



IE407 Total Quality Management

Lecture 13



Instructor: Dr. Ali Ahmad

Reminder: SA grade

- ▶ SA grade will be determined by the attendance system
- ▶ More than 8 absents will automatically lead to SA grade
- ▶ Please be careful about your attendance in lectures





Besterfield Chapter 4: Employee Involvement



What Employees Want?

- ▶ A study attempted to find out about
 - ▶ What employees want?
 - ▶ What managers think what employees want?
- ▶ A number of job characteristics were provided to both employees and managers for ranking (arranging in order of importance)
- ▶ There was a marked difference between their rankings
 - ▶ See Table 4-1 on next slide



TABLE 4-1

What Employees Want

Factor	Employee Rating	Manager Rating
Interesting work	1	5
Appreciation	2	8
Involvement	3	10
Job security	4	2
Good pay	5	1
Promotion/growth	6	3
Good working conditions	7	4
Loyalty to employees	8	7
Help with personal problems	9	9
Tactful discipline	10	6

Source: Study by K. Kovich, *Advanced Management Journal*, as reported in the article by Theodore B. Kinni, "Motivating the Unmotivated," *Quality Digest*, March 1993.



Involving Employees

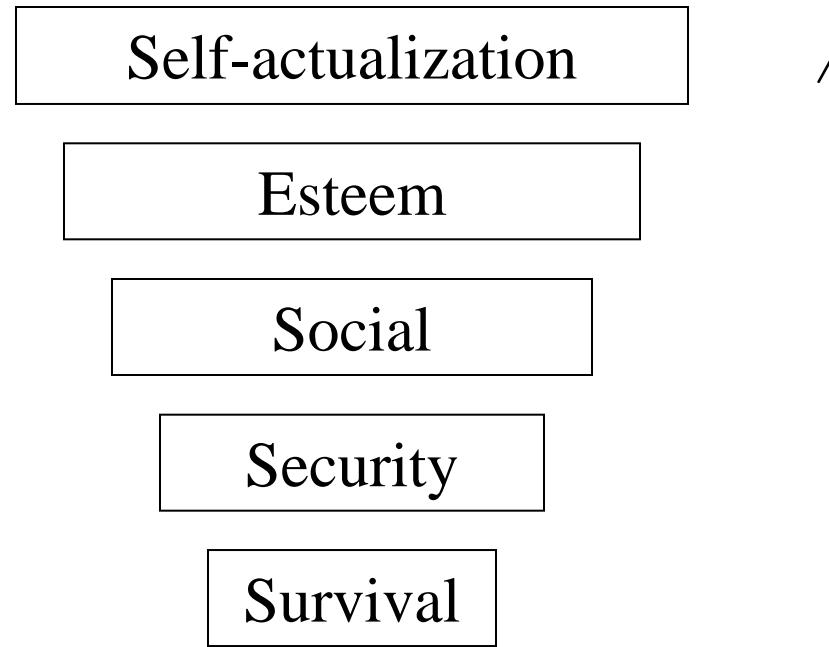
- ▶ Employees can be motivated to contribute their best by providing them what they want
- ▶ This can be done by involving employees in various improvement efforts
 - ▶ By making them members of teams
 - ▶ By providing them proper reward and recognition
- ▶ Greater quality and productivity can be achieved by involving employees
 - ▶ This further adds to employee satisfaction
- ▶ Japanese has used this approach and it has contributed to their leadership in quality





Theories of Motivation

Maslow's Hierarchy of Needs



Once a given level is satisfied it loses its attraction as a motivator



Maslow's Hierarchy of Needs - 2

- ▶ **Survival**
 - ▶ Food, clothing, and shelter
 - ▶ Proper lighting, heating/air-conditioning, ventilation, phone system, the Internet
- ▶ **Security**
 - ▶ Safe place to work, job security
 - ▶ Privacy, personal lockable storage, ergonomic furniture
- ▶ **Social**
 - ▶ Social interaction gives a person feeling of belonging
 - ▶ One feels important and needed (motivated) when made part of a team



Maslow's Hierarchy of Needs - 3

- ▶ **Esteem**
 - ▶ Recognition as a person of value to organization motivates him/her with the feelings of pride and self-worth
 - ▶ One way of recognizing is by seeking his/her advice or input into business matters or production processes
 - ▶ Another way is by giving employees control and freedom of their jobs by providing trust
- ▶ **Self-actualization**
 - ▶ Individual must be given the opportunity to go as far as their abilities will take them
 - ▶ Employee will feel motivated if he/she knows that the organization has a policy of promoting from within





Herzberg's Two-Factor Theory

Two-Factor Theory of Motivation

- ▶ **Motivators**
 - ▶ Recognition, responsibility, achievement, advancement, and the work itself
- ▶ **Dissatisfiers**
 - ▶ Low salary, minimal fringe benefits, poor working conditions, ill-defined organizational policies, and mediocre technical supervision
 - ▶ These are also called hygiene factors because these are preventable
- ▶ In general, dissatisfiers must be taken care of before motivators can be actuated



Two-Factor Theory of Motivation - 2

- ▶ Herzberg's dissatisfiers are roughly equivalent to Maslow's lower levels, and the motivators are similar to the upper levels



References

- ▶ Besterfield, Dale H. and others. 2019. *Total Quality Management*, 5th edition. Pearson India

