



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

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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

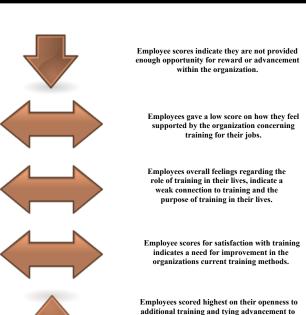
21-Question Employee Job Satisfaction Survey

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

Average of Feelings About Training - 5.67				
Employee Satisfaction w/Training				
uestion		6	10	13
tcomes		6.11	5.49	5.79
Average of Satisfaction w/Training - 5.79				
Employee Openess to Change				
uestion		9	15	
tcomes		6.11	5.83	

Average of Openess to Change - 5.97





Literature Review:

Arnold, Amelie E et al. "The Relationship Between Job Satisfaction and Productivity-Related Costs: a Longitudinal Analysis." *Journal of occupational and environmental medicine* 58.8 (2016): 874. Print.

Bartel, Ann. Formal Employee Training Programs and Their Impact on Labor Productivity: Evidence from a Human Resources Survey / Ann P. Bartel. Cambridge, MA: National Bureau of Economic Research, 1989. Print. Devi, Dr. V. Rama, and Mr. Nagurvali Shaik. "Training and Development – A Jump Starter For Employee Performance and Organizational Effectiveness." *International Journal of Social Science & Interdisciplinary Research* Vol. 1 Issue 7, July 2012 (SOSTEAS VD. Job Satisfaction and Promotions. *Industrial Relations*. 2011;50(1):174-194. doi:10.1111/j.1468-2232.2010.00630.

Lyons, Paul, and Marty Mattare. "AN ON-THE-JOB TRAINING APPROACH FOR THE VERY SMALL SME." Journal of business & entrepreneurship 23.1 (2011): 53—Pint

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completion of training goals, indicating

their openness to change in current training and

advancement practices.

Further Information

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