

# DE LA SALLE UNIVERSITY

*ON PRODUCTIVITY IMPROVEMENT CIRCLES:  
THREE CASES*

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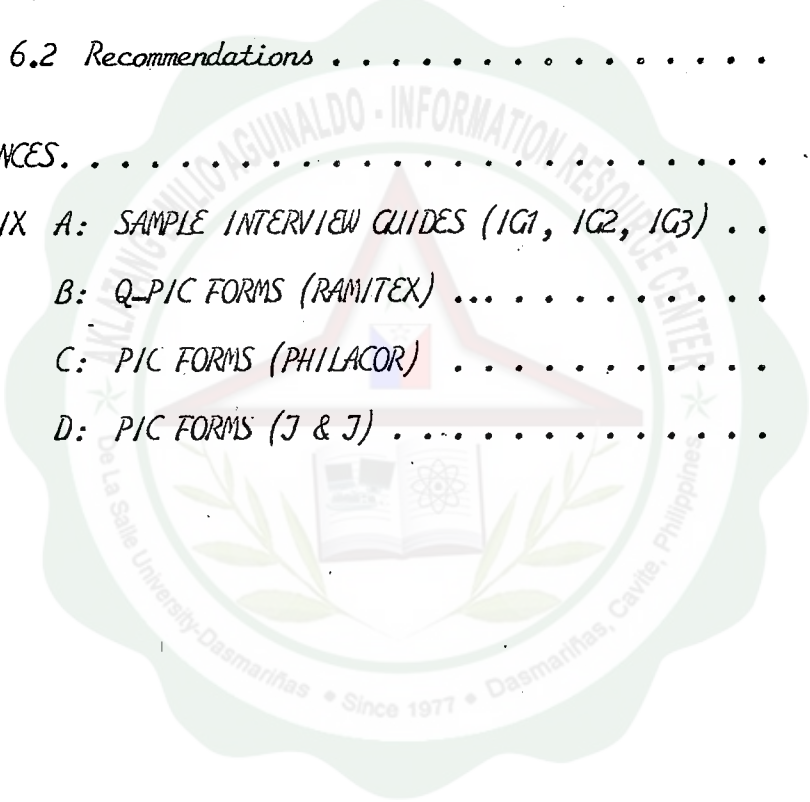
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## ABSTRACT

Productivity Improvement Circles (PIC) is a relatively new system that observes participatory-management. An offshoot of the Quality Control Circles (QCC), it was adopted by the Productivity and Development Center (PDC) in 1980. However, it was only in 1981 when some salient features of the system were developed and utilized.

This study intended to depict PIC systems as utilized in the Philippines. It then attempted to formulate tentative hypotheses which may explain the present character of this Philippine system.

Purposive sampling was used and the sampling consisted of three Metro-Manila based manufacturing firms who have been adapting PIC since 1981. The method utilized is descriptive in nature. Specifically, it used the case study approach. Information about each company's system were obtained through interviews conducted over a span of 8 weeks. Comprised of 8 people per company, the interviewees come from the different occupational levels of the company.

Major findings indicate that: (1) the present character of the systems studied are based on the psycho-socio-cultural givens in the country; (2) PIC can not work in a corporate culture that has not satisfied the basic needs of man; (3) PIC can provide a venue for a more meaningful management-employee relationship in an environment of mutual trust, sincerity dependence and growth; (4) management support is essential to the viability of the PIC program.

