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DEPARTMENT OF AEROSPACE ENGINEERING

19MEE304 Total Quality Management

Topic: Quality circles Recognition and Reward

Introduction

- **Quality Circles (QCs):** Small, voluntary groups of employees who meet regularly to identify and solve work-related problems.
- **Recognition & Reward:** Encouraging employees through appreciation and incentives for their contributions to quality improvement.
- **Importance in TQM:**
 - Enhances **employee engagement and motivation.**
 - Promotes **continuous improvement and innovation.**
 - Strengthens **teamwork and problem-solving culture.**

Quality Circles (QCs) – Concept and Process

- **Definition:** Developed in Japan (1960s) by Dr. Kaoru Ishikawa as part of TQM.
- **Process:**
 1. **Problem Identification:** Employees identify quality issues.
 2. **Analysis & Root Cause Finding:** Using tools like Fishbone Diagram, Pareto Analysis.
 3. **Solution Development:** Brainstorming solutions to eliminate defects.
 4. **Implementation & Monitoring:** Applying solutions and tracking improvements.
 5. **Review & Continuous Improvement:** Learning from results and refining processes.

Case Study: Toyota's Quality Circles

- Employees meet weekly to discuss **process enhancements.**
- Led to **reduced defects, cost savings, and higher customer satisfaction.**

Tools Used in Quality Circles

1. **Fishbone Diagram (Ishikawa Diagram):** Identifies root causes of defects.
2. **Pareto Analysis (80/20 Rule):** Focuses on major quality problems.
3. **5 Why's Technique:** Determines the underlying causes of an issue.
4. **Brainstorming:** Encourages creative problem-solving.

Recognition & Reward in Quality Management

- **Recognition:** Acknowledging employee efforts publicly.

- **Reward:** Providing tangible benefits for exceptional work.

Types of Employee Recognition

- ✓ Verbal praise & appreciation.
- ✓ Certificates & awards.
- ✓ Employee-of-the-Month programs.
- ✓ Public recognition in meetings.

Types of Rewards

- ✓ Monetary incentives (bonuses, salary hikes).
- ✓ Non-monetary incentives (gifts, extra leave).
- ✓ Professional growth opportunities (training, promotions).

Best Practices for Effective Recognition & Rewards

1. **Align Rewards with Organizational Goals:** Encourage behaviors that support TQM.
2. **Use a Fair and Transparent System:** Employees should feel recognition is merit-based.
3. **Encourage Peer Recognition:** Employees should be able to nominate each other.
4. **Make Rewards Timely and Frequent:** Frequent small rewards maintain motivation.
5. **Customize Rewards:** Some employees prefer public recognition, while others value monetary rewards.

Case Study: Motorola's Quality Circles & Recognition Programs

- Used **Six Sigma methodology** within QCs.
- Provided financial bonuses and professional development opportunities.
- Achieved a **90% defect reduction and significant cost savings**.

Benefits of Quality Circles & Employee Recognition

- ✓ **Higher employee engagement** and job satisfaction.
- ✓ **Improved problem-solving skills** across teams.
- ✓ **Increased productivity** and process efficiency.
- ✓ **Enhanced innovation and continuous improvement culture**.

Conclusion

- **Quality Circles empower employees** to contribute to process improvements.
- **Recognition and rewards drive motivation** and sustain high-quality performance.
- **Companies integrating QCs and recognition strategies** gain a competitive edge through engaged, productive workforces.

