CHAPTER 3

EMPLOYEE INVOLVEMENT

Expected Outcomes
Explain the utilization of employee involvement to achieve process improvement

Employee Involvement

- Is an approach to improving quality and productivity
- Knowledge of motivation helps to understand the utilization of employee involvement to achieve process improvement.
- Most popular motivational theories was developed by Abraham Maslow

Given the opportunity to go as far as their abilities

Pride and self-worth

Be part of the group

Safe place to work, job security

Proper lighting, air conditioning

Motivation

- Concepts to achieve a motivated work force are as follows (can be used at all managerial levels of the organization):
    1. Know thyself
    2. Know your employees
    3. Establish a positive attitude
    4. Share the goals
    5. Monitor progress
    6. Develop interesting work – job rotation, job enlargement, job enrichment
    7. Communicate effectively
    8. Celebrate success

Employee Survey

- It help managers assess the current state of employee relations, identify trends, measure the effectiveness of program implementation, identify needed improvements and increase effectiveness.

- Steps in conducting employee surveys:
    1. Create multifunctional team
    2. Develop the survey instrument
    3. Administer the survey
    4. Results are compiled and analyzed
        - Report is shared with the entire organization
        - A mechanism for input of reactions and suggestions
    5. Determine areas for improvement

Empowerment

Operational Definition:

> *Empowerment is an environment in which people have the ability, the confidence and the commitment to take the responsibility and ownership to improve the process and initiate the necessary steps to satisfy customer requirements within well-defined boundaries in order to achieve organizational values and goals*

- Employee empowerment requires that the individual is held responsible for accomplishing a whole task.

- To create empowered environment:
    1. Everyone must understand the need for change
    2. The system needs to change to the new paradigm
    3. The organization must enable its employees – providing information, education and skill

Team

- Employee involvement is optimized by the use of teams
- A team is defined as a group of people working together to achieve common objectives or goals
- Why Teams Work
  1. Each member of the team has special abilities that can be used to solve problems
  2. Interaction within the team produces results that exceed the contributions of each member
  3. Team members develop a rapport with each other that allows them to do a better job
  4. Teams provide the vehicle for improved communication

*Source: Besterfield et.al, 2003

Team

Types of Teams

- Process improvement team – activity is limited to the work unit

- Cross-functional team – eg.: QCC (Quality Control Circle)

- Natural work teams

- Self-directed / self-managed work teams

Characteristics of Successful Teams

- Training

- Clear objectives

- Well-defined decision procedures

- Trust

- Appropriate leadership

- Balanced participation

- Cohesiveness

Recognition and Reward

- Recognition is a form of employee motivation in which the organization publicly acknowledges the positive contributions an individual or team has made to the success of the organization.

- Eg. : verbal and written praise, plaques, certificates

- Reward is something tangible such as theater tickets, dinner, cash award, vacation trip to promote desirable behavior

- R&R go together to form a system for letting people know they are valuable members of the organization.

- Gain sharing is also an excellent motivational tool that improves quality, productivity and of course the bottom line.

Benefits of Employee Involvement

Employee involvement improves quality and increase productivity, because:

- Make better decisions using their expert knowledge of the process
- More likely to implement and support decisions they had a part in making
- Able to spot and pinpoint areas for improvement
- Able to take immediate corrective action
- Increases morale by creating a feeling of belonging to the organization
- Able to accept change because they control the working environment.