How Can Our Organization Lead Change to Improve Employee Engagement, Retention & Quality Measures?

Laura L. Simon, Master of Arts Candidate
Human Dimensions of Organizations, The University of Texas at Austin

Introduction

Our manufacturing plant is negatively impacted by:
- Process errors affecting quality outcomes
- Productivity and quality goals not being met
- A constrained production capacity burdened by quality issues
- High employee turnover in key manufacturing areas contributing to poor quality outcomes

The goal of this project was to:
- Research the literature to identify solutions for improving employee productivity, retention and quality outcomes
- Survey our employees on specific measures of job satisfaction including training and opportunity within the organization

Methods

Literature Review and analysis
Interviews with key employees in production
21-Question Employee Job Satisfaction Survey
Multivariate Analysis Related To:
- Employee Perception of Opportunities and Rewards
- Organizational Support for Training
- Employee Feelings about Training
- Employee Satisfaction Regarding the Training Received
- Employee Openness to Change in Training and Advancement

Survey Results

<table>
<thead>
<tr>
<th>Question</th>
<th>Opportunities and Rewards</th>
<th>Organizational Support</th>
<th>Openness to Change in Training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Question 1</td>
<td>5.43</td>
<td>2.8</td>
</tr>
<tr>
<td></td>
<td>Question 2</td>
<td>5.62</td>
<td>5.87</td>
</tr>
<tr>
<td></td>
<td>Question 3</td>
<td>4.07</td>
<td>5.89</td>
</tr>
<tr>
<td></td>
<td>Question 4</td>
<td>4.1</td>
<td>5.79</td>
</tr>
</tbody>
</table>

Employee scores indicate they are not provided enough opportunity for reward or advancement within the organization.

Employees gave a low score on how they feel supported by the organization concerning training for their jobs.

Employees overall findings regarding the role of training in their lives, indicate a weak connection to training and the purpose of training in their lives.

Employees scored highest on their openness to additional training and tying advancement to completion of training goals, indicating their openness to change in current training and advancement practices.

Conclusions

A review of the literature tells us:
- Employees need more opportunity and rewards within the organization for employees
- Increase training opportunities to enable employees to perform better and learn additional skills
- Develop more advancement and promotion opportunities tied to completion of training goals and attainment of quality measures
- Foster a “learning organizational culture” and intentionally hire employees who value learning and training

Acknowledgments

Dr. John Traphagen
Dr. Elizabeth Keating
Dr. Davida Charney
George Smith

Further Information

Laura L. Simon
laura@vandlmanagement.com

Literature Review:

Financial Support:

Laura L. Simon, Master of Arts Candidate
Human Dimensions of Organizations, The University of Texas at Austin

Further Information

Laura L. Simon
laura@vandlmanagement.com