

**EMPLOYEES PERCEPTION ON QUALITY CIRCLE
PROGRAM EFFECTIVENESS IN FIVE SELECTED
MALAYSIAN COMPANIES**

By

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**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia
in Fulfillment of the Requirements for the Degree of Master of Science**

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DEDICATION

To my father, mother and my wife,
with gratitude and love

Abstract of thesis presented to the Senate of the Universiti Putra Malaysia in fulfilment of the requirement for the degree of Master of Science

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The purpose of this study is to examine the effectiveness of participation in Quality Circles (QCs). The study looked at major factors affecting QCs effectiveness, which are namely; employees involvement, adequacy of training, leadership, employee perception, purpose of setting up QCs, number of projects implemented, management support, job satisfaction, commitment and willingness to expand effort, and intent to quit.

An important aspect of this study was the fact that it took place in large manufacturing and service organizations where research on organizational commitment is rare and where commitment and QCs members' feelings about their organizations are particularly troublesome. Therefore, out of seventeen companies, only five participated in this study.

Subjects consisted of 130 employees from five manufacturing and service organizations who volunteered to participate in the study. 89-item questionnaire was developed to meet study objectives. While, QCs members (N=109) answered the whole questionnaire, non-QCs members (N=21) were directed to fill out the last part of the questionnaire.

From the data obtained, Pearson Correlation test showed there was no relationship found between training and involvement in QCs, a very weak correlation between leadership and adequacy of training. Nonetheless, there was significant positive relationship between management support and scores of projects implemented. A one-way analysis of variance (ANOVA) test was performed to investigate whether or not scores of two groups namely QCs and non-QCs differ significantly. Besides improved problem solving skills that the results show, QCs develop positive attitudes among employees who derive job satisfaction when they feel that their companies are a good place to work. Also, they are more willing to extend their efforts for their companies. Even though, these impacts were more obviously seen in manufacturing QCs (N=56) than service counterparts (N=53), still the conclusion shows that the Quality Circles concept is still alive and effective.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi keperluan untuk Ijazah Master Sains

KEBERKESANAN QC DI DALAM LIMA BUAH SYARIKAT TERPILIH

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Oktober 2004

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Tujuan daripada kajian ini adalah untuk meneliti keberkesanan dari penyertaan dalam QC. Kajian ini melihat samaada peserta memperoleh peningkatan pengalaman dalam menyelesaikan masalah, kepuasan di dalam pekerjaan, komitmen dan sokongan oleh organisasi.

Suatu aspek penting dari kajian ini adalah bahawa ianya berlaku di dalam organisasi pembuatan dan perkhidmatan yang besar di mana penyelidikan terhadap komitmen organisasi adalah jarang berlaku manakala komitmen dan perasaan ahli QC terhadap organisasi mereka adalah merunsingkan.

Subjek kajian ini terdiri daripada 130 pekerja dari lima buah organisasi pembuatan dan perkhidmatan yang mengikut serta secara sukarela. Sebanyak 89 buah soalan telah direka untuk memenuhi objektif kajian. Ahli QC (N=109) dikehendaki untuk menjawab

kesemua soalan manakala yang bukan ahli pula dikehendaki untuk mengisi bahagian yang terakhir daripada soalan.

Daripada data yang diperolehi, ujian Pearson Correlation menunjukkan tiada hubungan diantara latihan dengan penglibatan mereka di dalam QC. Manakala diantara kepimpinan dengan kecukupan latihan terdapat hubungan yang lemah. Namun demikian terdapat hubungan positif yang signifikan diantara sokongan pengurusan dengan markah projek yang dilaksanakan. ANOVA sehalu telah dibuat untuk menyiasat samaada markah dua kumpulan; QC dan tanpa QC berbeza secara signifikan. Disamping meningkatnya kemahiran menyelesaikan masalah, QC membentuk sikap yang positif sesama pekerja dan mereka memperoleh kepuasan bekerja apabila mereka merasakan yang syarikat adalah tempat yang baik untuk bekerja. Mereka juga rela untuk berusaha dengan lebih giat lagi untuk syarikat mereka. Walaupun ini hanya terdapat dalam QC (pembuatan N=53) konsep QC ini jelas masih diamalkan dan adalah efektif

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My wife has created a special atmosphere at home that allowed me to forget about most of other problems and concentrate on my work. To her go my special thanks for constant support and inspiration.

May Allah repay all of you with happy lives and successful endeavors.

I certify that an Examination Committee on 20th October to conduct the final examination of Tariq R. A. Abo-Alhol on his Master of Science thesis entitled “Employees Perception on Quality Circle Program Effectiveness in Five Selected Malaysian Companies” in accordance with Universiti Pertanian Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia (Higher Degree) Regulation 1981. The committee recommends that the candidate to awarded the relevant degree. Members of Examination Committee for the candidate areas follow:

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DECLARATION

I hereby declare that the thesis is based on my original work except for questions and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UPM or other institutions.

TARIQ R. A. ABO-ALHOL

Date:

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