

EMPLOYEE INVOLVEMENT AND ENGAGEMENT INITIATIVES IN INDUSTRIES

Course: Total Quality Management

19ME514
Unit -2 TQM Principles
III Year /V Semester
Mechanical Engineering





TOPIC OF THE DAY







EMPLOYEE INVOLVEMENT

Employee involvement is one approach to improve quality and productivity. It is a means to better meet the organization's goals for quality and productivity.





MOTIVATION

"Motivation means a process of stimulating people to accomplish desired goals."

Motivation is the process of inducing people inner drives and action towards certain goals and committing his energies to achieve these goals.







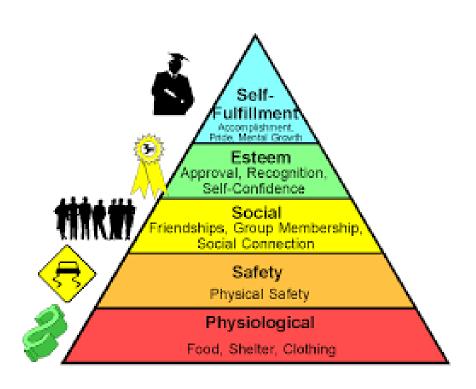
THEORIES OF MOTIVATION

- 1. Maslow's hierarchy of needs theory
- 2. Herzberg's two factor theory





MASLOW'S HIERARCHY OF NEEDS THEORY







HERZBERG'S TWO FACTOR THEORY

Satisfiers (Motivators)

- Performance and achievement
- Recognition
- **♦** Job status
- Responsibility
- Opportunities for advancement
- Personal growth
- The work itself



Improving these factors helps to increase job satisfaction.

Dissatisfiers (Hygiene Factors)

- Salary
- Working conditions
- The physical workspace
- Relationship with colleagues
- Relationship with supervisor
- Quality of supervisor
- Policies and rules



Improving these factors helps to decrease job dissatisfaction.





EMPOWERMENT

Empowerment is investing people with authority. Its purpose is to tap the enormous reservoir of potential contribution that lies within every worker.

The principles of empowering people are given below:

- 1. Tell people what their responsibilities are.
- 2. Give authority.
- 3. Set standards for excellence.
- 4. Render training.
- 5. Provide knowledge and information.
- 6. Trust them.
- 7. Allow them to commit mistakes.
- 8. Treat them with dignity and respect.





CHARACTERISTICS OF EMPOWERED EMPLOYEES

- > They feel responsible for their own task.
- They are given a free hand in their work.
- They balance their own goals with those of the organization.
- They are well trained, equipped, creative, and customer oriented.
- They are critical, have self-esteem, and are motivated.
- They are challenged and encouraged.
- They monitor and improve their work continuously.
- They find new goals and change challenges.





TEAMWORK

Teamwork is the cumulative actions of the team during which each member of the team subordinates his individual interests and opinions to fulfill the objectives or goals of the group.







NEED FOR TEAMWORK

- 1. Many heads are more knowledgeable than one.
- 2. The whole is greater than the sum of its members.
- 3. Team members develop a rapport which each other.
- 4. Teams provide the vehicle for improved communication.





TYPES OF TEAM

- 1. Process improvement team.
- 2. Cross functional team.
- Natural work teams.
- 4. Self Directed / Self Managed work teams.





CHARACTERISTICS OF SUCCESSFUL TEAM

- Sponsor
- Team Charter
- Team Composition
- Training
- Ground Rules
- Clear Objectives
- Accountability
- Well-Defined decision procedure

- Resources
- Trust
- Effective Problem Solving
- Open Communication
- Appropriate Leadership
- Balanced Participation
- Cohesiveness





STAGES OF TEAM DEVELOPMENT

Tuckman Stages with Tools

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



t c

Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing The team

The team

works in an

open and

atmosphere

flexibility is

the key and

hierarchy is

trusting

where

of little

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



After Action Review Share Lessons Learned Self/Group evaluations

Clarify Roles
Build Goals (SMART criteria)
Establish Timeline
Identify/Assign Tasks
Discuss working agreements
Identify Individual Strengths
Tools: Technology to Use,
Time Management

Communicate & Collaborate Negotiate Ideas Resolve Conflict Give Effective Feedback Escalate Appropriately Tools: deBono's 6 Thinking Hats; Ask, Speak, Listen; Ladder of Inference; L-Column

Reflect on group process
Experiment (Trial and Error)
Learn/Move beyond Failure
Test Assumptions
Conduct Interim Check-ins
Present Outcomes
Tools: Kolb's Experiential Cycle





REFERENCES

- Dale H. Besterfiled, "Total Quality Management", Third Edition, Pearson Education Asia, Indian Reprint, 2016.
- 2. Dr S. Kumar, "Total Quality Management", Laxmi Publications Ltd., New Delhi 2006.





