

The Activation and Successful Conditions of Quality Control Circle Activity

- 품질 관리 분임조 활동의 활성화와 성공 조건 -

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Abstract

Quality Control Circle activity is widely introduced by manufacturing industries. Q.C.C. is studied not only in relation with five points of view such as corporate culture, labor union, organizational management model in Korea, the Theory W and educational revolution etc. but also in social, cultural background, and national trait's view points. The main goal of this study is to investigate successful role and active application in Quality Control Circle activity.

1. Introduction

Q.C.C. (Quality Control Circle) activity in Korea has been introduced from 1974 through 1975 by imitating Japanese QC rather than the necessity of Korean company. Government has put all efforts to activate Q.C.C. activity from 1975. Government announces that every november is the month of QC, and also help to perform vital Q.C.C. activity. However, from the beginning periods, the basic concept of Q.C.C. activity is not completely understood. Most of the industries introduced Q.C.C. activity without understanding it. The explicit techniques and methods are emphasized before learning the basic QC concept. Top manager also likes to obtain visible outcomes for a shortterm period. Moreover, artificial-tremendous conference and reward contest just stimulate the Q.C.C. members to show Q.C.C. activity with no real outputs. Q.C.C. activity has only quantitative expansion and formal imitation for the period of development.

Until now the state of Q.C.C. activity is in stagnation and the superficial activity incurs trial-and-error approach. From this results, most Q.C.C. activity is commonly faced with rapid stagnation. These phenomena immediately result in a direct skeptical causes. Now, we put all our efforts to perform active research for energetic Q.C.C. activity is re-illuminated: active propulsion methods and conditions for successful settlement are suggested.

2. Corporate Culture and Q.C.C. activity

In this situation, the essential point is to bring up strong corporate culture. Corporate culture is a consciousness, which is constituted by the member of organization and is to makes the company grow. One of the new management resource is the corporate culture which has a propulsion power to raise the company's economic and cultural respects. Consequently, a company should have following the conditions in order to keep corporate culture;

First, the company establishes a strong faith and consciousness. Second, employee largely shares corporate culture each other. Third, employee fairly shows the corporate culture in performing extra activity. Fourth, the faith and consciousness are reinforced through many activities. Why Japanese companies are superior to the western company? Because the Japanese

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companies have their corporate culture. Japanese managers neither present just a noble address nor show business philosophy. They ask all of employee to share the philosophy and spirits of their company from the top manager to field workers. They also recommend all employee to participate in social welfare. The emphasis is given to perform complete after service from design. Corporate culture is based on spritual side and it emphasizes behavior and mentality of company's member each other. It is a spontaneous effort to have efficient productivity and strengthen basic competitive power. Corporate culture is an oriental thinking to solve management problem. Needless to say both oriental and western way of thinking hae to be applied in company management. As rational administration management of western style and corporate culture of oriental one are applied, the company will be more stronger. Healthy corporate culture plays an important role in providing a good human life. Therefore, it will be possible to make effective Q.C.C. activity and to maintain a successful accomplishment.

3. Labor Union and Q.C.C. activity

Labor Union is conference organization in company to consolidate worker's status and to decide working environments. Therefore the contrary elements in labor union is always caused of disagreement. So it is urgent that cooperation and harmony in each side is accomplished. The cooperation and harmony in company accomplish not only the activation of organization but also improvement of business performance.

In this meaning it is important for employer to understand labor union for the sake of successful procedures in Q.C.C. activity. It is also natural that labor union has an interest in Q.C.C. activity because the problem of labor union is related to employee. Laborer find usefulness in their work and they feel affection to their own job by performing Q.C.C. activity. In fact it must be understood that Q.C.C. activity which makes workers be guided by faithful working life. When labor union recognizes the concept of Q.C.C. activity, it is accomplished a good results in company management. There is a labor union which has directly Q.C.C. office in advanced company. The company which do not understand and neglect Q.C.C. activity never have successful performance. The support and understanding of labor union have a large affect in success and failure of Q.C.C. activity. Top manager discuss the role and meaning of Q.C.C. activity with labor union staff and it is necessary for top manager to cooperate and to understand labor union staff.

Then Q.C.C. activity of Kumho Tire company in Korea is presented that it has a successful outcome with the accord of labor-employer-family. The practical cases are as follows:

(a) Inviting all circle member's parents and their family to be paticipated in company Q.C.C. presentation meeting. Emotional aspects of the best circle member family raise educational effects to have the incentive motivation to other circle member.

- Directly guiding, use of the company bus
- The guidance of woman employee for children of circle member family
- Drawing a good lucky lottery thicket to circle family
- Simultaneously prize medal to excellent worker and a banch of flowers to their family.
- Taking photograph with prize winner family.

(b) Making festival surroundings to execute "QC prize winner night" with manager, labor union staff and family.

(c) Composing the unification of all member and the effect of believe in each other through giving sourvenir gift and lottery ticket to all the family.

(d) Inviting their family of the best suggestion member to award prize extra prize in the ceremony, especially presenting public relation to all members.

(e) Evaluating highly excellent worker's wife as public relation with a ceremony photograph in bulletin board.

(f) Having periodically a meeting with members and their family to select circle team in every department.

(g) The department chief has a meeting with labor union staff in a stagnant circle, helping difficult, and hard problem.

(h) Selecting labor union staffs, judges, as presenting Q.C.C. activity.

(i) Holding a mountain-climbing meeting with their family twice an year

*opening special talent contest in each Q.C.C.

*playing a football game in each Q.C.C.

(j) Offering the strong of family experiences about circle activity.

* Announcing excellent family in work shop.

4. The Organizational Management Model in Korea and Q.C.C. activity

The efficient management of Korean organization will be based on the best use of family-oriented style as follows:

(a) Developing family-oriented language and symbol

(b) Feeling affection between members through athletic meeting and informal contact.

(c) Having an interest in individual affairs in the company.

(d) Having affection of their family to the company and inviting member's family.

(e) Stabilizing housing residence in the member's welfare aspect and taking care of children's education and health.

The organizational management in Korea is; First, making the use of family-oriented merits. Second, stimulating especially "New-Wave Movement" of Korean people. New-Wave Movement is the state that Korean people is absorbed in their own work. Intangible methods of elevating highly New-Wave Movement is to guarantee the maximized self regulation.

By introducing small president system and one-day president system, members of the company are not one component but master status or top position of the company. And circle members are acknowledged and admired from the top manager and labor union staff. New-Wave Movement can not be occurred if it is neglected in individual member because of the emphasis of group and family-oriented merits.

It concedes their ability and work, having a interest in each one person and have to make all of them heroes. And give adaptability and elasticity to them. New-Wave Movement can not be come out in the stereotyped environments. It is occurred in flexible and adaptable surroundings which is extended opportunity of participation and conversation. The spirits of master come out in giving attention to other people's opinions. The company manager fulfill needs of employee at labor-management meeting.

Finally all the people rearrange our own feeling through Korean traditional music and play. Detailly speaking, Samul Play, Tal Dance and Daedong Play to regulate basic emotional feelings will come out. Like these, if the organizational management model in Korea completely is performed in the form of New-Wave Movement, the activation of Q.C.C. activity will be guaranteed.

5. The Theory W and Q.C.C. activity

The business philosophy in U.S.A is the Theory X and the Theory Y which makes a tremendous development in manufacturing industry. Japanese products are superior to many other items because Japanese has the Theory Z. On the contrary, there exists no management theory and business philosophy in Korea and Korean company waste their endeavor which is incomplete business management between economic theory of U.S.A and Japanese management techniques.

But in the past we suggested new business philosophy which is ahead of U.S.A and Japan from 17th through 18th century in the era of Chosen, scholars of practical science suggested "Silsagusi" ;

namely this suggested that they find out rightfulness which is based on the true and reality. They criticized social, economic reality at that time and it is the ideas which emphasize systematic reorganization to renovate agriculture, trade industry, production technology and marketing channel. They insisted modern scientific recognition and especially it was the movement of ideas which all the people superintend the innovation of national reality.

In fact this movement was the basic of modern national development. The main substance and structure of the theory W is New-Wave Movement and Silsagusi spirit in the organizational management model in Korea.

It is a basic philosophy to correct bad habits and foreign spirit which disregard our national surroundings. The theory W is composed with the guidance of spirit which lead environmental changes. If Q.C.C. activity is deployed with the theory W suitable for Korean surroundings, basic ideas and purposes will be attained more easily.

6. Educational Revolution and Q.C.C. Activity

One of the most important purposes in education is to perform the creative thoughts. The premise conditions for performing originality is adventurous spirit. It can be tried only in case of overcoming the failure. But recently our thoughts appear downward equalization which is the same as old-fashioned customs. According to these phenomena, the adventure and failure is avoided. The consolation and stagnant environments which make our national development hindrance is appeared with the most serious problem, because of avoiding competition and evaluation, existency and degeneracy. Also the environment of Korean company do not have its own originality. The company neglects in technical development and depends on technical introduction of advanced nation. Such as the lack of business philosophy, all of us must have a responsibility.

When All of fields like university, company, research institute and government etc. make an effort to perform innovation of thoughts, turnover of ideas, recovery of commonsense and reasonableness, Q.C.C. activity can be activated and the competitiveness of our company will be reinforced.

7. Conclusion

In this presentation, five significant conditions are suggested considering cultural background and national traits. Q.C.C. activity should be performed according to the suitable-national surroundings and development background. Imitating Japanese Q.C.C. activity is not appropriate for establishing a successful Q.C.C. activity since there is big differences between the Japanese and that of other countries in social-cultural background. Manager's leading role is important as well as the social atmosphere and national consciousness is. Corporate culture, labor union and the organizational management model in Korea are greatly influenced by manager's leading role. In the near future, the study of top management should be performed simultaneously with the study of each department role, behavioral aspect, and social aspects.

As Q.C.C. activity is developed toward a desirable direction, the competitiveness of our company is strengthened. It is also expected that Q.C.C. activity contributes to settlement of industrial stability.

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