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COIMBATORE, 641 035, TAMIL NADU



DEPARTMENT OF AEROSPACE ENGINEERING

19MEE304 Total Quality Management

Topic: Employee Involvement and Engagement Initiatives in Industries

Introduction

- **Definition:** Employee involvement refers to the participation of employees in **decision-making, problem-solving, and continuous improvement** efforts.
- **Employee Engagement:** The emotional and psychological commitment of employees toward their organization's goals.
- **Importance:**
 - Increases **productivity and efficiency**.
 - Enhances **innovation and quality improvement**.
 - Reduces **turnover and absenteeism**.

Levels of Employee Involvement

1. **Informative Participation:** Employees are kept informed about company policies, goals, and progress.
2. **Consultative Participation:** Employees provide feedback on key issues through surveys and discussions.
3. **Decision-Making Participation:** Employees take part in making key operational decisions.
4. **Self-Managed Teams:** Employees have autonomy in organizing their work and making improvements.

Employee Engagement Strategies in Industries

A. Quality Circles

- Small groups of employees meet regularly to discuss and solve workplace issues.
- **Example:** Toyota's Quality Circles improve production processes.

B. Total Quality Management (TQM) Approach

- Encourages a culture of **continuous improvement**.
- Employees are actively involved in identifying quality defects.
- **Example:** Motorola implemented TQM to enhance Six Sigma processes.

C. Kaizen (Continuous Improvement) Initiatives

- Employees suggest small, continuous improvements in daily work.
- **Example:** Honda encourages all employees to propose process enhancements.

D. Suggestion Systems & Idea Platforms

- Employees submit suggestions for improving workplace efficiency.
- **Example:** Google's **20% Time Program** allows employees to work on innovative projects.

E. Employee Recognition & Rewards

- Performance-based incentives, awards, and promotions.
- **Example:** General Electric's Six Sigma certification and reward programs.

F. Cross-Functional Teams & Job Rotation

- Encourages skill development and knowledge sharing.
- **Example:** Tesla employs cross-functional teams for innovation.

Tools & Techniques for Employee Involvement

1. **Hoshin Kanri (Policy Deployment):** Aligns employee efforts with organizational strategy.
2. **Balanced Scorecard (BSC):** Measures engagement and performance metrics.
3. **Gemba Walks:** Managers visit workplaces to interact with employees.
4. **Employee Pulse Surveys:** Collects feedback on engagement and satisfaction.

Case Study: Employee Engagement at Toyota

- **Quality Circles:** Employees meet weekly to discuss process improvements.
- **Kaizen Philosophy:** Encourages continuous small improvements in assembly lines.
- **Employee Autonomy:** Workers can stop the production line if they detect defects.
- **Outcome:** Toyota maintains **high efficiency and minimal defects**.

Benefits of Employee Involvement

- ✓ Improved **quality and efficiency**.
- ✓ Higher **employee satisfaction and retention**.
- ✓ Increased **innovation and problem-solving**.
- ✓ Strengthened **company culture and teamwork**.

Conclusion

- **Employee involvement is critical for sustaining quality and competitiveness.**
- **Organizations that empower employees achieve higher engagement and innovation.**

- **Investing in engagement initiatives results in long-term growth and success.**