





# 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







# 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.
- 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.
- 3. 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







#### **Tuckman Stages with Tools**

#### Forming

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



#### 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 works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



#### Adjourning

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





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# **REFERENCES**

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- 2. Dr S. Kumar, "Total Quality Management", Laxmi Publications Ltd., New Delhi 2006.





