

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

Survey Results

Opportunities and Rewards				
Question	1	4	7	14
Outcomes	5.43	4.36	4.47	4.3
Average of Opportunities and Rewards - 4.67				

Organizational Support				
Question		2	5	11
Outcomes		5.62	5.13	5.09
Average of Organizational Support - 5.28				

Employees Feelings About Training				
Question		3	8	11
Outcomes		5.87	6.19	4.96
Average of Feelings About Training - 5.67				

Employee Satisfaction w/Training				
Question		6	10	13
Outcomes		6.11	5.49	5.79
Average of Satisfaction w/Training - 5.79				

Employee Openness to Change				
Question		9	15	
Outcomes		6.11	5.83	
Average of Openness to Change - 5.97				

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

Employee scores for satisfaction with training indicates a need for improvement in the organizations current training methods.

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:



The survey results provide opportunity for our organization to focus efforts on the following key outcomes:

- Provide more opportunity and rewards within the organization for employees
- Increase training opportunities to enable our employees to perform better and learn additional skills
- Develop more advancement & 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



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.

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Further Information

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