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INFLUENCE OF QUALITY CIRCLES ON ORGANISATIONAL PERFORMANCE: AN EMPIRICAL STUDY

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ABSTRACT

In the present environment human resources are the most valuable and unique assets of any organization. In the highly competitive globalization era, work productivity and organization productivity has emerged as important issues and every organization is focusing on improving its work productivity. It is expected that by the higher productivity, organization is gaining competitiveness and the organization will have better performance and be more profitable. It is important to understand how the quality circle will increase productivity. The present study is to analyse the role of quality circle and its outcome as perceived by the employees in different organizations of manufacturing, services and trading sector. This assessment includes technical aspects, length of participation, training, members' feelings about QCs, job satisfaction and job commitment. The study illustrates the impacts of participation on 130 QCs members from some selected companies engaged in manufacturing and service organization located in the SIDCUL area of Haridwar and Dehradun. The outcome of the study includes significant improvement in the organizational outlook, Improved quality of work life and overall organizational productivity, Innovativeness in productivity improvement, Greater participation in enriching knowledge, Improvement in the safety and work process, Improved work knowledge and reduced breakdown, Improved communication and commitment, The composite mean of various outcomes across the different level of the educational background of the respondent in the different nature of industries were studied.

KEYWORDS

Quality Circle, Business Process, Job Commitment, Continuous Improvement Processes.

INTRODUCTION

Human resources are the most valuable and unique assets of an organization. The successful management of an organization's human resources is an exciting, dynamic and challenging task, especially at a time when the world has become a global village and economies are in a state of flux. The scarcity of talented resources and the growing expectations of the modern day worker have further increased the complexity of the human resource function. Even though specific human resource functions/activities are the responsibility of the human resource department, the actual management of human resources is the responsibility of all the managers in an organization. As human resources have become viewed as more critical to organizational success, many organizations have realized that it is the people in an organization that can provide competitive advantage. Economy, international competitive pressures and demands for higher quality, high cost, decreasing profit margins, inconsistent quality of delivery and competitors in local markets are the primary forces of change. That encouraged many organizations to focus on ways to increase the contribution of employees to improvements in quality and productivity.

REVIEW OF RELATED LITERATURE

Literature on the impact of the quality circle was reviewed upon both individual and organizational outcomes and, on average, demonstrated the intervention's effectiveness. In most of the literature quality circles have been variously praised for their impact on an organization's effectiveness. Included among the extensive list of organizational and individual outcomes that are claimed to be affected by the quality circle process are productivity (Srinivason, 1983;), quality (Jenkins & Shimada, 1983), absenteeism (Wolfe, 1985), grievance rates (Hunt, 1981), job satisfaction (Jenkins & Shimada, 1983), organizational commitment (Benjamin, 1983;), and morale (Horn, 1982). Although these studies generally fail to specify a theoretical model, it is assumed that these outcomes are either directly or indirectly affected by the quality circle intervention.

The benefits of QCC described in the literature can be categorized into two types; First, QCCs benefit the organization from a technical system outcomes perspective, (Dale & Lees, 1985; Barrick & Alexander, 1987; Gryna, 2001). The overall productivity of the organization, for example, can be increased as a result of QCC. This sort of improvement can enhance the competitive strength of the organization (Buch & Spangler, 1990). Bradley and Hill (1983) believed that the economic effects of QCC were not comprehensive, as QCC failures were normally not reported. However, there are reliable reports from a number of firms of considerable cost savings and efficiency gains resulting from the introduction of QCC activities. The error rate waiting times, and other types of waste may be reduced. The total production volume may be increased, and quality may be improved. Quality could be described from seven different aspects and each aspect can be improved by QCC implementation. The seven aspects are production, product, value, competition customer, society-oriented quality, and operational quality (Lillrank, 1998; Silen, 1998; Tervonen Pahkala & Haapasalo, 2008). In addition, QCC can help employees avoid accidents and can decrease the number of incidents. Finally, managers and engineers can focus attention on solving challenging problems instead of focusing on, operational problems.

Second, QCCs can also lead to improved social system outcomes for both organizations and individuals (Dale & Lees, 1985; Gryna, 2001). Employee commitment to the organization can be increased due to QCC program implementations. QCC members have been shown to be more committed to the organization than non-members. Chinen and Enomoto (2004) investigated the impact of QCC and work education on perceived organizational commitment from 18 factories in Mexico using Meyer, Allen, and Smith's (MAS's) (1993) scale. The three components of the MAS's scale measure of organizational commitment are affective continuance, and normative commitment. The impact of QCC to organizational commitment could not be identified because of low scale reliability. However, this, study indicated that QCC members were more committed than non-members to the organization and employees with skills, knowledge, and the ability tended to accept greater responsibility.

Some researchers have stated that QCC can improve organizational performance metrics related to not only quality and productivity, but also to job satisfaction and hence overall employee morale, as well as workplace communications (Dale & Lees, 1985). Mohr and Zoghi (2008) studied the relationship between job

satisfaction and high-involvement work design, which includes quality circles, using approximately 25,000 observations spanning four years and every major Canadian industry. These research results found that QCC members reported higher levels of job satisfaction, compared to non-members. In addition, QCC creates opportunities for workers to be more valuable employees, who are more responsible, have higher morale, and exhibit higher levels of cooperation (Dale & Lees, 1985).

Gryna (1981) classified the benefits to employee into three categories: individual, characteristics, individuals' relations with others, and individual attitudes toward the company. Buch and Spangler (1990) stated that QCC members received significantly greater performance ratings and were promoted more frequently than nonmembers. They tested the effects of QCC on job performance and promotion comparing 118 QCC members and 118 non-QCC employees, and concluded that QCCs were a potentially powerful employee development tool. Marks et al. (1986), investigated the impact of participation in a QCC on employee quality of work life, attitude, productivity, and absenteeism. The results suggested that QCC involvement, acted more to provide social support to buffer participants from negative contextual factors than to enhance the quality of work life.

Initially the quality circle was practiced in manufacturing industry but after getting the enhanced benefit it is being practiced in the service organization also. In the Present paper, researcher tries to explore the quality circle and its perceived outcome in some selected organization of Uttarakhand. In general, the concept of QCs revolves around the principles of voluntary participation and collaborative decision making. In a few words, the QC group has to function effectively as a multi-disciplinary team, focusing on improving selected work processes. The outcome is usually to aid continuous quality improvement. The concept seems too simple but the implementation and the effort needed to keep the circles functioning effectively require strong support and commitment from management Goh, M., 2000

Several studies have been conducted that identify difficulties and the complexity of achieving QCs successes in service area. Quality Circles have been used primarily with blue-collar production workers. However, the production sphere encompasses large numbers of service employees who may benefit from the use of this technique. Thus, the service employees should also be considered. Mixed success has been reported in Japan in programs tested with its service workforce. The self initiated nature of much service work, the difficulty of establishing precise performance measures and the attitudes of individualism may serve as barriers to effective Quality Circles programs with service workers. Richards, B., 1984 pointed out that utilizing QCs in service work brings positive implications. However, service circles require a more tailored approach considering the complexities of its use and application. Even though there are time and installation costs involved in setting up service circles, the improvement in productivity of white collar circles far outweigh that of the blue-collar circles. Bank of America also noted that a drastic improvement in productivity and increased morale through QCs. In addition, the study pointed out that there may be gains in productivity and quality through Quality Circles as this concept has not been widely implemented in the rapidly growing and dynamic service work.

Quality Circles in service organizations are more challenging and complex than that in the manufacturing organizations. Several authors also pointed out that service sector circle programmes appear to face additional difficulties to those in manufacturing, such as the intangible nature of many circle projects, circle members finding the time to meet, organizational instability and a need to form multidiscipline circles because of the small number of people employed in many service departments/sections. Nevertheless, the authors stated that service organizations should not be discouraged to implement service circles in their organizations. Instead, service industries should always realize the complexities arising due to the labor-intensive nature of service organizations. Hence, this paper is to find out whether QCs in service sector are performing as effective as manufacturing counterparts do.

Various studies have been conducted on the implementation of quality circles in different organization and the results were very encouraging. Study conducted by S K Dey, *et al.* involving quality circles for a steady reduction in chemical wastage proved to be very gainful to the industries related to the material wastage. Also study conducted by Reddy, *et al.* on dimensional quality control of casting gives a result of good quality casting at minimum cost. Another study conducted by Shiva Gonde, *et al.* which was different from other studies in the sense that he has implemented quality circle approach in technical education systems for solving work related problems and found that there were major dimensional change in decisions and actions, conventional bureaucratic approach to self empowering employees along with the responsibilities of managing the institutions.

The success of the quality circles depends solely on the attitude of the top management and plays an important role to ensure the success of implementation of quality circles in the organization. Steering committee called middle management consists of chief executive heads of different divisions or a coordinator plays a positive role in quality circles activities for the success of the efforts. The meetings are conveyed at least once in one to two months interval. Coordinator also acts as facilitators is an individual responsible for coordinating and directing the quality circles activities within an organization and carries out such functions as would make the operations of quality circles smooth, effective and self-sustainable. Facilitator also acts as a catalyst, innovator, promoter and teacher and is nominated by the management. Leader of the quality circles is chosen by the members among themselves and they may decide to have a leader by rotation since the members are the basic elements of the structure of quality circle. Members of the quality circles are the small group of people from the same work area or doing similar type of work whereas non-members are those who are not members of the quality circle but may be involved in the circle recommendation.

OBJECTIVES AND METHODOLOGY

Adequate measurement of the success of quality circle programs is difficult. Thus research has tried to explore the outcome of quality circles as perceived by the quality circle members as well as employees associated with the quality circles. The present research work has been taken up with the objective to assess the awareness of employees about Quality Circle practices for improving productivity and analyse the effectiveness of quality circle in raising the productivity as perceived by the employees. To achieve the stated objective data was collected using questionnaire. Majority of the questions being of the close-ended type. After having been slightly modified, was mailed to a sample of 10 companies in SIDCUL Haridwar and Dehradun. The most senior persons with explicit responsibility for quality QCs were requested to distribute the questionnaires to QCs members'. Follow up calls were made to these companies. After one-month duration, one hundred and thirty (130) questionnaires were returned. The data collected from the questionnaires were analyzed. The analytical tools used such as Bivariate data analysis techniques, like Chi square test, and one-way ANOVA, which are very powerful tools to build statistical relationship between variables are also used in this study. One way ANOVA was done to compare the attitude of the two groups of employees, The ANOVA was done to determine if there was a significant difference in attitude towards the organization in which the two groups worked. The table 1 presents the demographic characteristics of respondents:

TABLE - 1: DEMOGRAPHIC CHARACTERISTICS

	Categories	Count	Percentage
Gender	Male	92	70.8
	Female	38	29.2
Age	Upto 25 years	17	13.1
	From 25 to 35 years	57	43.8
	From 36 to 45 Year	30	23.1
	From 46 to 55 Years	12	9.2
	From 56 to 65 Years	8	6.2
Marital Status	Married	97	74.6
	Unmarried	33	25.4
Education Level	Upto Graduation	9	6.9
	Upto Post Graduation	89	68.5
	Professional and other qualification	32	24.6

The analysis presented in the above table reveals that sample is dominated by the young category respondent ranging in the age group of 25-35 years as it contributes 41% in the sample. Majority of the respondent are male and married category. Analysis also projects that sample is composed of highly educated respondents.

TABLE – 2: NATURE OF ORGANISATION

Sl No.	Description	Frequency	Percent
A	Manufacturing	13	10.0
B	Trading	14	10.8
C	Services	103	79.2
D	Total	130	100.0

Quality Circle is one of the employee participation methods. It implies the development of skills, capabilities, confidence and creativity of the people through cumulative process of education, training, work experience and participation. Quality Circles are relevant for factories, firms, schools, hospitals, universities, research institutes, banks, government offices etc. Analysis indicates that sample is dominated by those respondents who belong to service organization as it was indicated by 79.2% respondents in the sample. Employees of manufacturing and trading sector organization accounts for 10% and 10.8% respectively.

TABLE – 3: YEAR OF ESTABLISHMENT

Description	No. of Respondents	Percentage
Before 1990	14	10.8
Between 1990 to 1995	7	5.4
Between 1995 and 2000	50	38.5
Between 2000 and 2005	13	10.0
Between 2005 and 2010	35	26.9
After 2010	11	8.5
Total	130	100.0

"Quality is everyone's responsibility." TQM refers to an integrated approach by management to focus all functions and levels of an organization on quality and continuous improvement. It is seen that Older is the organization better the system of execution. Study indicates that majority of the respondents belongs to the organization which came into existence between 1995 to 2000 as it was indicated by almost 38.5 % respondents in the sample.

TABLE – 4: NUMBER OF EMPLOYEES WORKING WITH THE ORGANIZATION

Sl No.	Description	Frequency	Percent
A	Upto 25	9	6.9
B	From 25 to 50	45	34.6
C	From 50 to 100	47	36.2
D	From 100 to 200	10	7.7
E	From 200 to 500	19	14.6
	Total	130	100.0

There is no single right way to form a quality control circle. The size and general nature of the company involved will often impact the organizational structure of the group. Study indicates that sample is dominated by those units where their are 50 to 100 workers are doing their job as it was indicated by 36.2% respondents. It was followed by the organization where 25-50 employees are working.

TABLE – 5: EXISTENCE OF QUALITY CIRCLE IN THE ORGANIZATION

Sl No.	Description	Frequency	Percent
A	Yes	109	83.8
B	No	14	10.8
C	Cant Say	7	5.4
D	Total	130	100.0

A quality circle is a participatory management technique that enlists the help of employees in solving problems related to their own jobs. It is "a small group of employees doing similar or related work who meet regularly to identify, analyze, and solve product-quality and production problems and to improve general operations. It's a sort of brain storming circle where in all the participants will try to contribute their doubts, study reveals that majority of the respondents in the sample are of the opinion that there exist a quality circle in their organsiation as it was indicated by 83.8% respondents in the sample.

TABLE – 6: NO OF PEOPLE INVOLVED IN THE QUALITY CIRCLE

Sl No.	Description	Frequency	Percent
A	Bolow10	75	57.7
B	Above 10	36	27.7
C	Above 15	19	14.6
D	Total	130	100.0

The success of the quality circles depends solely on the attitude of the top management who plays an important role to ensure the success of implementation of quality circles in the organization. Study reveals that majority of the respondent in the sample say the number of quality circle member in the organization are restricted upto 10 member as it was indicated by 57.7% respondents in the sample.

TABLE – 7: PERIOD OF PARTICIPATING IN QUALITY CIRCLE

Sl No.	Description	Frequency	Percent
A	Less than 6 Month	57	43.8
B	7to 12 Month	39	30.0
C	13 to 18 month	16	12.3
D	19 to 24 month	1	.8
E	31 to 60 month	16	12.3
F	More than 5 Year	1	.8
	Total	130	100.0

The length of participation in QC process is considered as a measure that indicates the longevity of the program. This measure has been widely used to identify the effectiveness of the program. about 43.8 % of service QC members participated in the program for last six month, about 30% employees participated since last 7month to 12 month. Very few employees are participating in QC programme since last 5 year which is considered as long term, This indicates that QC members of selected sample are new to QCs and have less experiences in the success or failure of QCs.

TABLE – 8: FREQUENCY OF ORGAISING QUALITY CIRCLE MEETING

Sl No.	Description	Frequency	Percent
A	Once a Week	41	31.5
B	Twice a month	54	41.5
C	Once a month	35	26.9
D	Total	130	100.0

An attempt was made to know the frequency of quality circle meeting organized in their organization. Analysis indicates that more than one third (41.5%) employees attend QC meeting twice a month. About 31.5% employees attend QC meeting at least once in week. Little more than one fourth (26.9%) attend QC meeting once in month.

TABLE – 9: PREFERENCE OF QUALITY CIRCLE MEMBER FOR MEETING

Sl No.	Description	Frequency	Percent
A	More than once in Week	28	21.5
B	One a Week	47	36.2
C	Twice a Month	38	29.2
D	Once a month	15	11.5
E	Whenever It is Necessary	2	1.5
	Total	130	100.0

It was felt necessary to assess the employee’s preference regarding how frequent they want to have quality circle meeting in their organization. Analysis indicates that more than one third (36.2) employees prefer to have QC meeting more than once in a week. About 29.2% employees want to have QC meeting twice in month. Little less than one fourth (21.5%) prefer to have QC meeting more than once a week. Concept of as and when required was preferred by very less number of employees.

ANALYSIS AND DISCUSSION

Researcher is interested to investigate the perceive outcome from Available QCs literature from different sources and studied minutely to find out the outcome variable which can be used to evaluate the effectiveness of QCs' activities in an organization. After a thorough analysis of various published resources, comments, viewpoints, discussions and observations of many researchers as well as practitioners, this researcher has come to the conclusion that for judging QCs' effectiveness and its role in improving organisation productivity, the critical factors can broadly be classified into two categories: quantitative and qualitative. Some factors like QC tenure (age of a QC), number of problems/ projects solved, money saved as a result of QC solutions, attendance rate in QC meetings constitute quantitative evaluative criteria. In regard to qualitative factors, employee development through QC participation and organizational development as a result of QCs' functioning have been taken as evaluative criteria.

TABLE 10: MEAN OF VARIOUS ORGANIZATIONAL OUTCOME OF QUALITY CIRCLES

Factor	Name of Dimension	Statement	Mean Score
Outcome1	Improvement in the organizational outlook	Operation knowledge has improved after joing QC	3.734
		Knowledge about machine have improved	3.74
		Decreased number of rejection of products	3.62
		Quality of job has increased after attending QC meeting	3.95
		Management and company look has improved	3.96
Outcome2	Improved quality of work life and overall organizational productivity	willingness to expand effort has increased	3.45
		Our QC has promoted best practices for competitiveness	2.907
		My level of satisfaction towards job has increased	3.43
		Our QC has been invited by local organizations to help them establish QCs	3.24
		Organisation profitability has increased substantially	3.08
		QC has helped in improving quality of work life of employees	3.26
		Wastage has reduced significantly	3.65
		Resource utilization has been optimized	3.42
Outcome3	Innovativeness in productivity improvement	Individual productivity has increased	3.61
		Allow employees to use intelligence experience and innovative ability	3.62
		Qc has helped to be competitive at national and world level	3.23
Outcome4	Greater participation in enriching knowledge	QC has increased employees participation	3.56
		Knowledge about handling machine and process has improved	4.05
Outcome5	Improvement in the safety and work process	Safety on the factory floor/ work environment has increased	3.53
		Flow of materials and job has become effective	3.54
		Process time is reduced	3.35
Outcome6	Improved work knowledge and reduced breakdown	Breakdown of the machine reduced significantly	3.92
		My knowledge about the work has increased	4.215
Outcome7	Improved communication and commitment	Better communication has established through QC	3.745
		My level of commitment to the job has increased	3.05

The various outcomes are grouped into seven area and are classified as, Improvement in the organizational outlook, Improved quality of work life and overall organizational productivity, Innovativeness in productivity improvement, Greater participation in enriching knowledge, Improvement in the safety and work process, Improved work knowledge and reduced breakdown, Improved communication and commitment, The composite mean of various outcomes are calculated with the help of SPSS-15 software and is presented in the table below. Mean score of individual out come variable were taken and is presented in the table.

TABLE 10: MEAN OF VARIOUS OUTCOME OF QUALITY CIRCLE AMONG DIFFERENT LEVEL OF EDUCATIONAL CATEGORIES OF RESPONDENTS

Education Qualification wise Classification	Improvement in the organizational outlook	Improved quality of work life and overall organizational productivity	Innovativeness in productivity improvement	Greater participation in enriching knowledge	Improvement in the safety and work process	Improved work knowledge and reduced breakdown	Improved communication and commitment
Upto Graduation	3.0667	3.3056	3.6667	2.7222	3.7778	4.4444	3.1667
Upto Post Graduation	4.1034	3.2486	3.5468	3.9270	3.3670	4.0787	3.2360
Professional and other qualification	3.1875	3.5508	3.2708	3.7656	3.6875	3.9219	3.9219
Total	3.8062	3.3269	3.4872	3.8038	3.4744	4.0654	3.4000

Analysis of mean of different factor among different level of education of respondents reveals that means ratings of perceived outcome like improved work knowledge and reduced breakdown scored highest across the respondents of different level of education.

TABLE – 11: ANOVA WITH DIFFERENT LEVEL OF EDUCATION

		Sum of Squares	df	Mean Square	F	Sig.
Improvement in the organizational outlook	Between Groups	25.031	2	12.516	39.973	.000
	Within Groups	39.764	127	.313		
	Total	64.795	129			
Improved quality of work life and overall organizational productivity	Between Groups	2.154	2	1.077	1.718	.184
	Within Groups	79.608	127	.627		
	Total	81.762	129			
Innovativeness in productivity improvement	Between Groups	2.104	2	1.052	3.462	.034
	Within Groups	38.597	127	.304		
	Total	40.701	129			
Greater participation in enriching knowledge	Between Groups	11.925	2	5.963	10.692	.000
	Within Groups	70.823	127	.558		
	Total	82.748	129			
Improvement in the safety and work process	Between Groups	3.307	2	1.654	2.369	.098
	Within Groups	88.663	127	.698		
	Total	91.970	129			
Improved work knowledge and reduced breakdown	Between Groups	1.968	2	.984	1.377	.256
	Within Groups	90.726	127	.714		
	Total	92.694	129			
Improved communication and commitment	Between Groups	11.600	2	5.800	17.497	.000
	Within Groups	42.100	127	.331		
	Total	53.700	129			

Inference: One way Anova was carried out to check the hypothesis that there is no significance difference in the mean of different quality circles outcome among different level of education of respondents. From the table it is clear that calculated value of F is less than the tabulated value of F (2.99) At (p< 0.05) level of significance in the case of outcome like Improved quality of work life and overall organizational productivity, Improvement in the safety and work process and Improved work knowledge and reduced breakdown . Hence null hypothesis is accepted indicating that there is no significant difference in the mean of different perceived outcome across the different level of education. However calculated value of F is greater than the tabulated value in the case Improvement in the organizational outlook, Innovativeness in productivity improvement, Greater participation in enriching knowledge, and improved communication and commitment. Hence null hypothesis is rejected indicating that there is significant difference in the mean of different perceived outcome across the different level of education.

TABLE 12: MEAN OF MOTIVATING FACTORS INFLUENCING FACTOR OF QUALITY CIRCLE AMONG DIFFERENT NATURE OF INDUSTRY

Nature of Organisation	Improvement in the organizational outlook	Improved quality of work life and overall organizational productivity	Innovativeness in productivity improvement	Greater participation in enriching knowledge	Improvement in the safety and work process	Improved work knowledge and reduced breakdown	Improved communication and commitment
Manufacturing	2.9846	3.0192	2.8718	2.8077	3.4615	3.2308	2.8462
Trading	3.9714	3.6607	2.7381	4.0357	3.5952	4.9286	3.0000
Services	3.8874	3.3204	3.6667	3.8981	3.4595	4.0534	3.5243
Total	3.8062	3.3269	3.4872	3.8038	3.4744	4.0654	3.4000

Analysis of mean of different outcome among the employees of different nature of organization reveals that mean ratings of perceived outcome like improved work knowledge and reduced breakdown scored highest across the respondents of trading organization. However improvement in the organizational outlook has scored highest in service sector organization.

TABLE – 13: ANOVA WITH DIFFERENT NATURE OF INDUSTRY

		Sum of Squares	df	Mean Square	F	Sig.
Improvement in the organizational outlook	Between Groups	9.836	2	4.918	11.365	.000
	Within Groups	54.959	127	.433		
	Total	64.795	129			
Improved quality of work life and overall organizational productivity	Between Groups	2.795	2	1.397	2.248	.110
	Within Groups	78.967	127	.622		
	Total	81.762	129			
Innovativeness in productivity improvement	Between Groups	16.097	2	8.049	41.545	.000
	Within Groups	24.604	127	.194		
	Total	40.701	129			
Greater participation in enriching knowledge	Between Groups	14.567	2	7.284	13.567	.000
	Within Groups	68.181	127	.537		
	Total	82.748	129			
Improvement in the safety and work process	Between Groups	.229	2	.115	.159	.853
	Within Groups	91.741	127	.722		
	Total	91.970	129			
Improved work knowledge and reduced breakdown	Between Groups	19.502	2	9.751	16.919	.000
	Within Groups	73.193	127	.576		
	Total	92.694	129			
Improved communication and commitment	Between Groups	7.818	2	3.909	10.821	.000
	Within Groups	45.882	127	.361		
	Total	53.700	129			

Inference: One way Anova was carried out to check the hypothesis that there is no significance difference in the mean of different quality circles outcome among employees of different nature of organization. From the table it is clear that calculated value of F is less than the tabulated value of F (2.99) At ($p < 0.05$) level of significance in the case of outcome like Improved quality of work life and overall organizational productivity and Improvement in the safety and work process. Hence null hypothesis is accepted indicating that there is no significant difference in the mean of different perceived outcome across the different nature of organisation. However calculated value of F is greater than the tabulated value in the case Improvement in the organizational outlook, Innovativeness in productivity improvement, Greater participation in enriching knowledge, Improved work knowledge and reduced breakdown, and Improved communication and commitment. Hence null hypothesis is rejected indicating that there is significant difference in the mean of different perceived outcome across the different nature of organization. .

CONCLUSION

The general aim of the analysis is to analyse the perceived outcome of quality circle and its relationship with the demographic characteristics of the respondents and nature of organization which they are associated with. . This is to determine whether QCs in one sector are performing more effectively than the other. QC members in both sectors were asked how often they hold QC meetings. This is to determine a level of employee involvement in terms of discussing activities and projects during meetings. One-way ANOVA analysis was performed to determine the significant difference between the two groups towards perceived outcome. The result of the results is shown in Table 11 and table 13. The results from the table indicates there is no significant difference in the perception of outcome of quality circle in the variable like Improved quality of work life and overall organizational productivity, Improvement in the safety and work process and Improved work knowledge and reduced breakdown across the different level of education of the employees. Hence null hypothesis is accepted indicating that there is no significant difference in the mean of different perceived outcome across the different level of education. However table 13 indicates that there is significant difference in the perceived outcome of quality circle across the employees working in different nature of organization.

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