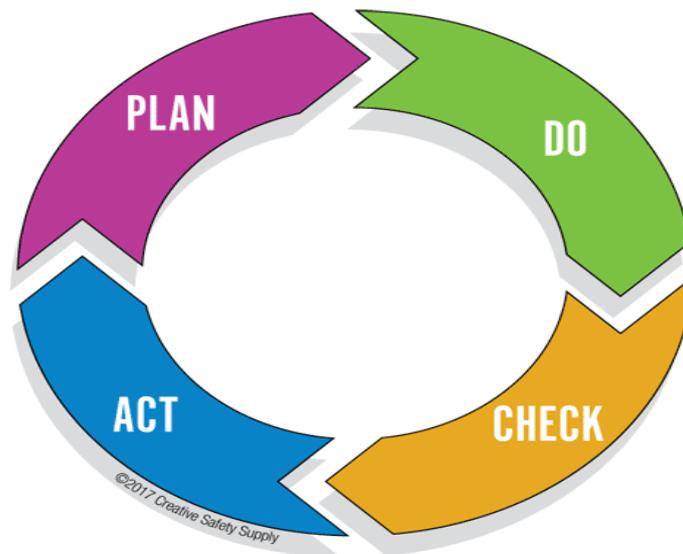
d. Machines and Materials:

Man, Machine, Money, Material and Market are the 5Ms of management and important tools of any organization. Hence, it is also checked by the quality circle that which raw material is used for the manufacturing process of the product as well as all the machines on which the product process is going on as a final product is to be checked by the quality circle.

Thus above four heads are there as an essential part of checking the quality of the product by the quality circle. It is important to know what is meant by the quality circle, what is the role of quality circle in the maintenance of quality of the product.

Quality Circle and Continues Improvement

The term quality circle is first defined by William Edwards Deming. "Quality Circle is the group of people who helps in the production process of product and solves the problems concern with the quality management of the product. This group do the similar work, meet with regular problems of production process, identify the problems, analyse the problems and solves the problem of an organization." Now-a-days, the term of quality circle is implemented in Education system of India also.

**Image Number 0.2 (Source Internet)**

As given in image 0.2, the quality circle works for PDCA Technique. The quality circle has to plan what they have to do when manufacturing process will go on. After planning, as per plan the actual work should be done for the finished goods. After finishing it, it need to check by the group of quality circle, identify the problem or defect, analyse the defect and finally act to overcome the analysed defect. Thus the basic four task with divided sub-task, the quality circle starts. As per the method of PDCA, following are the aims of quality circle in an organization.

Apart from PDCA, there is the method Kaizen which is also a part of continues improvement and duty of quality circle.

Kaizen is also a Japanese term which is the combination of Two Words i.e.

Kai- Continues

Zen- Improvement.

This refers to all those activities which are connected with continues improvement at workplace in an organization. Innovation, personal discipline, improved morale, development of a quality circle etc. are the basic principles of kaizen for continues improvement process in an organization. It works as a psycho-therapy in an organization.

Aims of Continues Improvement in an organization:

- a. To define the task with proper planning
- b. To check the problems during the manufacturing process.
- c. To improve the quality of product.
- d. To improve the production method
- e. To increase the initiatives of employees in quality controlling process.
- f. To promote for the use of expert skill in working process of production.
- g. To analyse and overcome the defined problem concern with the defect of the product.
- h. To involve each individual of organization in the workprocess of organization
- i. To create healthy atmosphere in an organization.
- j. To encourage for the team spirit
- k. To develop the leadership quality.

To achieve above defined aims of the quality circle, the team of quality circle should work with proper mutual understanding. These team of the quality circle has to work from the grass root of an organization. It is for the improvement of quality, to save the wastage of workplace etc. the quality circle is the need of organization due to following reasons:

Need of Quality Circle for Continues Improvement in an Organization:

The organization runs with the support of all manpower involve from top to bottom level of an organization. Therefore, quality circle is the basic need of each organization to improve the quality of product. Following are the basic needs which can be removed by the quality circle after working on specific project:

a. It improves the Quality of the Project:

As per the aims of quality circle, which is concern with the improvement of quality of the project, the quality circle helps to improve it. The quality circle has to start to analyse the problem right from the defining the design of the product to the finishing it. Each and every activity with a micro-observation should be analysed and studied in this process. Therefore it is important to have a team of quality circle in an organisation.

b. Reducing the Cost:

The team of quality circle has to analyse the problems of actual work also. Therefore, when the work is going in real practice, where the loss is? That can be identified and the wastage during the work can be reduced. Reduced wastage is resulted into the reducing of cost of the manufacturing process and finally it reduces the price of the product. Hence, quality circle is beneficial to owner to the customers. Customer's satisfaction can be achieved by good quality of the product with the less cost of manufacturing. This can be achieved with the support of quality circle team.

c. Improve Productivity:

All the factors involved in the process of manufacturing. Each one has different skills and mind which they can use during the production of goods. It can be converted into the improvement of the productivity of an organization.

d. Healthy Environment at Workplace:

The impact of human psychology is always found on the quality of the product. Quality circle has to study the environment of workplace including psychological aspects of each individuals. Hierarchy of each individuals are identified by the team of quality circle, they are motivated to work based on their hierarchy and it is an outcome as an involvement of each individual with proper interest. Thus, quality circle may be useful to create a healthy environment at workplaces in an organization.

e. Helpful for the Better Communication and Better Human Relationship:

The term quality circle is working with the scalar chain – the 14th principle of management. Therefore it develops the proper communication between all human resources which are the part of top level to bottom level management. It means use of quality circle team in an organization will helpful to have good communication and development of better communication in an organization.

f. Chance of personal Growth and Improvement:

In the method and procedure of Quality improvement, the team has to identify the skills, qualities of each individual involved in the process of quality improvement. Even, the team of quality circle works for the involvement of each and every person. Moreover, they are awarded and rewarded as per their hierarchy. This always resulted into self-initiatives with utilization of all skills. Therefore, there are chances of personal growth and improvement of employees in an organization due to the use of quality circle method.

Conclusion

Thus, above mentioned are few very important elements which are the part of an organization for continues improvement. No one is perfect. Each and every factor involved in the manufacturing process of an organization needs to go through the process of improvement with continue follow-up from the team. Use of kaizen six-sigma, availability of quality circle, 5s method for inventory management etc. are should be a compulsory part of an organization to gain maximum profit in minimum input which is the prior moto of any organization. Even due to quality improvement necessity, quality assurance cells are established in higher education of India as well as other countries of world. Educational sectors are also a part of an organization today. Every organization should go for the process of continues improvement with using different tools and techniques.

References

1. Hutchins, David C. (1985). *The Quality Circles Handbook*. New York: Pitman Press. ISBN 978-0-89397-214-1. Hutchins, David C. (1999). *Just In Time*. Farnham, Surrey: Gower Publishing. p. 148. ISBN 978-0-566-07798-2.
2. Hutchins, David C. (September 2008). *HoshinKanri : the strategic approach to continuous improvement*. Burlington, Vermont: Gower. ISBN 978-0-566-08740-0. Juran, Joseph M. (1992). *Juran on quality by design : the new steps for planning quality into goods and services*. New York: Free Press. ISBN 978-0-02-916683-3.
3. Ishikawa, K., "What is Total Quality Control? The Japanese Way", Prentice Hall, 1985
4. Montana, Patrick J.; Bruce H. Charnov (2008). *Management* (4th ed.). Barron's. ISBN 978-0-7641-3931-4.
5. Nayak, P. Ranganath; John Ketteringham (1994). *Breakthroughs! How the Vision and Drive of Innovators in Sixteen Companies Created Commercial Breakthroughs that Swept the World*. Rawson Associates. ISBN 978-0892562947.
6. Tang, T. L. P., Tollison, P. S., & Whiteside, H. D. 1987. The effect of quality circle initiation on motivation to attend quality circle meetings and on task performance. *Personnel Psychology*, 40: 799-814.\
7. <https://www.google.co.in/search?client=opera&q=image+of+quality+circle&sourceid=opera&ie=UTF-8&oe=UTF-8>
8. <http://www.process-improvement-japan.com/quality-improvement-process.html>
9. <http://www.yourarticlelibrary.com/employee-management/quality-circles-qcs-definition-objectives-and-other-details/35388>