

An Employee Engagement Assessment of

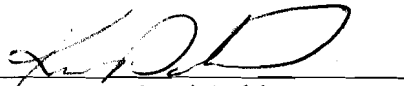
XYZ Manufacturing Company

by

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ABSTRACT

The purpose of this study is to collect data from the production employees at XYZ Manufacturing Company, on employee engagement. Production employees were asked to fill out a Q-12 survey developed by the Gallup organization to measure employee engagement (Buckingham and Coffman, 1999). This data was collected and analyzed in order to show the level of employee engagement within the production employees of XYZ Manufacturing Company.

XYZ Manufacturing Company is a suspension manufacture company. There are 239 production employees in assembly manufacturing. A total of 169 surveys were returned which is a 70.2% return rate.

The survey sample of the production employees was chosen because these are the employees that have the greatest influence on the production, quality, and changes in the current systems.

Employee engagement is a key driver for organizational success. High levels of engagement promote retention of talent, foster customer loyalty, and improve organizational performance. Engagement is influenced by many factors: workplace culture, communication, managerial styles, trust and respect (Lockwood, 2007).

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TABLE OF CONTENTS

	Page
ABSTRACT.....	ii
List of Tables	viii
List of Figures	ix
Chapter I: Introduction.....	1
Statement of the Problem.....	2
Purpose of the Study	2
Assumptions of the Study	2
Definition of Terms.....	3
<i>Limitation of the study</i>	3
Methodology	4
Chapter II: Literature Review	5
<i>Introduction</i>	5
<i>Definition of Culture</i>	5
<i>Strong and Weak Culture</i>	8
<i>Employee Engagement and Culture</i>	10
<i>Employee Engagement and Employee Satisfaction</i>	11
<i>Personal Psychology of change</i>	12
<i>Organizational Change</i>	15
<i>Lean system</i>	19
<i>Q-12 Survey Instrument</i>	22
Chapter III: Methodology.....	26
<i>Introduction</i>	26

Research and Design.....	26
Population and Sample	28
Q – 12 Survey Instrument.....	28
Data Analysis	31
<i>Ethics</i>	33
Summary	33
Chapter IV: Results.....	34
Introduction.....	34
<i>Quantitative Survey Questions</i>	36
<i>Qualitative Survey Questions</i>	69
<i>Summary</i>	72
Chapter V: Discussion.....	73
<i>Overview</i>	73
<i>Limitations of study</i>	73
<i>Conclusion</i>	73
<i>Survey Questions</i>	74
<i>Responses by Years of Service</i>	79
<i>Production</i>	80
<i>Recommendations</i>	82
<i>Quarterly Round Table Meetings</i>	82
<i>Communication of Successes</i>	83
<i>Recognition</i>	84
<i>Survey Questions to start working on</i>	85
<i>Recommendations for future research</i>	85

References..... 87

Appendix A: Consent Letter 91

Appendix B: Q -12 Survey Instrument 93

Appendix C: Qualitative responses..... 95

List of Tables

Table 1: Q12 Survey Questions by Category.....	32
Table 2: Production Employees work schedule.....	34
Table 3: Overall Satisfaction Mode and Median.....	39
Table 4: Know what is expected Mode and Median.....	41
Table 5: Do I have the Material and Equipment needed, Mode and Median.....	43
Table 6: Opportunity to do what I do best, Mode and Median.....	45
Table 7: Have I received recognition of praise, Mode and Median.....	48
Table 8: Someone cares about me, Mode and Median.....	50
Table 9: Someone encourages my development, Mode and Median.....	52
Table 10: My opinion seem to count, Mode and Median.....	54
Table 11: Do I know the mission or purpose of company, Mode and Median.....	56
Table 12: Mission/ Purpose of company, Mode and Median.....	59
Table 13: My fellow employees do quality work, Mode and Median.....	61
Table 14: Do I have a best friend at work, Mode and Median.....	63
Table 15: Someone talked to me about my progress Mode and Median.....	65
Table 16: Opportunities to learn and grow, Mode and Median.....	67

List of Figures

Figure 1: Survey responses by years of service.....	36
Figure 2: Number of responses by crew.....	37
Figure 3: Overall satisfaction by crew.....	38
Figure 4: Number of “5’s” received for overall satisfaction	39
Figure 5: Know what is expected of me at work	40
Figure 6: Number of “5’s” received for know what is expected of me at work	42
Figure 7: Having the right materials and equipment to do my job	43
Figure 8: Number of “5’s” received for do I have the right materials	44
Figure 9: Do I have the opportunity to do the best everyday.....	45
Figure 10: Number of “5’s” received for opportunity to do the best everyday.....	46
Figure 11: I have received recognition in the last seven days	47
Figure 12: Number of “5’s” received for have you received recognition.....	48
Figure 13: Someone cares about me at work.....	49
Figure 14: Number of “5’s” received for someone cares about me at work	50
Figure 15: Someone encourages my development.....	51
Figure16: Number of “5’s” received for someone encourages my development	52
Figure 17: My opinion seems to count.....	53
Figure 18: Number of “5’s” received for my opinion seems to count	55
Figure 19: Know the mission of the company	56
Figure 20: Number of “5’s” received for know the mission of the company	57
Figure 21: Does the mission make me feel my job in important	58
Figure 22: Number of “5’s” received for does the mission make my job important ...	59
Figure 23: Fellow employees are committed to quality work	60

Figure 24: Number of “5’s” received for Fellow employees are committed to quality work.....	61
Figure 25: I have a best friend at work	62
Figure 26: Number of “5’s” received for I have a best friend at work	63
Figure 27: Someone talked to me about my progress.....	64
Figure 28: Number of “5’s” received for someone talked to me about my progress....	66
Figure 29: I have the opportunities to learn and grow.....	67
Figure 30: Number of “5’s” received for I have opportunities to learn and grow	68
Figure 31: What you like most about the company.....	69
Figure 32: What you like least about the company	70
Figure 33: Does management support decision made.....	71
Figure 34: What changes do you recommend	72
Figure 35: Number of “5’s” received for all questions.....	80
Figure 36: Production to plan	81

Chapter I: Introduction

XYZ Manufacturing Company (throughout this research paper, the identity of the company will remain anonymous) is a publicly held, suspension manufacturer located in the upper Midwest. The Company has been a part of the Midwest manufacturing landscape since 1965 and has earned the reputation as one of the key suppliers of suspension assemblies. XYZ Manufacturing Company manufactures and develops product in four manufacturing sites in the upper Midwest.

Suspension assemblies are critical to the operation of the disk drive. They enable higher disk drive performance, with greater disk storage capacity, faster access to data and increased reliability. All suspension assemblies are manufactured with proprietary technology and processes. Technology leadership is critical to the survival of the company in this competitive and constantly changing disk drive industry. Keeping up with the development pace requires the company to manage advancing technology, advanced manufacturing process and challenging product requirements to keep ahead of the technology curve.

The assembly suspension manufacturing is extremely competitive. Only a few companies have survived the speed of change. XYZ Manufacturing Company has maintained the position as the leading suspension supplier while the number of US competitors dropped from 34 to zero. Today there are only three remaining competitors in the world.

The vision statement for the XYZ Manufacturing Company is “Creating value through a culture of excellence”(www.htch.com). Creating value starts by understanding what the customer values and knowing what is important to them. With that understanding the company can provide them with products and services that solve their problems. Culture and excellence includes a focus on the facts and the fundamentals, and outlook for continuous improvement and

an emphasis on innovation characterize the culture. People, who set high standards, take initiative and think and act like owners put this culture into action.

With the fast changing pace within the XYZ Manufacturing Company there is a need to assess how employee engagement affects culture and plays a role in a company. Culture can either propel a company forward or can hold a company back depending how strong or weak the culture is (Cameron & Quin, 2006). Without understanding the employee engagement and culture within the company it is difficult to know why XYZ manufacturing Company makes the decisions that they do. This research will help determine the impact that employee engagement has on implementing lean manufacturing in the company.

Statement of the Problem

With the increasing need of XYZ Manufacturing Company to implement a lean manufacturing system, an employee engagement assessment will be done to determine how employee engagement impacts change.

Purpose of the Study

The purpose of the study is to assess the employee engagement of the XYZ Manufacturing company. It is assumed that by assessing the type of engagement the company has, the information will help in the implementation of the lean manufacturing systems and other changes that this company has in its future.

Assumptions of the Study

During the duration of the study, XYZ Manufacturing Company will be implementing lean manufacturing system. It assumes that by understanding the employee engagement at XYZ Manufacturing Company, a better understanding of how to implement a lean manufacturing system will be determined. Additional assumptions includes:

- Employees will be willing to openly and honestly respond to the survey and provide accurate results.
- The researcher will successfully evaluate the information received and produce meaningful and useful findings.

Definition of Terms

Change. To make or become different (Merriam Webster, 2003).

Culture. Includes the written and the unwritten rules that shape and reflect the way an organization operates (Martin, 2002, p23).

Employee Engagement. “The extent to which employees commit to something or someone in the organization, those who are loyal and productive ”(Lockwood, 2007, p2).

Lean Manufacturing. “A five step process: define customer value, define the value stream, making it a pull flow, striving for excellence.” (Liker, 2004, p13).

Toyota Production System (TPS). “All we are doing is looking at the time line from the moment the customer gives us an order to the point when we collect the cash. And we are reducing that time by removing the non-value-added waste” (Ohno, 1988, p49).

Value. “Capability provided to a customer in the right time at the appropriate price, as defined in each case by the customer” (Womack & Jones, 2003, p353).

Value Stream Mapping. “Identification of all the specific activities occurring along a value stream for a product of product family” (Womack & Jones, 2003, p353).

Limitations of the Study

1. The results of this study are limited to the XYZ Manufacturing Company.
2. Study will only include the Assembly Production floor of XYZ Manufacturing Company at one manufacturing site.

3. The results will be based on the data collected from the surveys.
4. Two weeks before the survey was given the XYZ Manufacturing Company communicated to the employees that a third site of manufacturing would be opening overseas within the next 12 to 18 months.

Methodology

The researcher will assess the culture of XYZ Manufacturing Company by using a qualitative and quantitative approach for collecting data. In order to assess the organization's culture the researcher chooses to gather data from the production employees that work for XYZ Manufacturing Company. Questions one and two of the survey were created to collect general employee data from what crew the employee works on and how long the employee has worked for the company. Questions 3-15 were taken from a survey that was created by the Gallup Organization to determine employee engagement of XYZ Manufacturing Company (Buckingham & Coffman, 1999). Over the last 25 years Gallup researchers have conducted thousands of focus groups across a variety of industries (Buckingham & Coffman, 1999). The methodology underlying this research has been centered on the study of Gallop's many successes across a variety of businesses. In the Gallup survey they develop measures of employee perceptions, and focused on the important human resource issues on which managers can develop specific action plans. In these studies they developed 13 Core statements that evolved from a number of qualitative and quantitative studies (Buckingham & Coffman, 1999). These 13 statements cover employee satisfaction/loyalty, profitability, productivity, and turnover.

The last four questions on the survey are qualitative. The answers to these questions will be coded and tabulations will be completed for each of the questions. Data will be reported in frequencies and percentages for each group.

Chapter II: Literature Review

Introduction

The purpose of the study is to assess the employee engagement of the XYZ Manufacturing Company. It is assumed that by assessing employee engagement the company has, the information will help in the implementation of the lean manufacturing systems and other changes that this company has in its future. The focus of this review of literature is to define organizational culture and how employee engagement effects the organizational culture. It will also review why change is so hard to implement and some ways change can be implemented into a company.

Definitions of Organization Culture

Organizational Development professionals have different beliefs in the exact meaning of organizational culture, however most do agree that culture is an important factor for the over-all successful performance of an organization. Martin (2002) defines culture as “ a set of understandings or meanings shared by a group of people. The meanings are largely tacit among the members, are clearly relevant to a particular group, and are distinctive to the group” (p.57).

Cameron and Quin (2006) found the following “Culture is often ignored because many elements are often undetectable. People and organizations are unaware of the culture until it is challenged, until they experience a new culture, or until it is made overt and explicit through, a framework or model” (p.16). Organizational culture refers to the taken-for-granted values, underlying assumptions, expectations, collective memories, and definition present in the organization. It represents “how things are round here” (Cameron & Quin, 2006, p16). An organizational culture is reflected by what is valued, the leadership styles, the language and the

symbols, procedures and routines, and the definitions of success that make the organization unique.

Edger Schien (1992) was one of the first researchers in organizational culture. He looked at culture in a variety of ways including observing behavioral regularities, norms, philosophy, rules and climate feeling. According to Schien (1992) culture is:

A pattern of basic assumptions – invented, discovered or developed by a given group as it learns to cope with its problems if external adaptation and internal integration- that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems (p.9).

Schien also suggests that one should not only define culture, one needs to also understand the culture. One must understand individual performance along with organizational performance to fully understand the culture of the organization (Schien, 1992). A culture provides employees with beliefs, values, and norms within an organization (Cameron& Quin, 2006). Culture tends to be very “visible and feelable,” (Schein, 1992, p24) meaning culture is a part of the organization which people can see as they enter an organization.

Schein (1992) and Kotter and Heskett (1992) perceived that the organizational culture in a company as having two levels, a visible level and the invisible level. These two levels differ in terms of the visibility and their resistance to change, but they coexist together within a company.

At the visible level new employees are encouraged to follow visible behaviors once they begin working at a company. These also can be important concerns and goals that are shared by most of the people in the group. Group members tend to behave in ways that teach these practices to new members, rewarding those that fit in and sanctioning those that do not (Kotter &

Heskett, 1992). Visible culture is still tough to change, but not nearly as difficult as invisible culture.

Invisible levels of culture are harder to see and change. This group tends to shape group behavior that persists over time even when there are changes in the group of members (Kotter & Heskett, 1992). This level of culture can be extremely difficult to change, because group members are often unaware on many of the values that hold them together (Kotter & Heskett, 1992). The invisible level in an organization includes the basic assumption such as human natures, activities, and relationships along with the reality; space and time that are all taken for granted (Schein 1992). Each level of culture has a tendency to influence the other. This stands out the most in terms of shared values that influence the group's behavior.

Ideas or solutions that become ingrained in a culture can begin anywhere. They can start from the bottom or the top of the organization. The companies with a strong corporate culture seem to be associated with the founder or other early leaders who articulate it as a vision, business strategy or a philosophy (Kotter & Heskett, 1992). All companies have multiple cultures within the organization, usually associated with different functional grouping or geographic locations (Kotter & Heskett, 1992). Within organization sub-units such as functional departments, product groups, hierarchical levels, or even teams may reflect their own unique cultures. It is common that in organizations conflicts may occur between Marketing and Manufacturing or Human Resources and Labor because each subgroup has developed there own perspective, with it is own set of values, which creates it's own culture (Cameron & Quin, 2006). If these subgroups have there own identity that does not align with the organizations, it can foster alienation and conflict between subgroups.

Strong and Weak Culture

Strong cultures can have powerful influence on a company's outcomes. Kotter and Heskett (1992) found that corporate culture could have a significant impact on a company's long term economic performance. According to Kilmann (1985) three features of culture determine its strength. These three features of culture are: "1. Thickness – how many important shared assumptions there are. 2 - extent of sharing - how widely these assumptions are shared in the organization 3 – clarity of ordering – how clear it is that some questions are more important than others" (Kilmann, 1985, p 236). The thicker, more widely shared and clearly ordered the more profound influence on organizational behavior (Kilmann, 1985). Others perceive organizations with strong cultures as having high performance, because they create a level of motivation in employees. Involving people in decision-making and recognizing the contributions are two examples of elements in strong cultures (Kotter & Heskett, 1992). Strong cultures can also be destructive to an organization. If the leader sends the firm in the wrong direction, it could lead the organization down the wrong path (Kotter & Heskett, 1992). The power in this culture could lead to disastrous results.

According to Schein these are some traits in the strong organizational culture. In a strong culture the focus is on people rather than on systems. Leaders and managers believe that there people and will learn, and the employees will value learning and change (Boyett & Boyett, 1998).

Also in a strong culture it makes people believe they can change their environment. People hold the belief that they have the capacity to change their environment and ultimately they make their own fate.

In a strong culture the organization makes time for learning. Some slack time is not only allowed but desired so that it can be used for learning. This culture also encourages open communication. Managers and employees have a shared commitment to open and extensive communication. The organization has spent some time helping people develop a common vocabulary so that communication can occur. People have a shared commitment to tell the truth. A strong culture believes in teamwork. People share the belief that trust, teamwork, coordination and cooperation are critical in the success of the organization.

In a weak culture Schein believes that these are some of the traits that you will find in an organization (Boyett & Boyett, 1998).

One of the first traits he sees is the organization focuses on systems rather than on people. Leaders and managers are engineers who are preoccupied with creating and maintaining systems that will be free of human errors. The key theme of this culture is to design humans out of the system rather than into them. Another trait that is seen in a weak culture is it allows people to change only when that must. People in the organization are reactive rather than proactive. The organization and people only change in response to outside forces that are seen as threats. People focus on solving problems rather than creating something new.

A weaker culture has a tendency to be lean and mean. The organization is busy with short term coping and adapting. Being lean and mean dominated the thinking of leaders and managers. The idea of slack time for the uses of learning is unthinkable.

This type of organization also restricts the flow of information. Financial and other information is kept from all those who do not have the need to know. People keep relevant information to themselves, to protect the power position.

One of the last traits in the weak organization culture is that the organization believes in individual competition. Individual competitions are received as the natural state and the proper route to power and status. There is a cultural bias toward rugged individualism. The lone problem solver is seen as a hero. Teamwork is viewed as a practical necessity but not something that is desirable.

Employee Engagement and Culture

Lockwood (2007) believes that employee engagement is a key business driver for organizational success. High levels of employee engagement within a company promote retention of talent, foster customer loyalty and improve organizational performance. It is also a key link to customer satisfaction, company reputation and overall stakeholder value. Employee engagement can be influenced by many factors. These factors are workplace culture, organizational communication and managerial styles, trust and respect, and leadership and company reputation.

The workplace culture sets the environment for employee engagement. Is the culture in the organization so focused on getting ahead that the employee is left out of the strategy? Research has shown that a fully engaged workforce is more efficient, delivers higher levels of customer satisfaction, attains higher productivity levels, and ensures lower turnover rates, which all translated into improved overall performance (Buhler, 2006). Today businesses are witnessing unprecedented changes in an increasing global marketplace. As companies face this environment the ability to attract, engage, develop and retain talent will become increasingly important (Lockwood, 2007).

Employee engagement can be considered as cognitive, emotional and behavioral. Cognitive engagement refers to employees' beliefs about the company, its leaders and the

workplace culture. The emotional aspect is how employees feel about the company, the leaders and their colleagues. The behavioral factor is the value added component reflected in the amount of effort employees put into their work (Lockwood, 2007).

Workplace culture sets the tone for employee engagement. Research shows that organizations that provide a workplace culture with the psychological conditions of job enrichment, work-role fit, supportive manager and co-workers, and resources available are more likely to have engaged employees. Employee loyalty must be earned through a culture of respect and integrity, and learning and development (Lockwood, 2007).

Some of the barriers of employees' engagement are often in a form of rules. By operating in a black-and-white world rules can prevent efficiency, do not promote a positive and engaging work environment, and may damage the ability of an organization to act quickly. Importantly, barriers can prevent customers from getting what they need (Lockwood, 2007).

Employee Engagement same as Employee Satisfaction

According to Meisinger,(2007) it is generally believed that high levels of employee satisfaction translate into increased employee engagement. Lau & May (1998), also agree that employee satisfaction is essential to implementing high performance work systems, which often contribute to a company's financial performance. Financial performance can not be sustained unless there is employee satisfaction, innovation, productivity, product quality, and customer service. Satisfaction is largely influenced by the value of services provided to customers. Satisfied loyal and productive employees create value. Employee satisfaction in turn results from high quality support services and policies that enable employees to deliver results (Lau & May, 1998). Employee satisfaction is mostly driven by the internal quality of the working environment

as measured by the feelings employees had towards their job, fellow employees, and companies (Mesinger, 2007)

Personal Psychology of Change

The very thought of making change is something that can introduce feelings of dread and fear throughout an organization, which often stimulated resistance. Most people resist change.

According to Boyett & Boyett there are six reasons for resistance to change.

1. Perceived Negative Outcome
2. Fear of more work
3. Habits must be broken
4. Lack of communication
5. Failure to align with the organization as a whole
6. Employee rebellion (1998, p.52).

At the same time, “change is an exciting, vital process and keeps organizations from becoming outdated” (Flanning 2001, p.1). According to Flanning organizations are driven by two cycles of change.

- 1) The desire or philosophy to be the highest quality, best, first of leader in the industry.
- 2) Painful circumstances such as high turnover, loss of revenue, loss of industry position (2001, p.3).

Little happens if there are no real motivations to change. One must create the desire for change. Flanning (2001) in her article indicated that:

People in organizations fall into a bell curve, you have 25% people in your organizations who are early adapters and change agents. They are visionaries, forward thinkers and influencers. Then about 50% of your organization’s people will change with

some training, good rational and encouragement. Then you have about 20 to 25% who are the nay sayers, stuck in the mud, negative and unhappy people. They'll try to bring everyone down to their level (p.4).

To create the desire to change, one must first create awareness of the need to change. Most people will not change their viewpoints, habits or behaviors unless they are motivated to do so. As long as the rewards of staying the same remain greater than the rewards of changing, the organization will likely stay the same (Hall & Hord, 2006).

As people change they go through a set of steps or stages. The Concerns Based Adoption Model (CBAM) defines these steps or stages (Hall & Hord, 2006). The stage of concern stems from the understanding that an individual involved in any type of change goes through a series of perceptions ranging from personal views to the overall effects of the change. In this study it is understood that in order to reach the goal of successful change a persons concerns must be acknowledged.

CBAM has identified seven kinds of concerns people have as they adopt a new idea or practice (Hall & Hord, 2006).

The first stage of concern in the CBAM is awareness. In this stage people have little concern about or involvement with the change. These people might even say, "I am not concern about it" (Hall & Hord, 2006, p139).

The second stage in the model is informational. People are interested in the general awareness of changes. Employees are unworried about themselves and the change ahead. Employees in this stage are interested in the general characteristics, effects and requirements for

use. At his stage an employee may ask to know more about the change ahead (Hall & Hord, 2006).

The third stage in the stages of concern model is personal. In the personal stage people are uncertain about the demands of the change, how they are going to meet the demands and their role in the change. Employees may analyze their roles in relation to the reward structure, decision-making and consideration of potential conflicts with either existing structures of personal commitment (Hall & Hord, 2006). At this stage an employee may ask 'How will using the change affect me?' (Hall & Hord, 2006, p139).

The fourth stage is the management. In this stage Hall & Hord (2006) believe that the employee focus is on the process and the tasks of using the change process and the best use of information and resources. Issues related to the efficiency, organizing, managing, scheduling and time demands are the most important (Hall & Hord, 2006). An employee at his stage may say "I seem to be spending all my time getting materials ready?" (Hall & Hord, 2006, p139).

The fifth stage is consequence. This is the stage that the employees focus their attention on the impact of the change. In this stage the evaluation of employee concerns, including performance and employee outcomes. In this stage the question would be asking, "How is it affecting my employees" (Hall & Hord, 2006, p139).

The sixth stage in the Stages of Concern is Collaboration. In this stage employees focus on coordination and cooperation in other regarding the use of the changed procedure. Employees at this stage would be asking "How can I relate what I am doing to what others are doing". (Hall & Hord, 2006, p139).

The final stage is the refocusing. Employees at that stage begin to focus on exploration or more benefits from the change procedure. They may have created alternatives to the existing

form of the change process that could be more powerful alternative to the process. Employees at this stage may say “I have some ideas about something that would work even better” (Hall & Hord 2006, p139).

Organization Change

As stated by Hall & Hord (2006) change is a process not an event. Change is not accomplished by having a one-time announcement by a leader or a two-day training workshop. Change is a process through which people and organizations move as they gradually come to understand and become skilled and knowledgeable in the use in the new ways. Failure to address key aspects on the change process can either add time to the change events or even prevent the successful implementation.

Many leaders want to make the changes quickly. This means that there is little time to learn about and understand the new way. Chances are that when people must change, and they stop doing the things they do well and in fact like doing, which can create a sense of anxiety. This is what leaders see as resistance to change, a way employees show a loss of favorite and comfortable ways of performing a task (Hall & Hord, 2006).

In order to start the change process it is necessary to persuade the people of the organization the need for change. If there is not a sense for the need to change, evidence will be needed to convince them that the current way of doing things is not working. This data may be available, however if not it will need to be collected. People will need the opportunity to work through the problems, understand how their beliefs and values may be a part of the problem. In order to make change effective, several principles of organizational change must be kept in mind. According to Kotter (2002) there are eight steps to follow to create change within an organization.

The first step according to Kotter (2002) is that the organization and the appointed team must show an increased urgency for the change. They need to show the rest of the organization need for change that people can actually see, touch and feel. They may need to bring in evidence from the outside to the organization that the change is required. This team should never underestimate how much complacency, fear, and anger exists, even in good organizations.

The second step in the change process is building the guiding team. This team should show enthusiasm and commitment to help draw the right people in the group. This group needs to be the model for the trust and teamwork within the organization. Team meetings should be formatted to minimize frustration and increase trust in the change process.

The third step in the change process is to get the vision right. The visions that are clear and can be spoken in one minute or written on one page. The vision should be created to guide the action in all the remaining staged of change.

The fourth step in creating change is great communication. Communicate to the employees affected, but keep the communication simple. Speak to anxieties, confusion, anger and distrust. Clean up the communication channels of junk so the important messages can go through. If you have communicated the message once communicated it again.

The fifth step to make change within an organization is to empower actions of employees. Organizations should use recognition and reward systems that inspire, promote optimism and build self-confidence within employees. Feedback to all levels of employee can help people make better decisions. Also find an individual with change experience, the can increase people self-confidence.

The sixth step in creating change in an organization in to create short-term wins. These short-term wins should be as visible as possible to as many employees and possible. These early

wins should come fast to show progress is being made. These early wins should be meaningful to others and the more meaningful the better to create momentum. Early wins speak to the powerful players those that support you in the change process and those whom you have not won over yet. These wins can be achieved cheaply and easily, even if they seem small compared with the grand vision.

Step number seven is do not let up. Always look constantly for ways to keep the urgency up. Use new situations to launch the next wave on change. Continue with wave after wave of change, not stopping until the vision is reality.

The final step in the change process and step number eight is making change stick. Change process is not over until the change has roots. Use new employee orientation to compellingly show recruits what the organization really cares about. Use the promotion process to place people who act according to the new norms into influential and visible positions. Tell stories over and over about the new organizations, what it does and why it succeeds. Make absolutely sure you have the continuity of behavior and results that help a new culture grow.

(Kotter, 2002, p.3.)

Other critical means for change and managing culture include:

- Establish a need to change.
- Create a clear, compelling vision the shows people how their lives will be better.
- Go for true performance results and create early wins.
- Communicate, communicate, communicate and communicate some more.
- Build a strong committed guiding coalition that includes top management.

- Keep it complex, stupid.
- People do not resist their own ideas (Boyett & Boyett, 1998, pg. 57–72).

Kee (2003) has suggested effective ways to manage change:

- Communicate the reason to change, the direction and goals.
- Establish an atmosphere of open communication.
- Introduce change gradually whenever possible.
- Ask of accountability of to each for maintaining high morale.
- Be in tune to difficulties some may be experiencing.
- Encourage acceptance and focus on positive opportunities.
- Ask for their input, Give feedback and take action.
- Encourage teamwork.
- Be a role model.
- Encourage people to be solutions focused, not problem focused.
- Take the time to train.
- Alleviate job pressure by adding humor to the workplace (2003, pg. 16-22).

According to Kotter (2002), Boyett (1998), and Kee (2003) In their individual examples of how to manage change they all agree on the three items to create change. The first one is that to change you must establish a need for change. This change must be communicated to the give

the reason for the changes and the directions, new goals of the organization, and show how the employee fits into their new roles.

The second item all three agree on is that there should be open communication between all employees. This communication should speak to anxieties, confusion, anger and distrust. Keep the communication channels open so messages can get through. As Kotter (2002) states if you think you communicated the message communicated some more.

Kotter (2002), Boyett (1998), and Kee (2003), also agree on that the change process needs to include the employees. Encourage people to be solutions focused, not problem focused. Take time to empower the employee actions by promote optimism and building self-confidence. Employees do not resist their own ideas.

Lean system

Toyota developed the Toyota Production System (TPS) after World War II. Toyota needed to produce a variety of vehicles on the same assembly line to satisfy the customers. This was the key to their operations flexibility. This helped make Toyota realize that when you cut lead time, and focus on keeping productions lines flexible you can get higher quality, better customer responsiveness, productivity, and better utilization on the equipment and space (Liker, 2004). Since then in the 1940s and '50s Toyota focused on eliminating the wasted time and material from every step in the production process. This was from the raw material to finished goods. This was designed to address the same conditions today in most companies fast, flexible process the give customers what they want when they want it, at the highest quality and affordable cost” (Liker, 2004, p.9). A focus on flow has continued for Toyota’s success into the 21st century.

The TPS has identified seven major types of non-value adding waste in business of manufacturing process. These wastes can be applied to product development, order taking, and office, not just the production lines. According to Liker (2004) the eight wastes are as follows:

1. Over Production. Producing items for which there is no orders or demand for. This waste creates costs of overstaffing, storage, and transportation cost that become excess inventory

2. Waiting. Employees just watching a machine, waiting for the next process step, tool, supply, part. Waiting could also be having no work because of stock outs, processing delays and equipment down time.

3. Unnecessary Transportation. This waste is carrying work in process (WIP) long distances, creating inefficient transportation and moving of material, part of finished goods into or out of storage or between processes.

4. Over Processing or Incorrect Processing. This is taking unneeded steps to process the parts. This processing is due to poor tool and product design, causing unnecessary motion and production defects

5. Excess inventory. Excess raw materials, WIP, of finished goods causing long lead times, obsolescence, damaged goods, transportation and storage costs and delay. Extra inventory can hide problems in production imbalance, late deliveries from suppliers, defects and equipment downtime and long set up times.

6. Unnecessary Movement. This is any wasted motion employees have to perform during the course of their work. Such as looking, reaching or stacking parts or tools. Also walking is a waste in this level.

7. Defects. The production of defective parts during manufacturing process and the correction of those parts. This would be rework, scrap, and replacement production.

There are different tools and techniques developed to implement lean manufacturing processes, such as Kanban systems, just-in-time, production smoothing method, standardization of operations, automation, work cells, Kaizen and 5-S (Womack & Jones, 2003).

The 5-S training is usually used as an integral part of the overall lean manufacturing process. The concept of 5-S was developed by Takashi Osada in the early 1980s (Womack & Jones, 2003). The 5-S practice is a technique to establish and maintain a quality environment in a workplace and consists of five elements: Sort, Straighten, Shine, Standardize and Sustain (Womack & Jones, 2003).

- Sort means separating things that are needed from the ones that are not and “keeping the number of necessary ones as low as possible and at a convenient location” (Womack & Jones, 2003).
- Straighten means making a system where one can find things and put them back as fast as possible, increasing time-efficiency.
- Shine means keeping tools and work environment clean and uncluttered.
- Standardize means establishing a routine of maintaining work environment clean and neat.
- Sustain means creating a workplace with good habits where everyone is taught how to sustain the former four S’s and is encouraged to practice (Womack & Jones, 2003)

Applying the lean concept requires restructuring and reinventing every aspect of a company’s production and management processes. Thinking lean can be a considerable challenge for any industry, not because it is difficult but because of issues that have more to do with people, industry culture and change (Ndahi, 2006). Companies will have to move to a

culture based system where everyone understands and bears some responsibility for the production process. This means all workers are informed and empowered to make improvements appropriate to their level as assigned responsibility. The lean concept must go beyond the restructuring of one or two of the production process, but must extend to all facets of the industry (Ndahi, 2006).

Although lean concepts are not the answer to all manufacturing problems, most companies that adopted the lean strategy are reporting encouraging results. Some of these results include 50% waste reduction, improved quality and inspection by 92%, labor 50%, inventory 50%, and production capacity increased of 50% (Ndahi, 2006).

Q-12 Survey Instrument

Gallup assembled a group of people to examine the one million employee interviews in the databases. The hundreds of questions have been asked over the decades. This data was analyzed to find which survey questions were the most powerful in explaining workers' motivations on the job (Buckingham & Coffman, 1999). The 12 questions today are measured in 41 languages and 114 countries, in industries as varied as electrical utilities, retail stores, restaurants, hotels, hospitals, paper mills, government, banks and dozens of others (Wagner & Harter, 2006). The following are the 12 questions on the survey and the background of what the question is looking for.

1. Do I know what is expected of me at work.

Is more than a job description, it is detailed understanding of how what one person is supposed to do fits in with what everyone else is supposed to do, and how those expectations change when circumstances change (Wagner & Harter, 2006).

2. Do I have the material and equipment I need to do my work right.

Data has shows that there are few things more frustrating than to want to make a difference at work, and then be held back by inadequate resources. A materials and equipment issue is what can create stress in the work environment (Wagner & Harter, 2006)

3. At work, do I have the opportunity to do what I do best everyday.

A resent study found if companies focused on maximizing natural talents of their employees this can increase engagement by an average of 33% each year (Wagner & Harter, 2006).

4. In the last seven days, I have received recognition or praise for doing good work.

In recent research it was discovered that our attentions is automatically drawn to negative information more strongly than it is drawn to positive information. So it should not be surprising that the majority of managers and companies are quicker to swat down a problem than they are to praise a great performance. Without an effort to maintain recognition, the negative events will continually jump in line before the positive one (Wagner & Harter, 2006).

5. My supervisor, or someone at work, seem to care about me as a person.

One of the crucial questions for a team leader trying to get the most from his people is whether that form a cohesive, cooperative, self sacrificing, and can motivated (Wagner & Harter, 2006).

6. Is there someone at work who encourages my development

According to Wagner and Harter (2006) it is difficult to get a positive result in any other question until you see improvement on this question. This is a higher

degree of interpersonal communication. This can be developed by have a mentor for each employee.

7. At work my opinions seem to count.

Welcoming employee opinions produces greater feelings of inclusion among workers. It also highly correlated with feeling that employees are treated with respect, and that the company treats the workforce fairly (Wagner & Harter, 2006).

8. Does the mission/purpose of the company make me feel my job is important.

If a job were just a job, it really would not matter where someone worked, but the employee searches for meaning in the job. The worker will look for something in which to believe in (Wagner & Harter, 2006).

9. My associates (fellow employees) are committed to doing quality work.

If a team lacks a strong work ethic and a sense of responsibility to each other, the group becomes a convenient place to hide, to push a little work to the other employee, or to point fingers when a project does not hit its deadline (Wagner & Harter, 2006).

10. Do I have a best friend at work

The managers should encourage friendships in the workplace by creating the conditions under which such relationships thrive. It is important to put people together who's personalities that will gel. We want people that will communicate well first of all, but secondly be friends (Wagner & Harter, 2006).

11. In the last six months, someone at work has talked to me about my progress.

The statement does not specify an official review, but an appraisal can be one ingredient in creating feedback. Feedback should be a continuous process throughout the year (Wagner & Harter, 2006).

12. This last year, I have had the opportunities at work to learn and grow.

When employees feel they are learning and growing, they work harder and more efficiently. When employees are learning there is a strong relationship to employee engagement and increase loyalty and profitability from the employee (Wagner & Harter, 2006).

Chapter III: Methodology

Introduction

At the XYZ Manufacturing Company the market share and the competitive advantage has not been increasing for some time. To increase this market share XYZ Manufacturing Company has initiated lean manufacturing into the company. Therefore it will be important to examine how employee engagement will effect the lean manufacturing way of thinking. To do so requires an assessment of the production workforce those will have an overall effect on the new intervention.

Research Design

The type of research design used for the study is both qualitative and quantitative. The researcher used a survey developed by the Gallup Organization, during the spring and summer of 1998 for the quantitative portion of the survey. Over the last twenty-five years the Gallup Organization has interviewed more than a million employees, and has asked each of them hundreds of different questions on every aspect of the workplace. Gallup used these questions to find to a few questions that would truly measure the strong workplace. To develop this measuring devise Gallup used a combination of focus groups, factor analysis, regression analysis, concurrent validity studies, and follow-up interviews (Buckingham & Coffman, 1999). By using these measuring devises Gullup developed a survey of twelve questions. These twelve questions measure the core elements needed to attract, focus, keep the most talented employees, and measure the strength of the workplace (Buckingham & Coffman, 1999).

The qualitative part of the survey the researcher developed four open-ended questions for the participants to answer. These question will give the participants a chance to open express

their views and opinions. Answers to these questions will be coded and tabulations will be completed for each of the questions. Data will be reported in frequencies and percentages for each group.

The researcher in the design and the distribution of the survey took the following steps.

1. Researcher review and study's purposed and objectives to identify the information needed.
2. Researcher identified the employees who have the needed information (population).
3. Researcher selected the sample of the population. This was based on the number of production employees currently working during the weeks of January 8, 2008 to January 18, 2008.
4. Researcher used an adapted Gallup Organization survey tool to measure employee engagement in the workplace.
5. Survey was tested with a group of people to validate the surveys directions, questions, and format.
6. Survey was modified from the feed back received from the test group.
7. Researcher validated the survey with the XYZ Manufacturing Company Management Team.
8. Researcher applied for and received Institutional Review Broad (IRB) approval to conduct the survey.
9. Research reserved conference rooms during all four crews for the bi-weekly meetings.

10. Researcher reserved 15 minutes within each of the bi-weekly crew meetings. During the meeting the survey was explained and the consent form was read to each group of participants. Each group was told that the survey was voluntary and confidential.
11. Researcher provided extra surveys in the Supervisor office area for those employees that could not attend, but still wants to participate.
12. Research processed and analyzed data.

Population and Sample

The total population for the survey was 239 production employees. The employees were invited to the voluntary bi-weekly production meeting. There were 169 employees that attended which were 70.2% of the population. Out of the 169 employees that attend 100% participated in the survey. This population was selected for the study because they are the individuals that have the most influence on the lean manufacturing system now being implemented at the XYZ Manufacturing Company.

Q-12 Survey Instrument

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- 1 Do I know what is expected of me at work.

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When employees feel they are learning and growing, they work harder and more efficiently. When employees are learning there is a strong relationship to employee engagement and increase loyalty and profitability form the employee (Wagner & Harter, 2006).

Data Analysis

The researcher will assess the employee engagement of XYZ Manufacturing Company by using a qualitative and quantitative approach for collecting data.

The first questions of the survey are quantitative. The data was obtained from the bi-weekly crew meets that were held. Data was then entered into an Excel spreadsheet. Once the data was entered data was annualized using frequency counts, percentages, mean, and standard deviations. Questions will also be grouped and tabulated as to the research of Gallup.

Every one of the twelve questions from the Gallup organization is linked to at least one of the four business outcomes: productivity, profitability, retention and customer satisfaction. Most of the questions have links to two or more business outcomes. Ten of the twelve questions are

linked to the productivity measure. Eight to the twelve questions showed a link to the profitability measure. Five of the twelve questions have a link with retention. For the customer satisfaction there are six questions out of the twelve linked to customer satisfaction (Buckingham & Coffman, 1999) Table 1.1 provides a break down of the questions and the business outcomes they are linked to.

Table 1

Q-12 Survey Questions by Category

Questions	Customer Satisfaction	Profitability	Productivity	Retention
1) Overall Satisfaction		X	X	X
2) Know what is expected	X	X	X	X
3) Material / Equipment			X	X
4) Opportunity to do what I do best	X		X	X
5) Recognition / Praise	X	X	X	
6) Cares about me	X	X	X	X
7) Encourages development		X	X	
8) Opinions Count		X	X	
9) Mission/purpose			X	
10) Committed to Quality		X	X	
11) Best friend	X		X	
12) Talked about progress	X		X	
13) Opportunities to learn and grow		X		

The last four questions on the survey are qualitative, the answers to these questions will be coded and tabulations will be completed for each of the questions. Data will be reported in frequencies for each group.

Ethics

The researcher used human subjects to conduct the study. There was no part of the research project that was done without careful scrutiny. The ethical research standards for this research project were described in the research principles in the ethical standards code developed in 1973 and have been revised in 1982. These guidelines are to give consideration of fairness, honest, openness of intent, and the disclosure methods to the human subject. The researcher also must also give respect for the integrity of the individual and is the obligation of the researcher to guarantee the individual privacy, and inform willingness on the part of the subject to participate voluntarily in the research activity (Kimmel, 1988).

Summary

This chapter discussed the research methods used for the study including research design, population, and samples.

Chapter IV: Results

Introduction

The purpose of the study is to assess the employee engagement of the XYZ Manufacturing company. It is assumed that by assessing the type of employee engagement the company has, the information will help in the implementation of the lean manufacturing systems and other changes that this company has in its future.

This chapter reports on the results from the employee engagement survey at XYZ Manufacturing Company. The convenience samples consisted of 239 production workers available to take the survey. The production employees consisted of 4 shifts. These shifts are, Crew A hours are from 6:00 AM to 6:00 PM, Crew B hours are from 6:00 AM to 6:00 PM, Crew C from 6:00 PM to 6:00 AM, Crew D from 6:00 PM to 6:00 AM. These crews do not rotate from days to nights, if an employee is on nights her/she will be on night until either they post for a new position, or are moved to a day crew position because there has been an opening. These crews have a following schedule work two days, off two days, work three days, off two days, work two days, off three days. Table 18 shows a two-week rotating work schedule for a production employee.

Table 2

Production Employees work schedule

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	X	X			X	X
X			X	X		

At the time of the survey there were 63 production employees on Crew A, 61 production employee on Crew B, 55 production employees on Crew C, and 60 production employees on D Crew. Out of the 239 production employees the response rate was 70.2%. The purpose of the study was to administer a survey that would assess the strengths and the weaknesses in the employee engagement of XYZ Manufacturing Company. The data will provide an aid in decision making and establish measurers for evaluating change in the organization over time.

In the survey, questions 1-2 were used to obtain demographic information. Questions 3-16 were adapted from the Gallup Polls Q-12, which gathered data for employee engagement (Buckingham & Coffman, 1999). Question 17-20 on the survey were qualitative, to give the respondents a chance to add their own comments and suggestions.

Gallup set up this research on a scale of “1” being strongly disagree and “5” being strongly agreed. The research is looking for responses to the questions with the “5”, since these are the indicators that measure the strength of a workplace. Gallup was searching for those special questions where the most engaged employees, those who are loyal and productive answered positively and everyone else the average performers answered neutrally or negatively (Buckingham & Coffman, 1999). “These twelve questions do not capture everything you may want to know about the workplace, but they capture the most information and the most important information. The survey measures the core elements needed to attract, focus, and keep the most talented employees” (Buckingham & Coffman, 1999, p28).

The following graphs display the answers in which the respondents provided on the survey.

Qualitative Survey Questions

Question 1: How long have you been with this organization?

This question focused on the demographics of the employees that took the survey. It asked about the length of service at XYZ Manufacturing Company. Out of the 168 production employees that responded 93 or 55% of them have worked of the XYZ manufacturing Company for ten or more years, 25 or 15% have worked for the organization between seven to nine years, nine or five percent have worked between four to six years, 35 or 20% employees have work there for one to three years, while only six or four percent of the production employees have work less then one year.

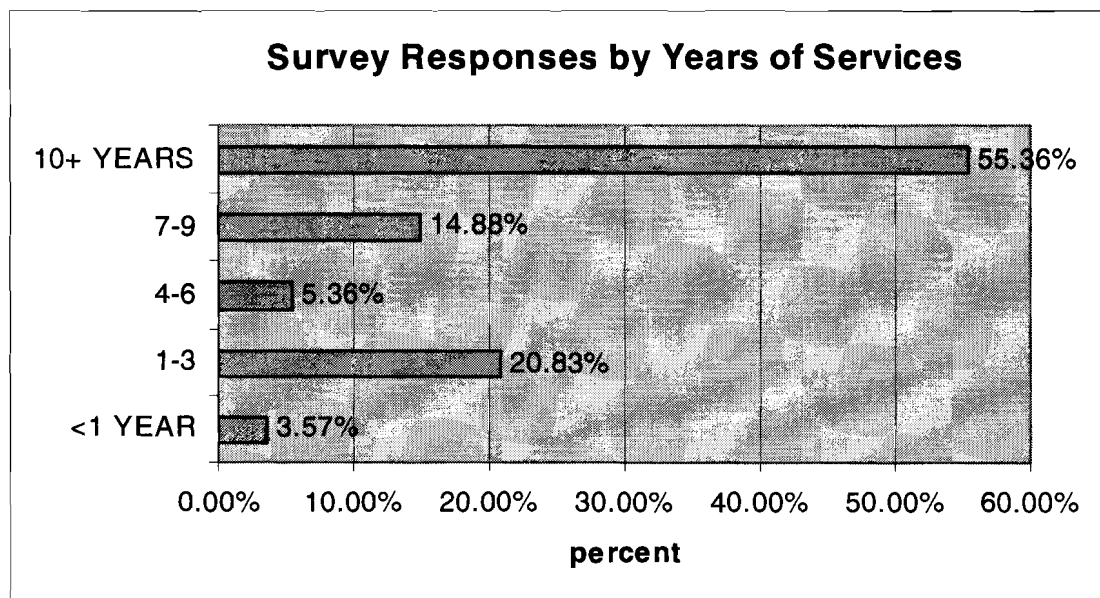


Figure 1. Survey responses by years of Service.

Question 2: On which crew do you currently work?

This question focused on the demographics of the employees that took the survey.

It requested which crew does the respondents work on and the percent of the crew that participated. Crew A had 63 production employees at the time of the survey and 42 or 67% of them decided to participate in the survey. Crew B had 61 employees and 41 or 67% participated in the survey. Crew C has 55 employees on the crew and 30 or 54.5% of the employees participated in the survey. Crew D had 60 employees and 55 or 92% of the production employees participated in the employee engagement survey.

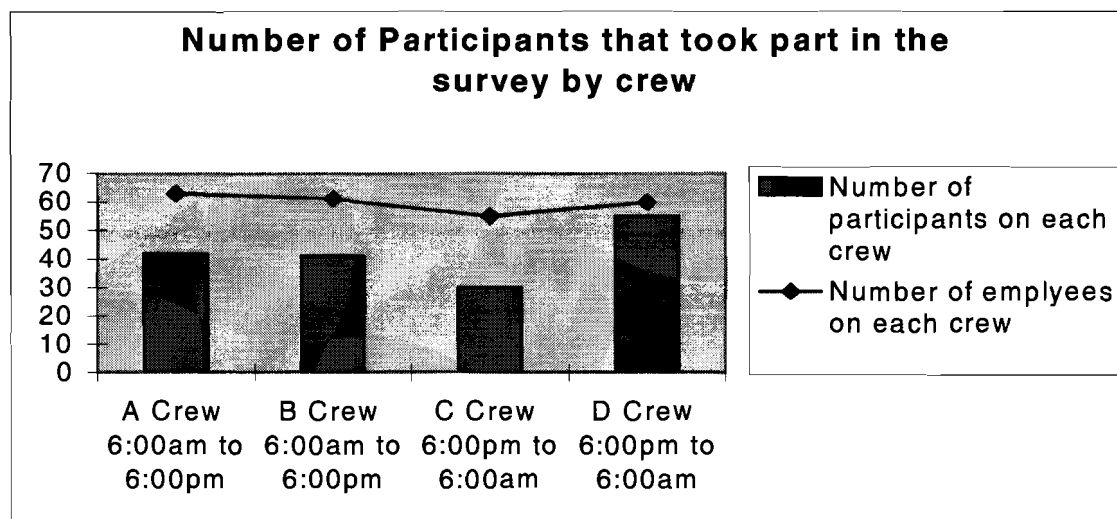


Figure 2. Number of Responses by crew.

Question 3: Overall Satisfaction

This question determined overall how satisfied the employees were with Manufacturing Company XYZ. The results show that an average for all crews' response was 3.3 on a scale of one to five with a standard deviation of .92. According to SPSS Techniques Series (www.uni.edu) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. When the results were broken down by crew the following results were tabulated. Crew A has an average of 3.14 with a

standard deviation of .98, Crew B had an average of 3.00 with a standard deviation of .99, Crew C had an average of 3.7 with a standard deviation of .7, and Crew D had an average of 3.45 with a standard deviation of .82. All four crew had a standard deviation below one, so this would mean most of the observations are cluster around the mean and the results would be higher reliably.

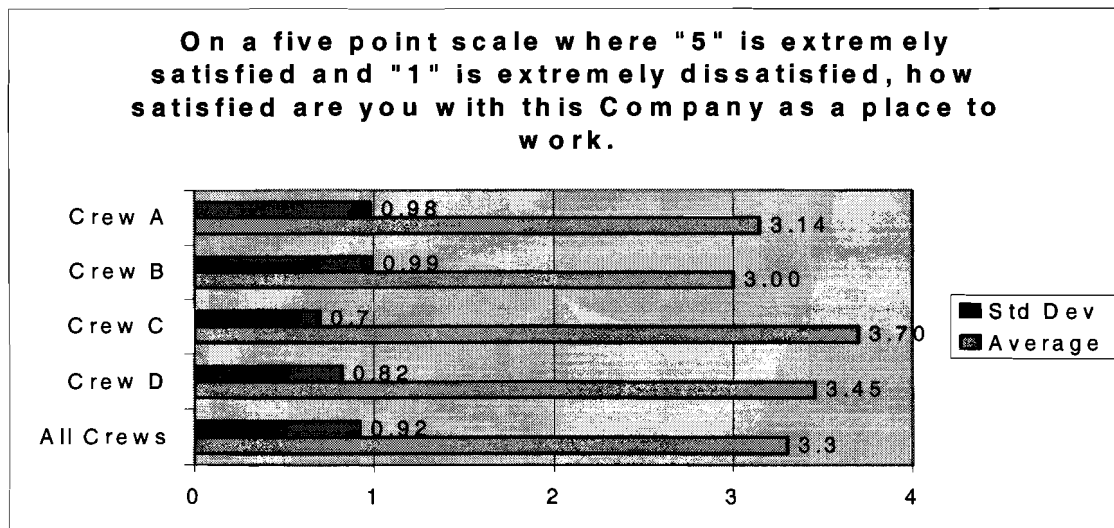


Figure 3. Overall Satisfaction by crew.

The mode is the most frequently occurring value in the responses received. The mode for All Crews, Crew A, Crew C and Crew D was four, while Crew B was a three. The median is the number in the middle of the data range, the responses show that All Crews, Crew A and Crew B have a median value of three while Crew C and Crew D have a median value of four. All Crew have a maximum response for this question as a five. Crew C and Crew D had a minimum response of two the other all had a minimum response of one.

Table 3

Overall Satisfaction Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	4	3	1	5
Crew A	4	3	1	5
Crew B	3	3	1	5
Crew C	4	4	2	5
Crew D	4	4	2	5

In the data analyzes on the amount of fives received for question number three were as follows. Crew A and Crew B only received 2% of the responses as fives, while Crew C received 10% and Crew D received 7%. The over all percent for all crews was 4%.

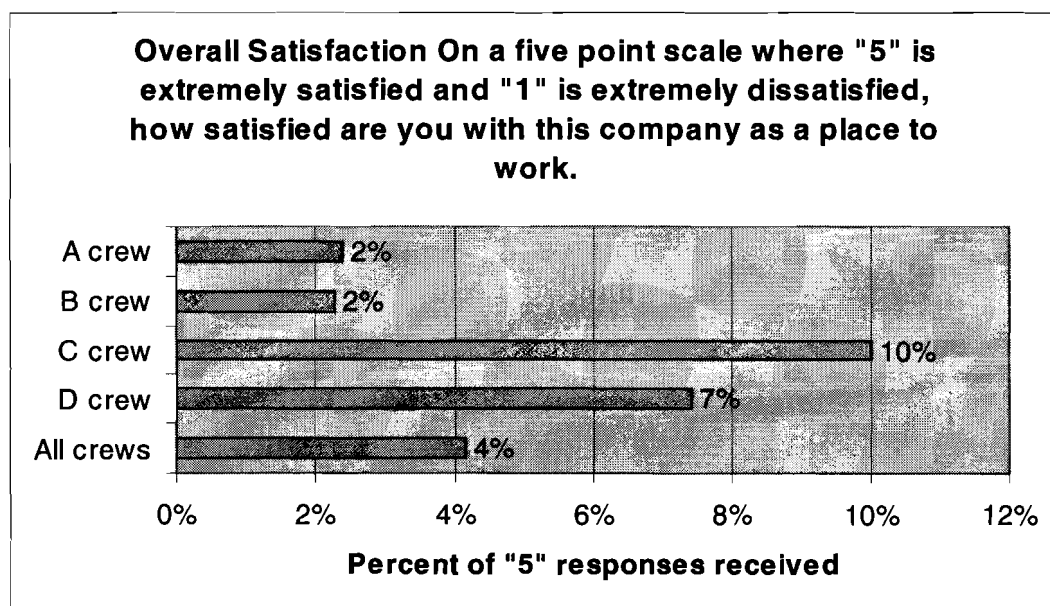


Figure 4. Number of "5's" received for Overall Satisfaction.

Question 4: Do I know what is expected of me at work?

This question asked the production employees do they know what is expected of them at work. The results show that an average response for all crews was 4.01 on a scale of one to five and a standard deviation of .78. According to SPSS Techniques Series (www.uni.edu) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. When the results were broken down by crew the following results were tabulated. Crew A has an average of 3.93 with a standard deviation of .74, Crew B had an average of 3.83 with a standard deviation of .98, Crew C had an average of 4.17 with a standard deviation of .59, and Crew D had an average of 4.13 with a standard deviation of .69. All four crew had a standard deviation below one, so this would mean most of the observations are cluster around the mean and the results would be higher reliability.

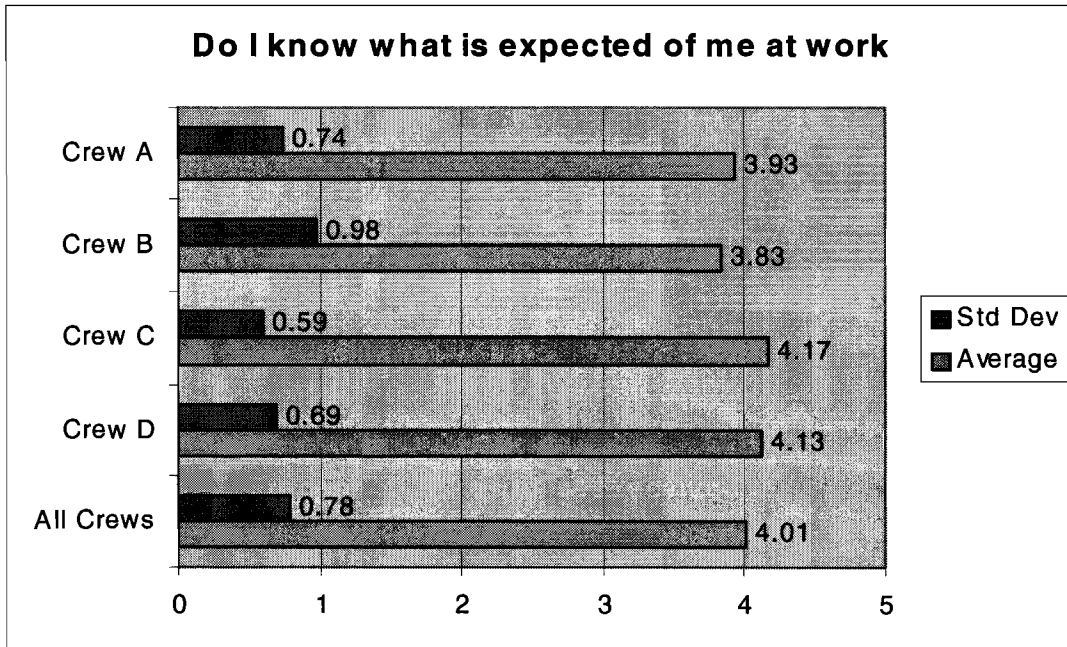


Figure 5. Know what is expected of me at work.

The mode is the most frequently occurring value in the responses received. The mode for All Crews, Crew A, Crew B, Crew C and Crew D was four. The median is the number in the middle of the data range. The median for All Crews, Crew A, Crew B, Crew C and Crew D was four. All crews have a maximum response for this question as a five. Crew A and Crew D had a minimum response of two, Crew C had a minimum response of three and the All crew and Crew B had a minimum response of one.

Table 4

Know what is expected Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	4	4	1	5
Crew A	4	4	2	5
Crew B	4	4	1	5
Crew C	4	4	3	5
Crew D	4	4	2	5

In the data analyzes on the amount of fives received for question number four were as follows. Crew A received 19% of the responses as fives, and Crew B received 20% of the responses as fives, while Crew C received 27% and Crew D received 30%. The overall percent for all crews are 20% of the observations were recorded as fives.

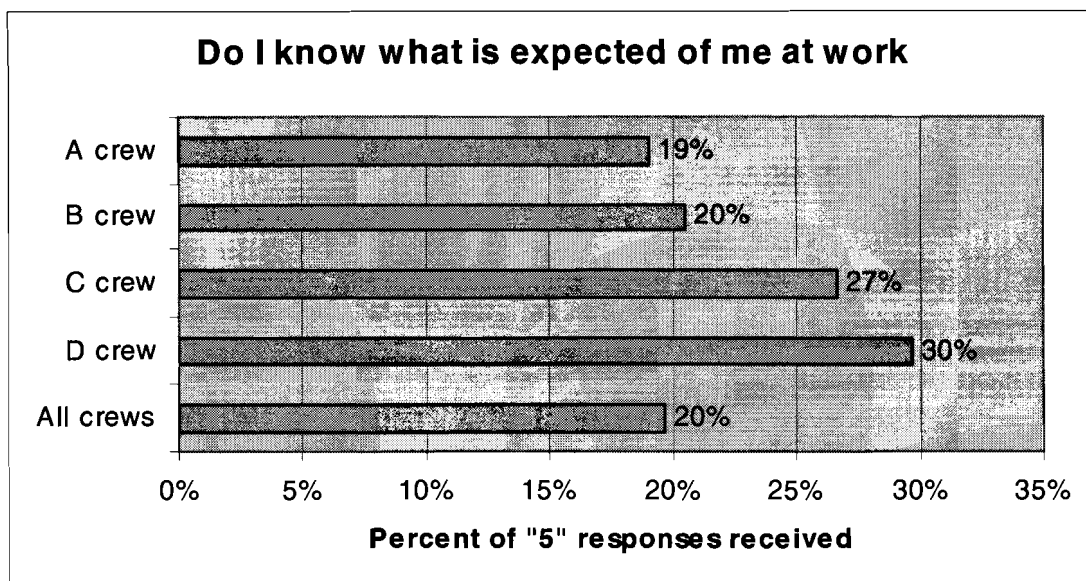


Figure 6. Number of "5's" received for know what is expected of me at work.

Question 5: Do I have the material and equipment I need to do my work right?

This question asked if the employees felt they had all the materials and equipment needed to do my work right. The results show that an average response was 3.83 on a scale of one to five and a standard deviation of .79. According to SPSS Techniques Series (www.uni.edu) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. When the results were broken down by crew the following results were tabulated. Crew A has an average of 3.67 with a standard deviation of .78, Crew B had an average of 3.83 with a standard deviation of .82, Crew C had an average of 3.83 with a standard deviation of .83, and Crew D had an average of 3.98 with a standard deviation of .72. All four crew had a standard deviation below one, so this would mean most of the observations are cluster around the mean and the results would be higher reliability.

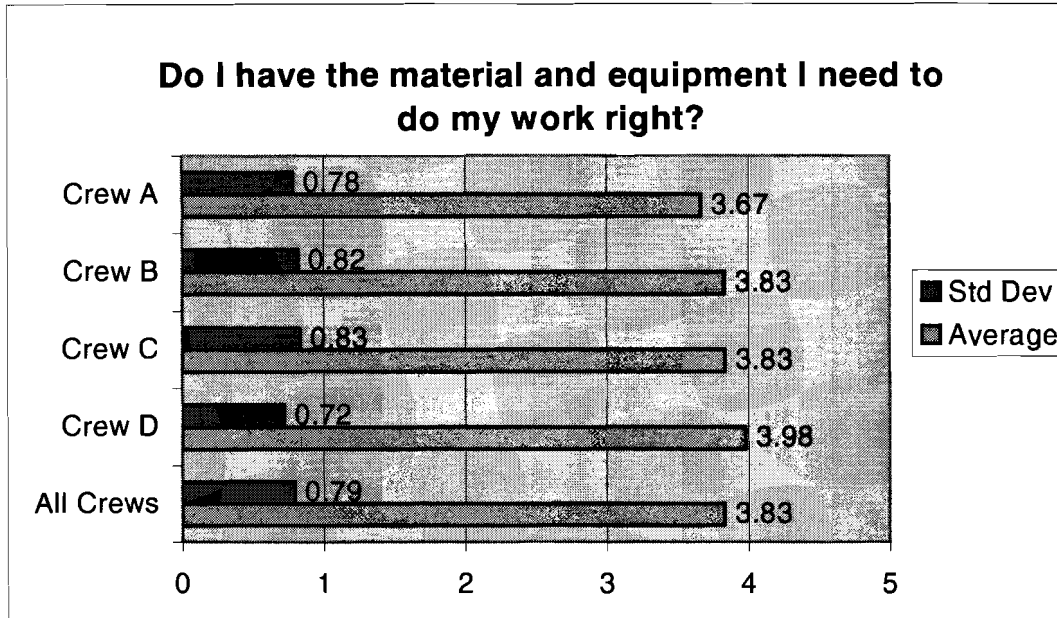


Figure 7. Having the right material and equipment to do my job.

The mode is the most frequently occurring value in the responses received. The median is the number in the middle of the data range. The mode and median for All Crews, Crew A, Crew B, Crew C and Crew D was four. All Crew have a maximum response for this question as a five. The minimum response for all crews was two.

Table 5

Do I have the Material and Equipment needed, Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	4	4	2	5
Crew A	4	4	2	5
Crew B	4	4	2	5
Crew C	4	4	2	5
Crew D	4	4	2	5

In the data analyzes on the amount of fives received for question number five were as follows. Crew A received 12% of the responses as fives, and Crew B received 16% of the

responses as fives, while Crew C received 20% and Crew D received 20%. The overall percent for all crews are 14% of the observations were recorded as fives.

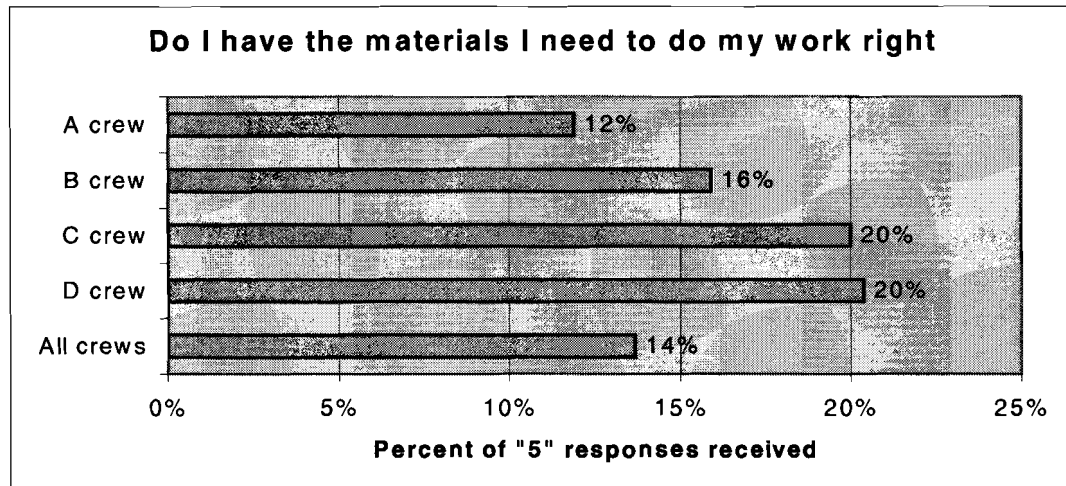


Figure 8 Number of "5's" received for do I have the right materials.

Question 6: At work, do I have the opportunity to do what I do best every day?

This question asked if the employees at work do they have the opportunity to do what they do best everyday. The results show that an average response was 3.75 on a scale of one to five and a standard deviation of 1.05. According to SPSS Techniques Series (www.uni.edu) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. When the results were broken down by crew the following results were tabulated. Crew A has an average of 3.33 with a standard deviation of .92, Crew B had an average of 3.15 with a standard deviation of 1.29, Crew C had an average of 3.67 with a standard deviation of .88, and Crew D had an average of 3.42 with a standard deviation of 1.0. Three of the four crews had a standard deviation below one, so this would mean most of the observations are cluster around the mean and the results would be higher reliability. Crew B has

a standard deviation on f 1.29, which would mean the responses were not clustered and a wide range of responses were received.

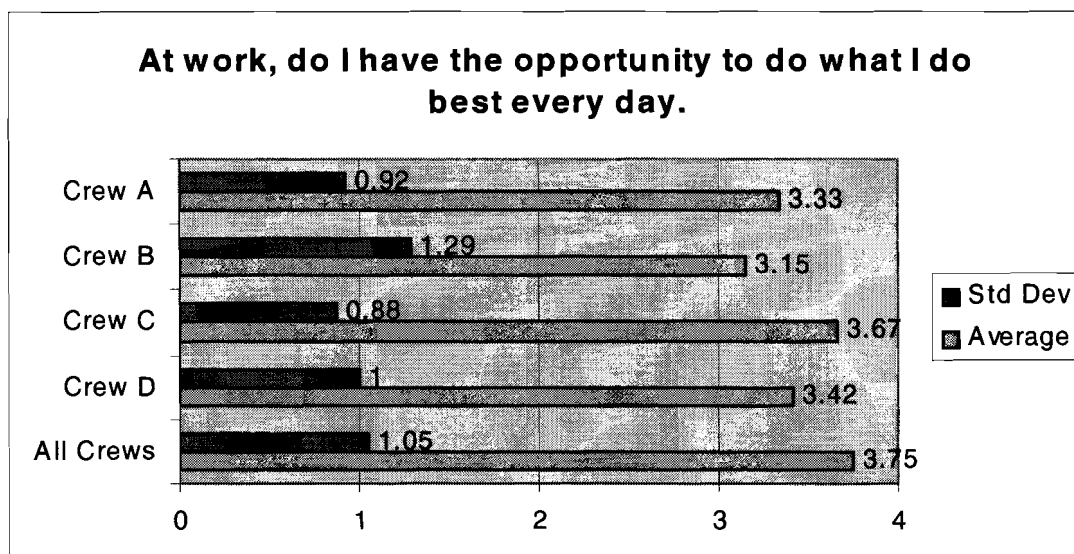


Figure 9: Do I have the opportunity to do the best everyday.

The mode is the most frequently occurring value in the responses received. The mode for All Crews, Crew B, Crew C and Crew D was four, while Crew A mode was a three. The median is the number in the middle of the data range. Median for All Crews, Crew B, Crew C and Crew D was four, while Crew A mode was a three. All Crews responses have a maximum response for this question as a five. The minimum response for All crews, Crew A, Crew B and Crew D was one while Crew C has the minimum response of two.

Table 6

Opportunity to do what I do best, Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	4	4	1	5
Crew A	3	3	1	5
Crew B	4	4	1	5
Crew C	4	4	2	5
Crew D	4	4	1	5

In the data analyzes on the amount of fives received for question number six were as follows. Crew A received 10% of the responses as fives, and Crew B received 9% of the responses as fives, while Crew C received 13% and Crew D received 11%. The overall percent for all crews are 8% of the observations were recorded as fives.

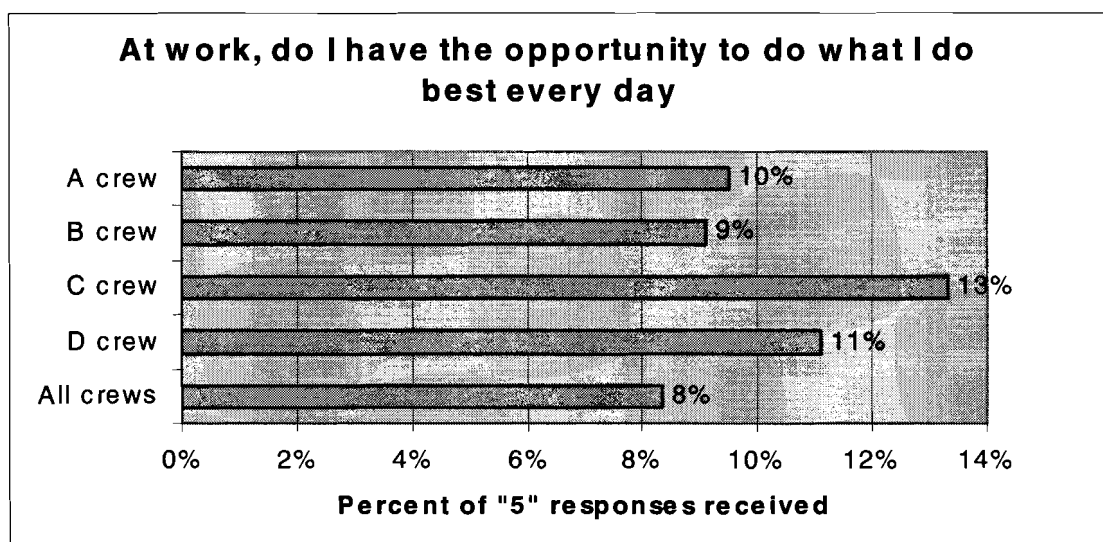


Figure 10 Number of "5's" received for opportunity to do the best.

Question 7: In the last seven days, I have received recognition or praise for doing good work?

This question asked if the employees within the last seven days have received recognition or praise for doing a good job. The results show that an average response was 2.51 on a scale of one to five and a standard deviation of 1.38. According to SPSS Techniques Series (www.uni.edu) a standard deviation of over one would mean that most of the observations are scattered and not cluster around the mean, which would give it a low reliability. When the results were broken down by crew the following results were tabulated. Crew A has an average of 2.76

with a standard deviation of 1.45, Crew B had an average of 2.15 with a standard deviation of 1.34, Crew C had an average of 2.63 with a standard deviation of 1.35, and Crew D had an average of 2.53 with a standard deviation of 1.34. All four crews had a standard deviation above one, so this would mean most of the observations are not cluster around the mean and the results would be lower reliability.

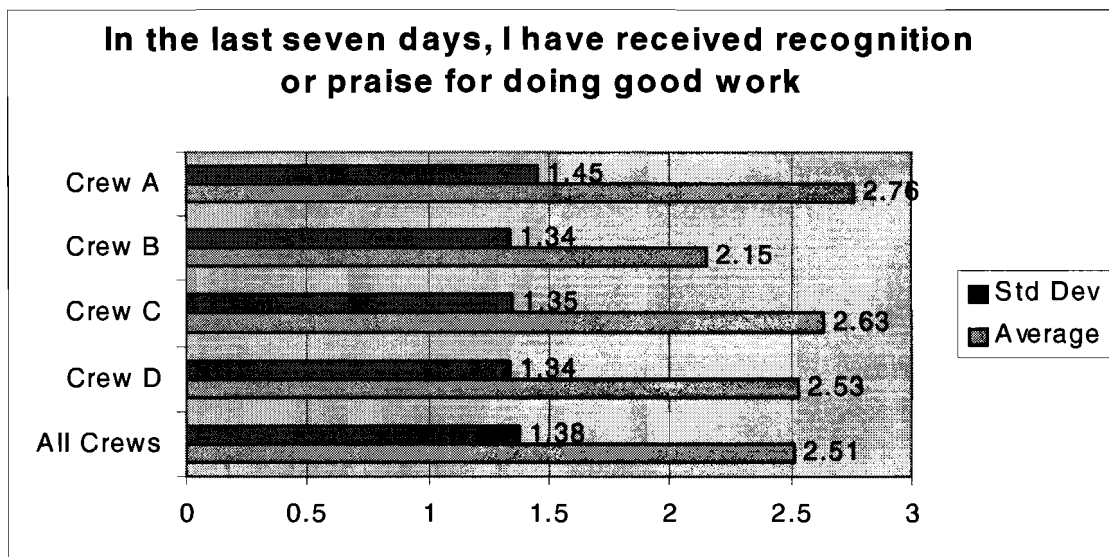


Figure 11: I have received recognition in the last seven days

The mode is the most frequently occurring value in the responses received. The mode for All Crews, Crew B, Crew C and Crew A mode was a two. The median is the number in the middle of the data range. Median for All Crews, Crew A, Crew B, and Crew D was two, while Crew C mode was a three. All Crews responses have a maximum response for this question as a five. The minimum response for All crews' response was one.

Table 7

Have I received recognition of praise, Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	1	2	1	5
Crew A	2	2	1	5
Crew B	1	2	1	5
Crew C	1	3	1	5
Crew D	1	2	1	5

In the data analyzes on the amount of fives received for question number seven were as follows. Crew A received 17% of the responses as fives, and Crew B received 9% of the responses as fives, while Crew C received 7% and Crew D received 10%. The overall percent for all crews are 10% of the observations were recorded as fives.

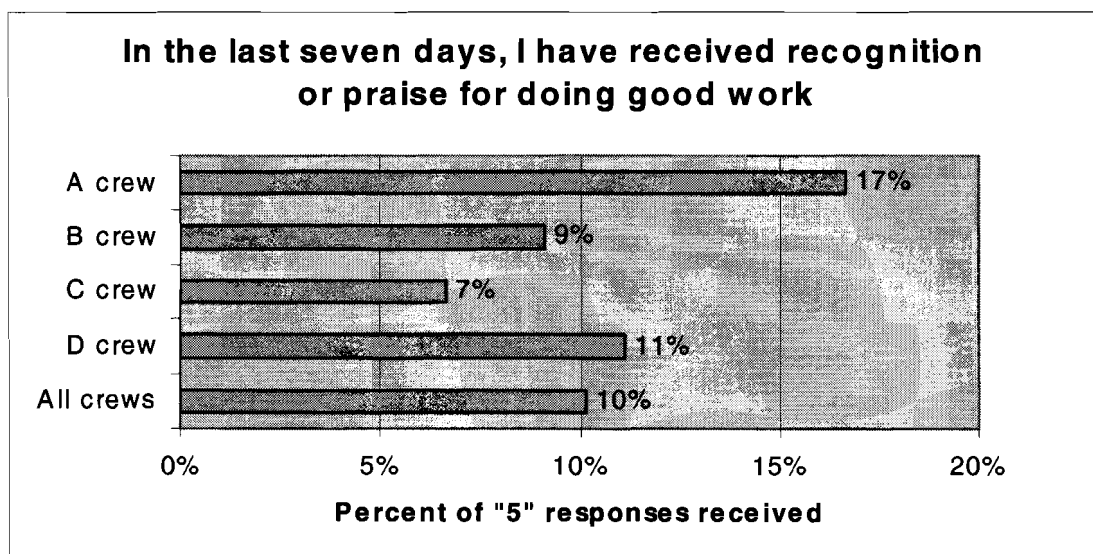


Figure 12: Number of "5's" received for have you received recognition

Question 8: My supervisor or someone at work seem to care about me as a person?

This question asked if the employee's supervisor or someone at work seem to care about me as a person. The results show that an average response was 3.30 on a scale of one to five and

a standard deviation of 1.25. According to SPSS Techniques Series (www.uni.edu) a standard deviation of over one would mean that most of the observations are scattered and not cluster around the mean, which would give it a low reliability. When the results were broken down by crew the following results were tabulated. Crew A has an average of 3.45 with a standard deviation of 1.19 Crew B had an average of 2.95 with a standard deviation of 1.36, Crew C had an average of 3.20 with a standard deviation of 1.18, and Crew D had an average of 2.51 with a standard deviation of 1.25. All four crews had a standard deviation above one, so this would mean most of the observations are not cluster around the mean and the results would be lower reliability.

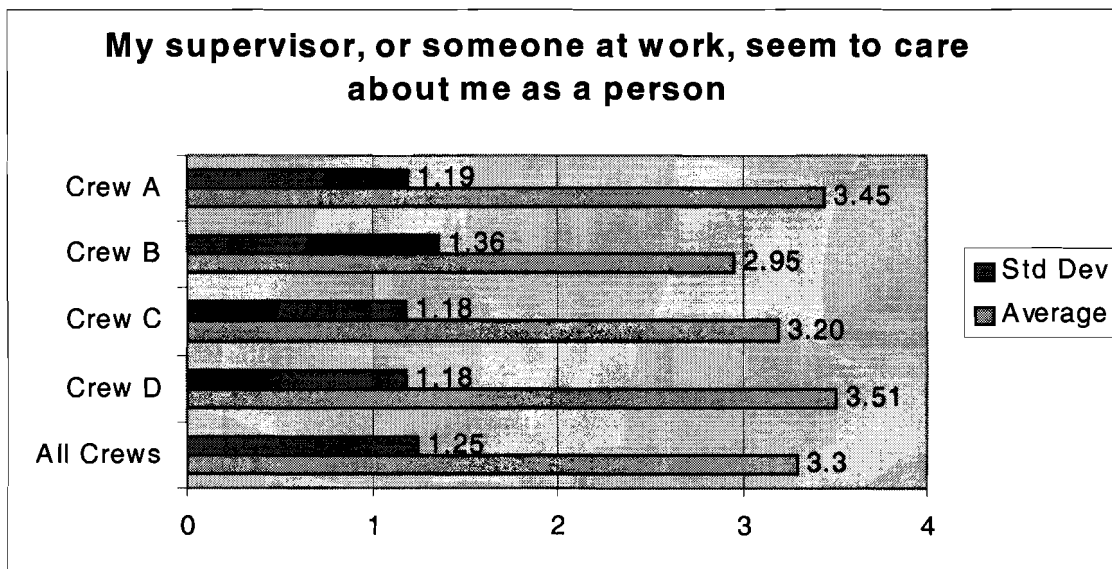


Figure 13: Someone cares about me at work

The mode is the most frequently occurring value in the responses received. The mode for All Crews, Crew B, Crew C and Crew D was three, while Crew A mode was a four. The median is the number in the middle of the data range. Median for All Crews, Crew A, Crew B, and Crew D was two, while Crew C mode was a three. All Crews responses have a maximum response for this question as a five. The minimum response for All crews' response was one.

Table 8

Some one cares about me, Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	3	3	1	5
Crew A	4	4	1	5
Crew B	3	3	1	5
Crew C	3	3	1	5
Crew D	3	3	1	5

In the data analyzes on the amount of fives received for question number eight were as follows. Crew A received 21% of the responses as fives, and Crew B received 16% of the responses as fives, while Crew C received 17% and Crew D received 26%. The overall percent for all crews are 18% of the observations were recorded as fives.

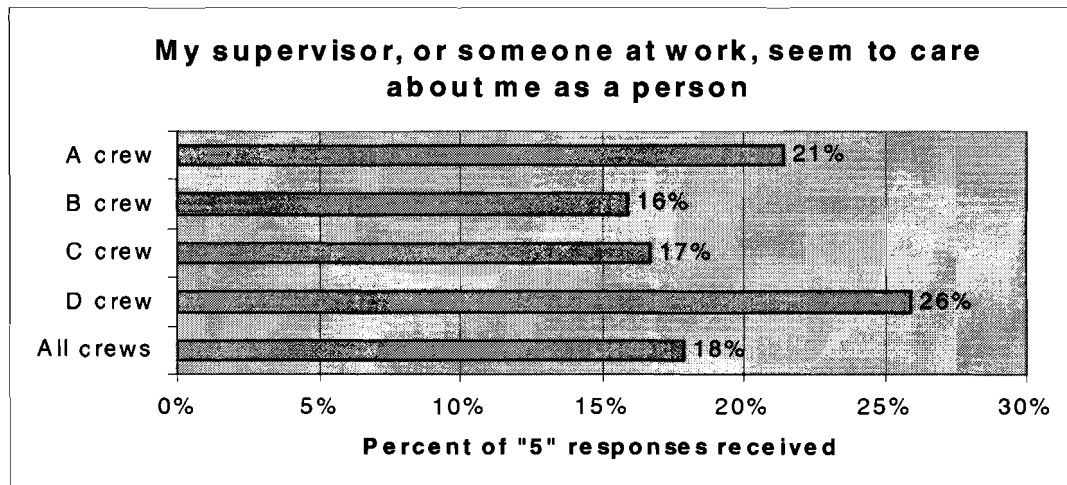


Figure 14: Number of "5's" received for someone cares about me

Question 9: Is there someone who encourages my development?

This question asked if the employee's if there is someone at work that encourages my development. The results show that an average response was 2.88 on a scale of one to five and a

standard deviation of 1.11. According to SPSS Techniques Series (www.uni.edu) a standard deviation of over one would mean that most of the observations are scattered and not cluster around the mean, which would give it a low reliability. When the results were broken down by crew the following results were tabulated. Crew A has an average of 2.81 with a standard deviation of .97, Crew B had an average of 2.54 with a standard deviation of 1.06, Crew C had an average of 3.03 with a standard deviation of 1.00, and Crew D had an average of 3.09 with a standard deviation of 1.25. Crew A and Crew C had standard deviation of 1 or less, so this would mean most of the observations for those two crews were cluster around the mean and the results would be highly reliable. While Crew B and Crew D had a standard deviation about 1, which would make these two crews observations scattered and have a low reliability.

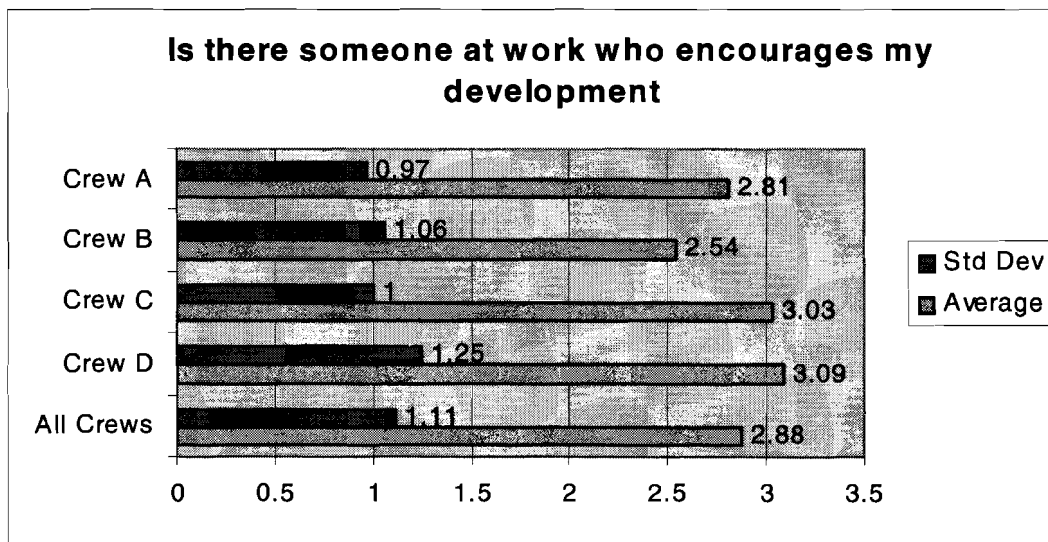


Figure 15: Someone encourages my development

The mode is the most frequently occurring value in the responses received. The mode for All Crews, Crew A, Crew B, Crew C and Crew D was three. The median is the number in the middle of the data range. Median for All Crews, Crew A, Crew B, Crew C and Crew D was also a three. The maximum response for this question as a five which was received by Crew C and

Crew D, Crew A and Crew B maximum response was a four. The minimum response for all crews' response was one.

Table 9

Someone encourages my development, Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	3	3	1	5
Crew A	3	3	1	4
Crew B	3	3	1	4
Crew C	3	3	1	5
Crew D	3	3	1	5

In the data analyzes on the amount of fives received for question number nine were as follows. Crew A received 0% of the responses as fives, and Crew B received 0% of the responses as fives, while Crew C received 7% and Crew D received 15%. The overall percent for all crews are 5% of the observations were recorded as fives.

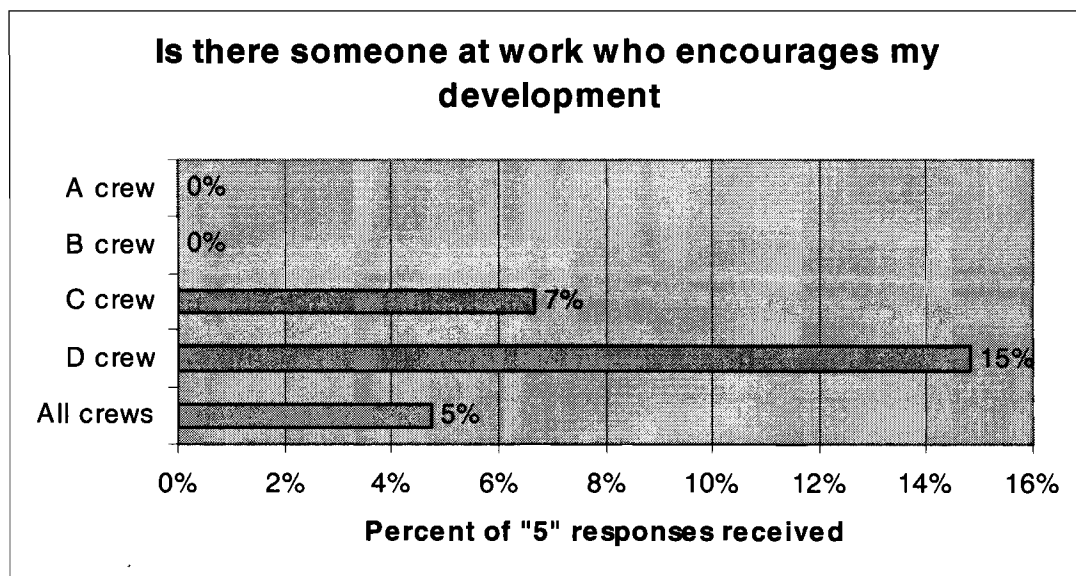


Figure 16: Number of "5's" received for someone encouraged my development

Question 10: At work, my opinions seem to count?

This question asked if they felt their opinion seems to count. The results show that an average response was 2.66 on a scale of one to five and a standard deviation of 1.13. According to SPSS Techniques Series (www.uni.edu) a standard deviation of over one would mean that most of the observations are scattered and not cluster around the mean, which would give it a low reliability. When the results were broken down by crew the following results were tabulated. Crew A has an average of 2.55 with a standard deviation of .99, Crew B had an average of 2.34 with a standard deviation of 1.18, Crew C had an average of 3.17 with a standard deviation of 1.11, and Crew D had an average of 2.17 with a standard deviation of 1.17. Crew A and Crew B had standard deviation of 1 or less, so this would mean most of the observations for those two crews were clustered around the mean and the results would be highly reliable. While Crew C, Crew D, and Crew E had a standard deviation above 1, which would make these three crews' observations scattered and have a low reliability.

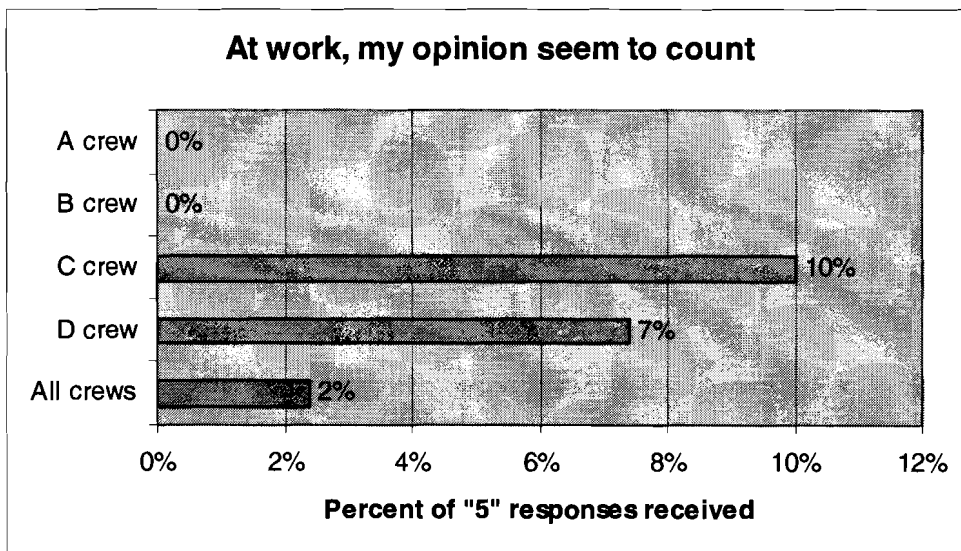


Figure 17: My opinion seems to count

The mode is the most frequently occurring value in the responses received. The mode for All Crews, Crew A, Crew B, Crew C and Crew D was three. The median is the number in the middle of the data range. Median of All Crews, Crew B, Crew C and Crew D was also a three, Crew A had a median on two. The maximum response for this question was a five, which was received by Crew C and Crew D, Crew A and Crew B maximum response was a four. The minimum response for all crews' response was one.

Table 10

My opinions seem to count Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	3	3	1	5
Crew A	3	2	1	4
Crew B	3	3	1	4
Crew C	3	3	1	5
Crew D	3	3	1	5

In the data analyzes on the amount of fives received for question number ten were as follows. Crew A received 0% of the responses as fives, and Crew B received 0% of the responses as fives, while Crew C received 7% and Crew D received 15%. The overall percent for all crews are 5% of the observations were recorded as fives.

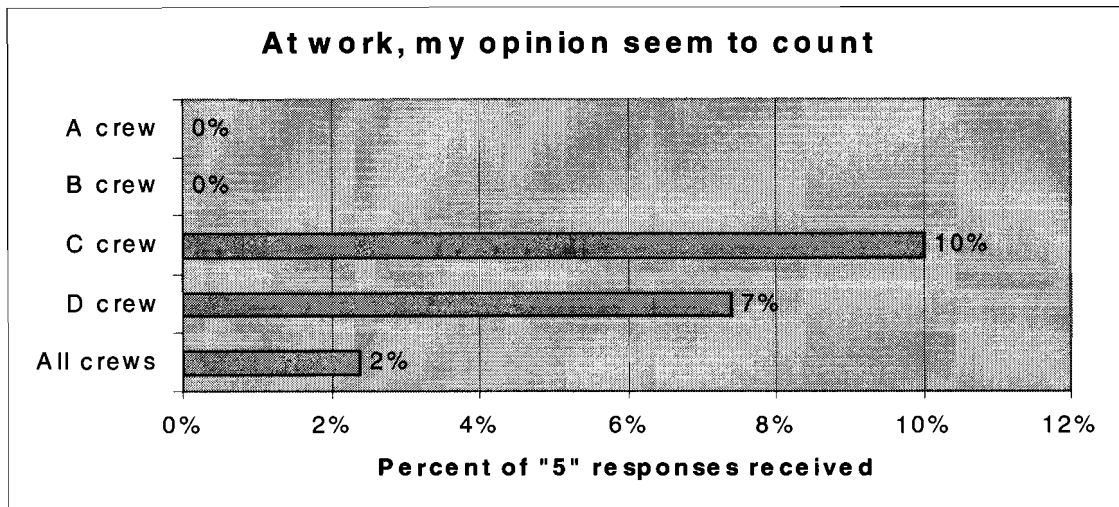


Figure 18: Number of "5's" received for my opinion seem to count

Question 11: Do I know the mission/purpose of the company?

This question asked if the production employees know the mission or the purpose of the company. The results show that an average response was 3.69 on a scale of one to five and a standard deviation of 1. According to SPSS Techniques Series (www.uni.edu) a standard deviation of over one would mean that most of the observations are scattered and not cluster around the mean, which would give it a low reliability. When the results were broken down by crew the following results were tabulated. Crew A has an average of 3.67 with a standard deviation of 1.05, Crew B had an average of 3.37 with a standard deviation of 1.00, Crew C had an average of 3.97 with a standard deviation of .80, and Crew D had an average of 3.80 with a standard deviation of .99. All crew had standard deviation of 1 or less, so this would mean most of the observations were cluster around the mean and the results would be highly reliable.

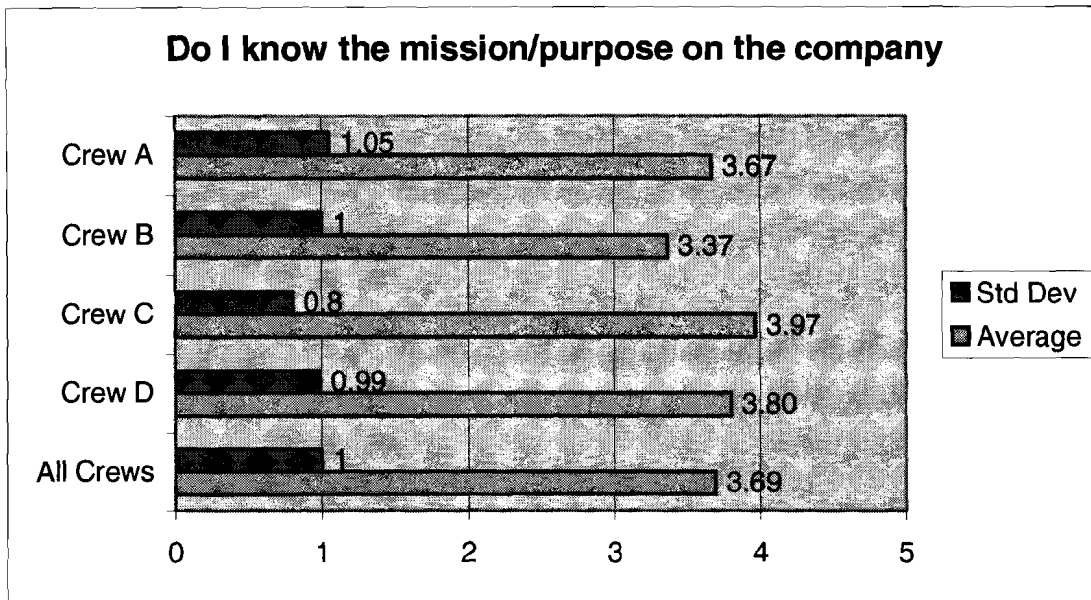


Figure 19: Know the mission of the company

The mode is the most frequently occurring value in the responses received. The mode for All Crews, Crew A, Crew B, Crew C and Crew D was four. The median is the number in the middle of the data range. Median of All Crews, Crew A, Crew B, Crew C and Crew D was also a four. The maximum response for this question was a five, which was received by all crews. The minimum response of one was received by All Crews, Crew A, Crew B and Crew C. Crew B received a minimum response of two.

Table 11

Do I know the mission or purpose of company, Mode and Median.

Crews	Mode	Median	Minimum	Maximum
All Crews	4	4	1	5
Crew A	4	4	1	5
Crew B	4	4	1	5
Crew C	4	4	2	5
Crew D	4	4	1	5

In the data analyzes on the amount of fives received for question number eleven were as follows. Crew A received 19% of the responses as fives, and Crew B received 9% of the responses as fives, while Crew C received 27% and Crew D received 26%. The overall percent for all crews are 15% of the observations were recorded as fives.

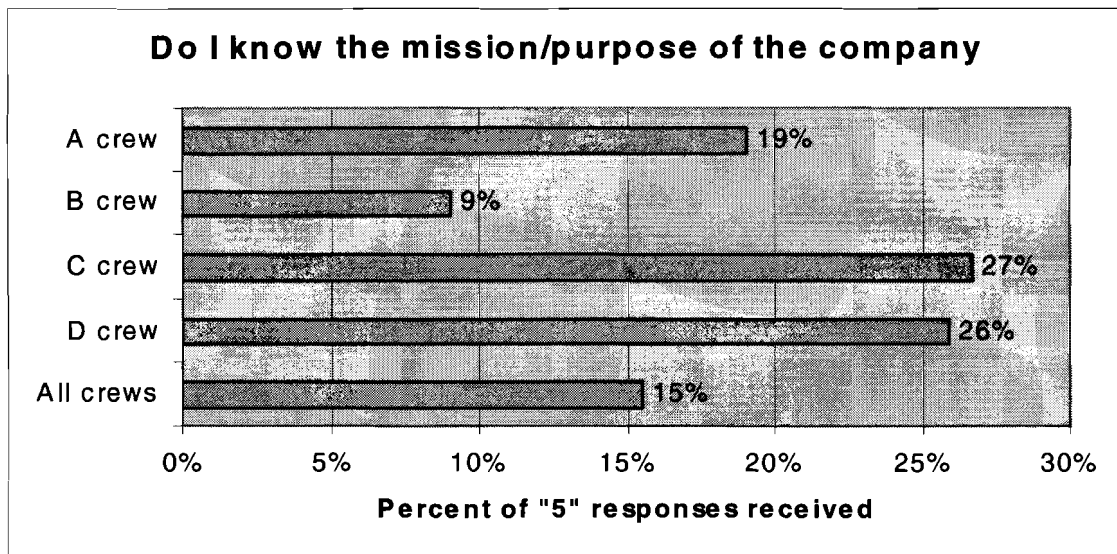


Figure 20: Number of "5's" received for know the mission of company

Question 12: Does the mission/purpose of the company make me feel my job is important?

This question asked if the mission or the purpose of the company make me feel my job is important. The results show that an average response was 3.01 on a scale of one to five and a standard deviation of 1.09. According to SPSS Techniques Series (www.uni.edu) a standard deviation of over one would mean that most of the observations are scattered and not cluster around the mean, which would give it a low reliability. When the results where broken down by crew the following results were tabulated. Crew A has an average of 2.93 with a standard

deviation of .95, Crew B had an average of 2.49 with a standard deviation of 1.15, Crew C had an average of 3.63 with a standard deviation of .89, and Crew D had an average of 3.15 with a standard deviation of 1.05. Crew A and Crew C had standard deviation of 1 or less, so this would mean most of the observations were cluster around the mean and the results would be highly reliable. Crew B, Crew D and All Crews had a standard deviation of over 1, which would make the observations scattered and a low reliability.

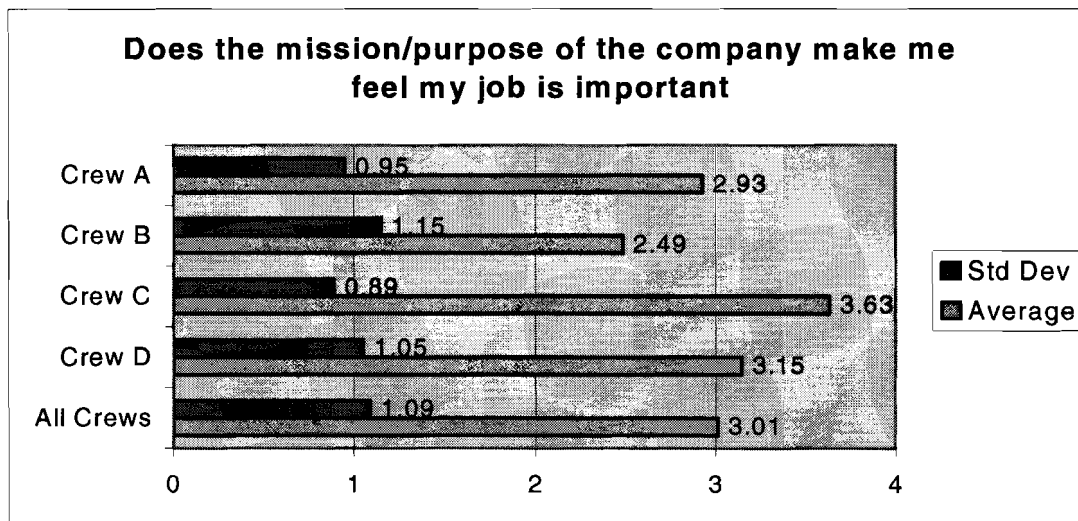


Figure 21: Does the mission make me feel my job in important

The mode is the most frequently occurring value in the responses received. The mode for All Crews, Crew A, Crew D was a three, Crew B was a two while Crew C a four. The median is the number in the middle of the data range. Median for All Crews, Crew A, Crew D was also a three, Crew B was a two while Crew C was a four. The maximum response for this question was a five, which was received by all crews. The minimum response for all crews, Crew A, Crew B, and Crew D was one. Crew C had a Minimum of two.

Table 12

Mission /purpose of company, Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	3	3	1	5
Crew A	3	3	1	5
Crew B	2	2	1	5
Crew C	4	4	2	5
Crew D	3	3	1	5

In the data analyzes on the amount of fives received for question number twelve were as follows. Crew A received 2% of the responses as fives, and Crew B received 7% of the responses as fives, while Crew C received 13% and Crew D received 7%. The overall percent for all crews are 5% of the observations were recorded as fives.

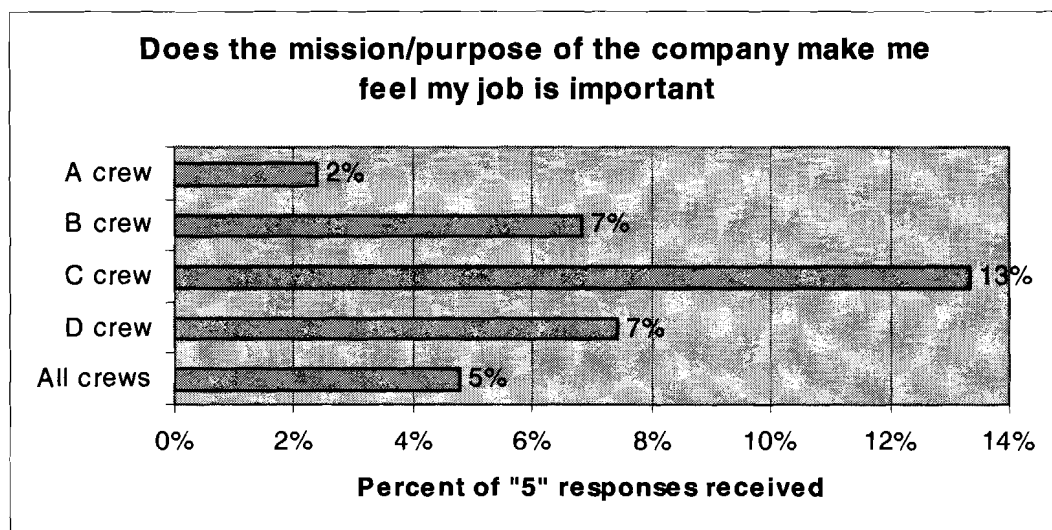


Figure 22: Number of "5's" received for does the mission make my job important

Question 13: My associates (fellow employees) are committed to doing quality work?

This question asked if the production fellow employees are committed to doing quality work. The results show that an average response was 3.48 on a scale of one to five and a

standard deviation of .98. According to SPSS Techniques Series (www.uni.edu) a standard deviation of over one would mean that most of the observations are scattered and not cluster around the mean, which would give it a low reliability. When the results were broken down by crew the following results were tabulated. Crew A has an average of 3.74 with a standard deviation of .78, Crew B had an average of 3.44 with a standard deviation of 1.12, Crew C had an average of 3.20 with a standard deviation of 1.06, and Crew D had an average of 3.47 with a standard deviation of .95. Crew A and Crew D, and All crews had standard deviation of 1 or less, so this would mean most of the observations were cluster around the mean and the results would be highly reliable. Crew B and Crew C had a standard deviation of over 1, which would make the observations scattered and a low reliability.

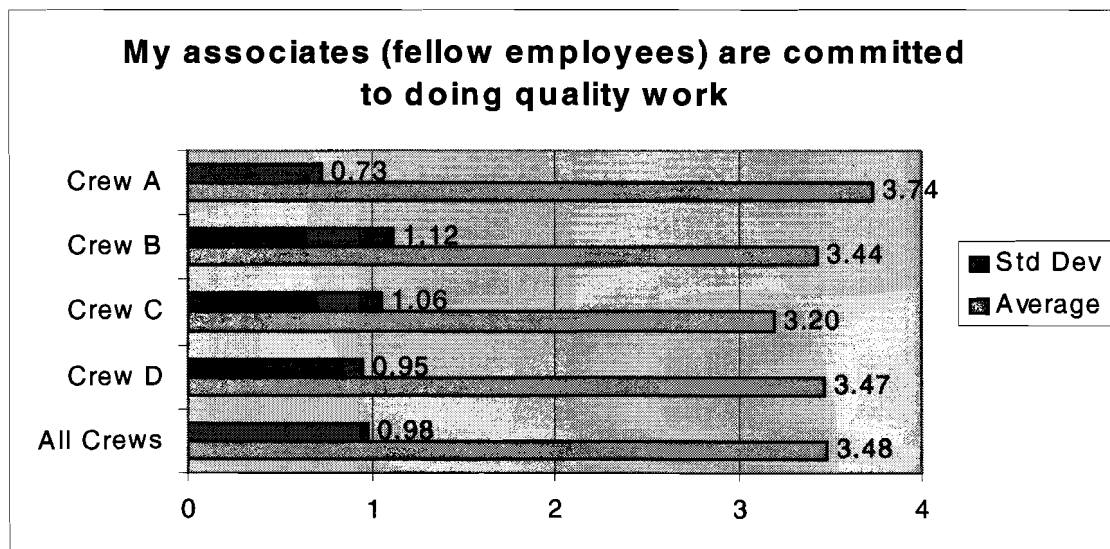


Figure 23: Fellow employees are committed to quality work.

The mode is the most frequently occurring value in the responses received. The mode for All Crews, Crew A, Crew B Crew D was a four, Crew C was a two. The median is the number in the middle of the data range. Median of All Crews, Crew A, Crew B, and Crew D was also a four, Crew C was a three. The maximum response for this question was a five, which was

received by all crews. The minimum response for all crews, Crew A, Crew B, and Crew D was one. Crew A had a minimum of two.

Table 13

My fellow employees do quality work, Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	4	4	1	5
Crew A	4	4	2	5
Crew B	4	4	1	5
Crew C	3	3	1	5
Crew D	4	4	1	5

In the data analyzes on the amount of fives received for question number thirteen were as follows. Crew A received 12% of the responses as fives, and Crew B received 16% of the responses as fives, while Crew C received 13% and Crew D received 13%. The overall percent for all crews are 11% of the observations were recorded as fives.

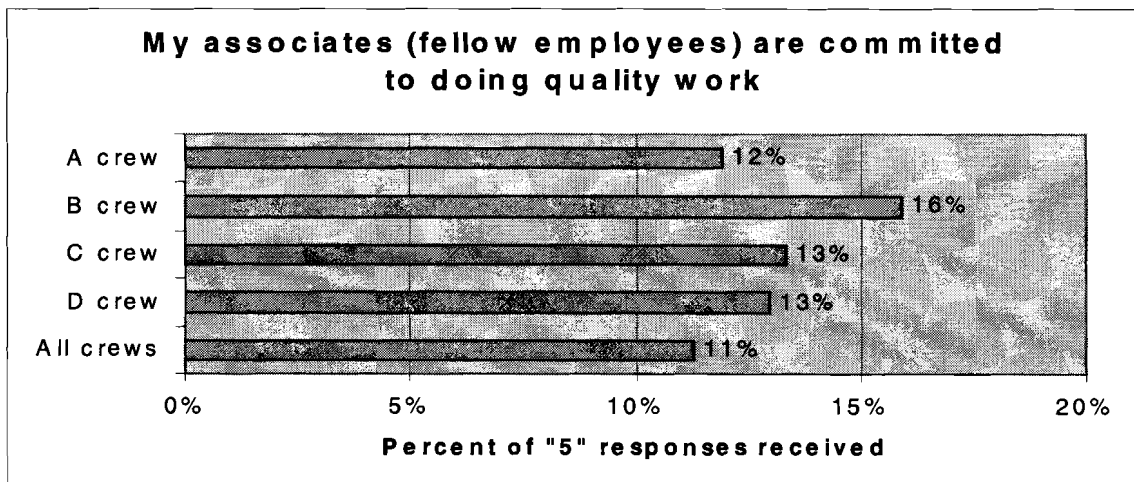


Figure 24: Number of "5's" received for fellow employees committee to quality.

Question 14: Do I have a best friend at work?

This question asked if the employee had a best friend at work. The results show that an average response was 3.45 on a scale of one to five and a standard deviation of 1.12. According to SPSS Techniques Series (www.uni.edu) a standard deviation of over one would mean that most of the observations are scattered and not cluster around the mean, which would give it a low reliability. When the results were broken down by crew the following results were tabulated. Crew A has an average of 3.60 with a standard deviation of 1.10, Crew B had an average of 3.51 with a standard deviation of 1.06, Crew C had an average of 3.43 with a standard deviation of 1.19, and Crew D had an average of 3.33 with a standard deviation of 1.13. All crews had standard deviation of over 1, so this would mean most of the observations were not cluster round the mean and the results would have a low reliability.

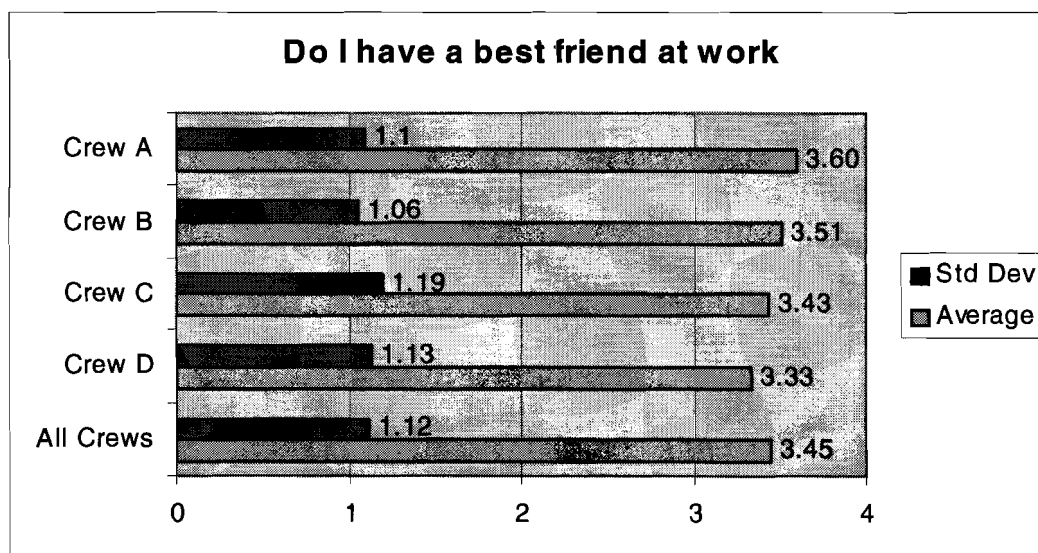


Figure 25: I have a best friend at work

The mode is the most frequently occurring value in the responses received. The mode for All Crews and Crew A, was a four. Crew B, Crew C and Crew D was a three for the mode. The

median is the number in the middle of the data range. Median of All Crews, Crew A, Crew B, was also a four, Crew C and Crew D was a three. The maximum response for this question was a five, which was received by all crews. The minimum response for all crews, Crew A, Crew B, Crew C and Crew D was one.

Table 14

Do I have a best friend at work Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	4	4	1	5
Crew A	4	4	1	5
Crew B	3	4	1	5
Crew C	3	3	1	5
Crew D	3	3	1	5

In the data analyzes on the amount of fives received for question number fourteen were as follows. Crew A received 17% of the responses as fives, and Crew B received 18% of the responses as fives, while Crew C received 20% and Crew D received 20%. The overall percent for all crews are 15% of the observations were recorded as fives

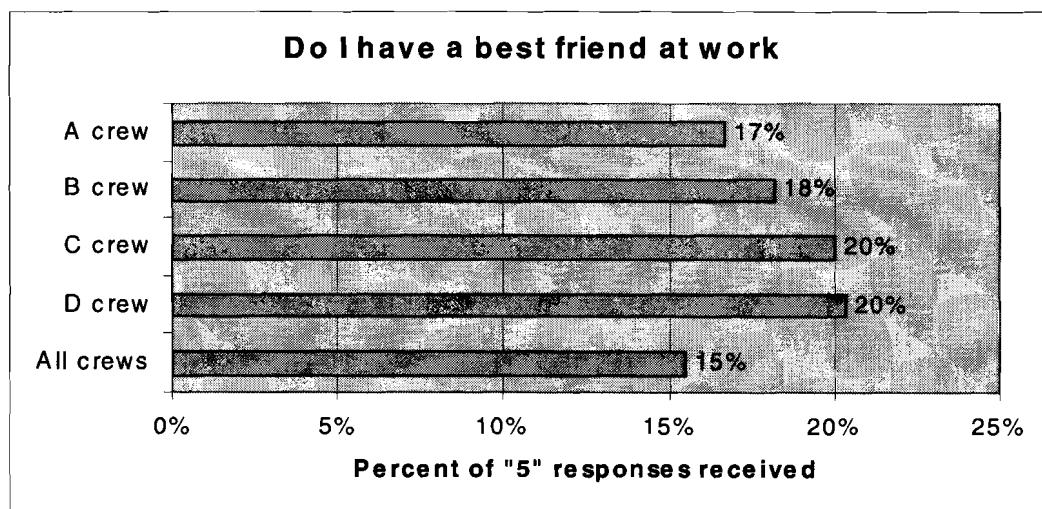


Figure 26: Number of "5's" received for I have a best friend at work.

Question 15: In the last six months, someone at work has talked to me about my progress?

This question asked if with in the past six months someone at work has talked to me about my progress. The results show that an average response was 3.67 on a scale of one to five and a standard deviation of 1.20. According to SPSS Techniques Series (www.uni.edu) a standard deviation of over one would mean that most of the observations are scattered and not cluster around the mean, which would give it a low reliability. When the results where broken down by crew the following results were tabulated. Crew A has an average of 3.52 with a standard deviation of 1.08, Crew B had an average of 3.27 with a standard deviation of 1.28, Crew C had an average of 3.67 with a standard deviation of 1.1, and Crew D had an average of 4.00 with a standard deviation of 1.14. All crews had standard deviation of over 1, so this would mean most of the observations were not cluster around the mean and the results would have a low reliability.

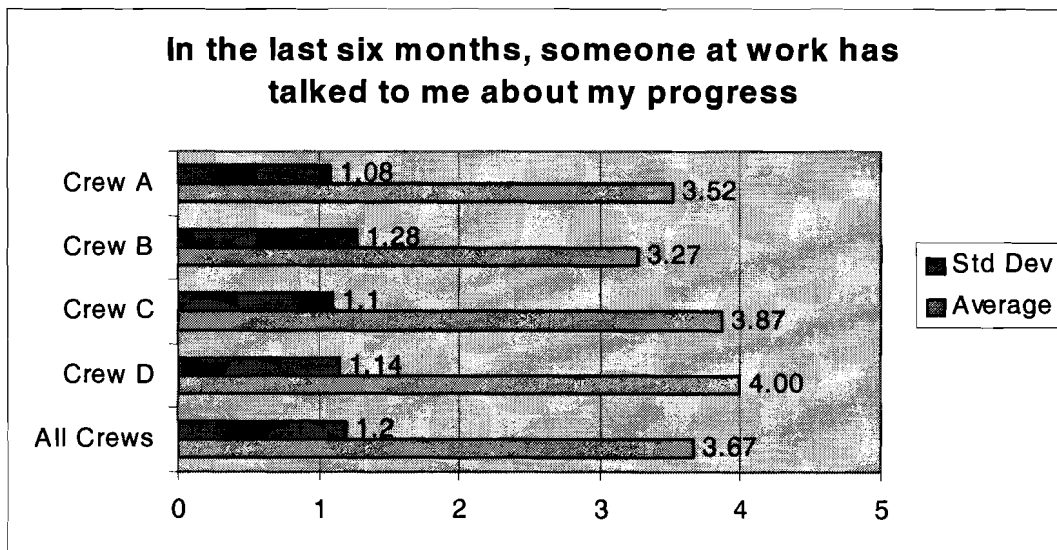


Figure 27: Someone talked to me about my progress.

The mode is the most frequently occurring value in the responses received. The mode for All Crews, Crew A, Crew B, and Crew C was a four. Crew D had a mode of a five. The median is the number in the middle of the data range. Median of All Crews, Crew A, Crew B, Crew C, Crew D was also a four.. The maximum response for this question was a five, which was received by all crews. The minimum response for all crews, Crew A, Crew B, Crew C and Crew D was one.

Table 15

Someone talked to me about my progress, Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	4	4	1	5
Crew A	4	4	1	5
Crew B	4	4	1	5
Crew C	4	4	1	5
Crew D	5	4	1	5

In the data analyzes on the amount of fives received for question number fifteen were as follows. Crew A received 12% of the responses as fives, and Crew B received 16% of the responses as fives, while Crew C received 30% and Crew D received 43%. The overall percent for all crews are 21% of the observations were recorded as fives

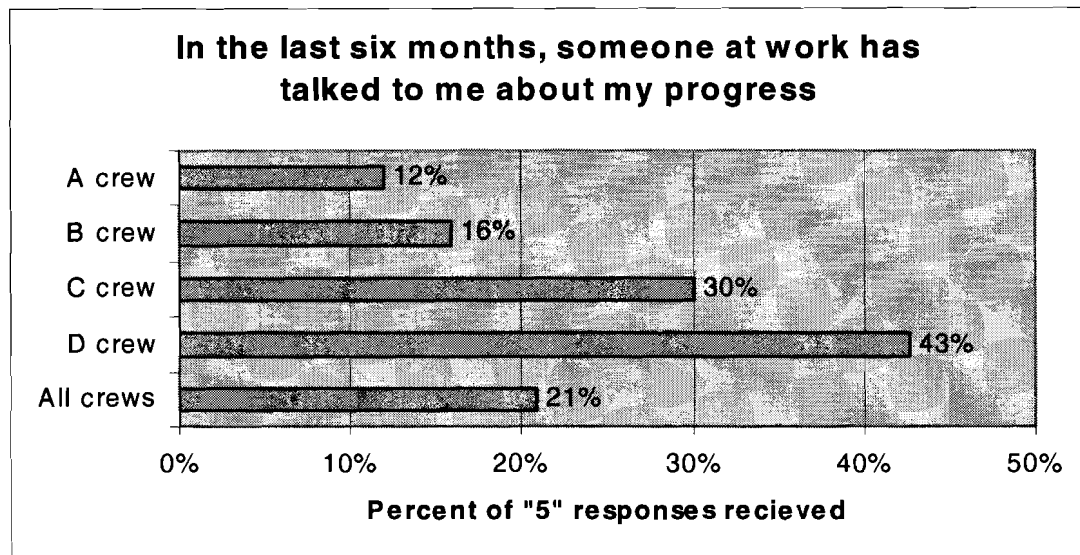


Figure 28: Number of "5's" received for someone talked to me about my progress.

Question 16: This last year, I have had the opportunities at work to learn and grow?

This question asked if with in the past year I have the opportunities at work to learn and grow. The results show that an average response was 3.32 on a scale of one to five and a standard deviation of 1.15. According to SPSS Techniques Series (www.uni.edu) a standard deviation of over one would mean that most of the observations are scattered and not cluster around the mean, which would give it a low reliability. When the results where broken down by crew the following results were tabulated. Crew A has an average of 3.19 with a standard deviation of .97, Crew B had an average of 2.88 with a standard deviation of 1.27, Crew C had an average of 3.53 with a standard deviation of .97, and Crew D had an average of 3.64 with a standard deviation of 1.13. Crew B, Crew D both had standard deviation of over 1, so this would mean most of the observations were not cluster around the mean and the results would have a low reliability. Crew A and Crew C had standard deviation under 1, so this would mean most of

the observation were clustered around the mean and the results for these two crew would be a high reliability.

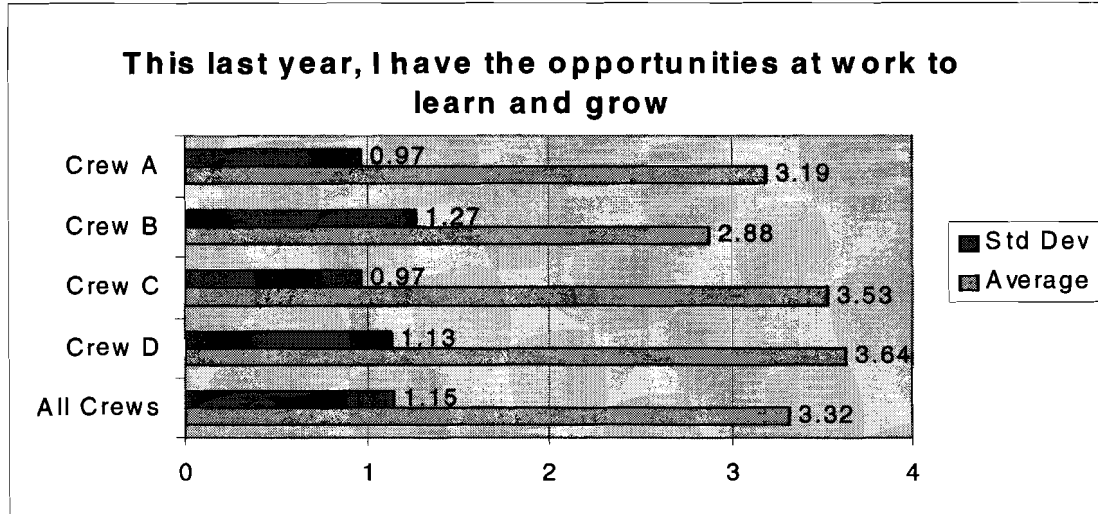


Figure 29: I have opportunities to learn and grow.

Mode is the most frequently occurring value in the responses received. The mode for All Crews, Crew A Crew B, and Crew D, was a four. Crew C was a three for the mode. The median is the number in the middle of the data range. Median of All Crews, Crew A, Crew B, Crew C was a three. Crew D median was a four. The maximum response for this question was a five, which was received by all crews except Crew C that was a two. The minimum response for all crews, Crew A, Crew B, Crew C and Crew D was one.

Table 16

Opportunities to learn and grow Mode and Median

Crews	Mode	Median	Minimum	Maximum
All Crews	4	3	1	5
Crew A	4	3	1	5
Crew B	4	3	1	5
Crew C	3	3	2	5
Crew D	4	4	1	5

In the data analyzes on the amount of fives received for question number for question sixteen were as follows. Crew A received 5% of the responses as fives, and Crew B received 9% of the responses as fives, while Crew C received 20% and Crew D received 26%. The overall percent for all crews are 12% of the observations were recorded as fives

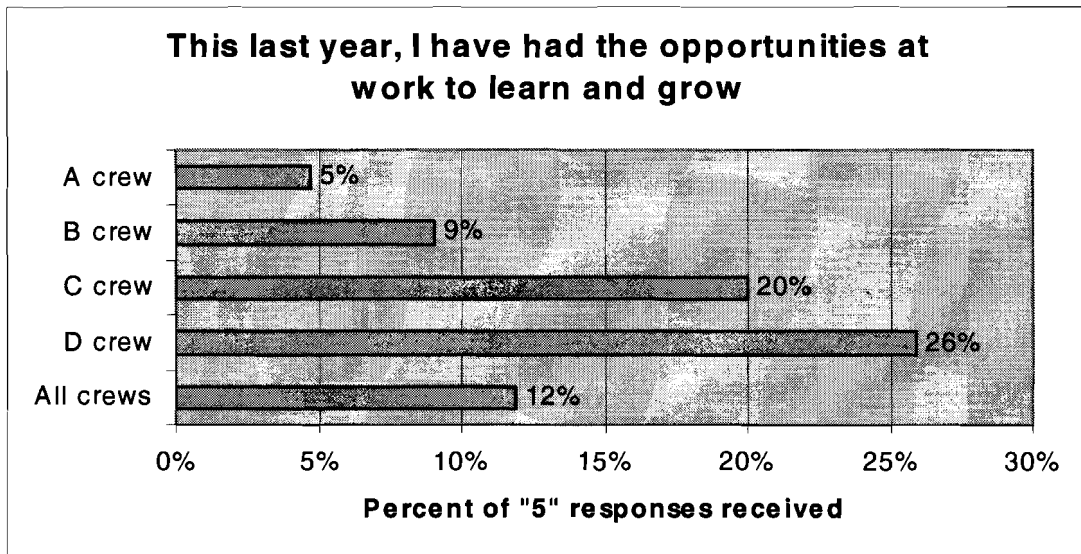


Figure 30: Number of "5's" received for I have opportunities to learn and grow.

Qualitative Survey Questions

The following four questions are qualitative; these were added to give the respondents a chance to add their own comments and suggestions to the survey. The data was coded and the data tabulated and in the graphs following below. The actual responses from the questions are listed the Appendix C.

Question 17: What do you enjoy most about working for this company?

This question asked the production employees what they enjoyed best about working for XYZ manufacturing Company. The data shows the production employees enjoy most, with 55 responses was the people that they work with. Second was the Employee Managed Time Off (EMTO), or vacation time, with 34 response. The third most responses came in with the work schedule, at 29 responses. The forth-highest responses was the environment with 22, employees like the building and the clean work areas.

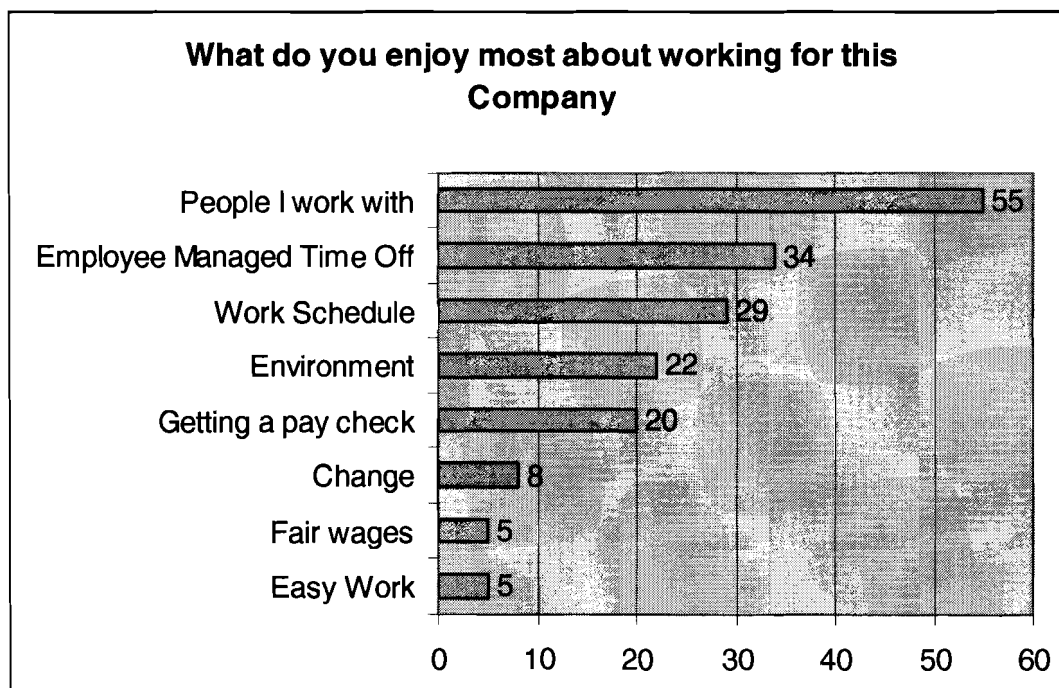


Figure 31: What you like most about the company.

Question 18: What do you like least about working for this Company.

This question asked the production employees what they liked least about working for XYZ manufacturing Company. The data shows the production employees liked least were the work schedule, with 39 responses. Second was the uncertainty about the company with a

response rate of 23 people that they work with. The third most responses came in tied in three categories with favoritism, the new review system, and Morale, with 11 responses for each. The fourth-highest responses was also tied with the company does not care about the people and communication with a response rate of 8 for each one.

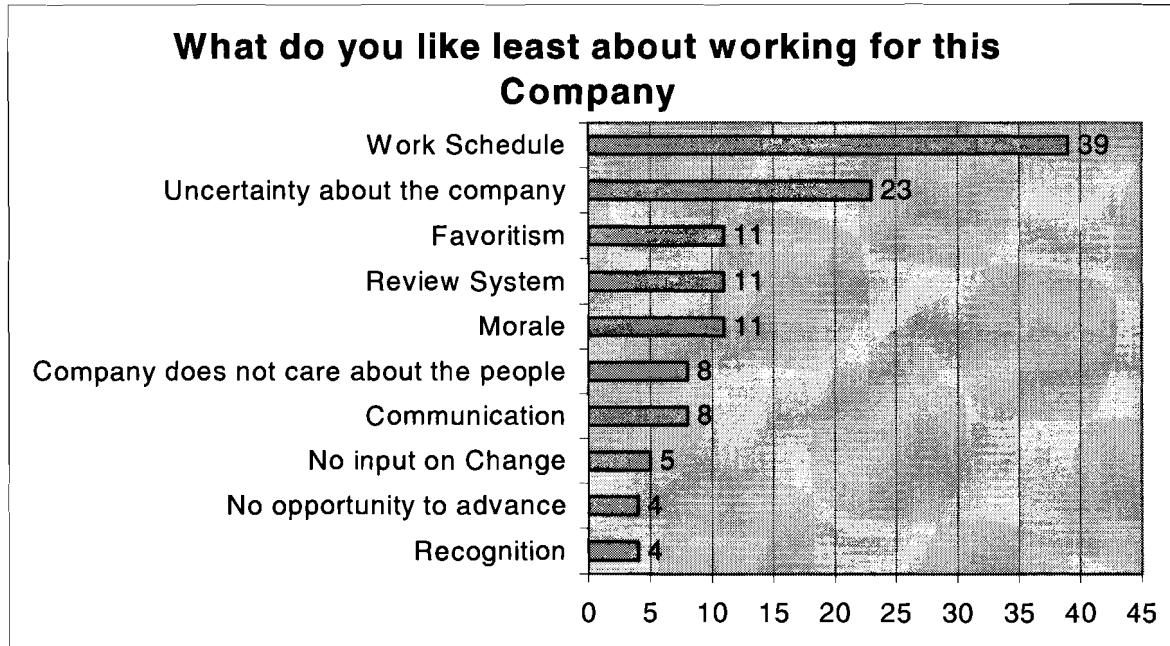


Figure 32: What you like least about the company.

Question 19: How does management support decision made on the production floor.

This question asked the production employees how does management support decision made on the production floor. The data shows the production employees felt that the decisions made by the management and handed down to the production floor, with a response rate of 35. The second largest response rate for this question was the employees did not know, with a response rate of 8. The third most responses came in with 7 responses and these employees felt the decisions are made through the Kaizen projects and “5”S system. The fourth-largest response

from the production employees, which was a six, was they felt there are poor management decision made

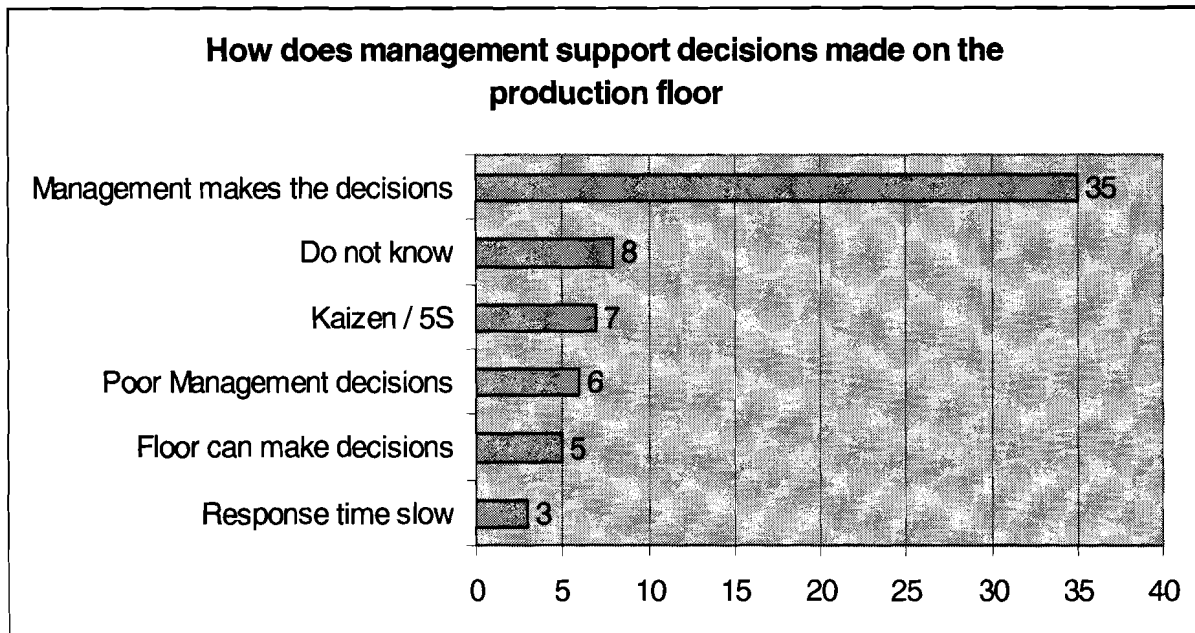


Figure 33: Does management support decisions made.

Question 20: What changes could be made to improve this company.

This question asked the production employees what changes could be made to improve the company. The data shows the production employees felt with 28 responses that recognition could be improved. The second largest response rate of 20 was that the production employees felt they should be listened to. The third largest response received was the production employees would like better communication through out the floor, on changes and company position. The forth-highest responses came in with 10 as poor raises.

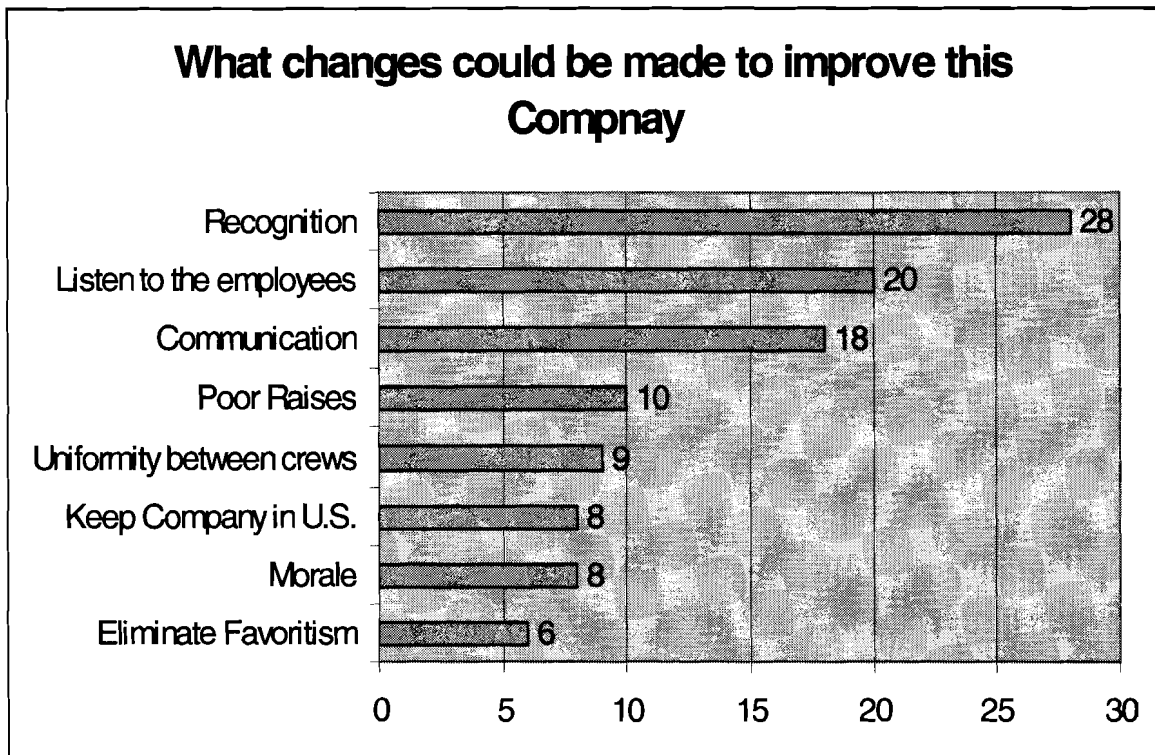


Figure 34: What changes do you recommend.

Summary

The following chapter will illustrate the summary, conclusion and recommendations for the XYZ Manufacturing Company. The chapter will utilize the survey results to focus on the areas that have a need for improvement in order to build a strong healthy culture for change at the XYZ Manufacturing Company.

Chapter V: Discussion

Overview

The purpose of the study is to assess the employee engagement of the XYZ Manufacturing company. It is assumed that by assessing the type of employee engagement the company has, the information will help in the implementation of the lean manufacturing systems and other changes that this company has in its future.

Chapter II of this study provided evidence from other researchers whom has shown that employee engagement does make a positive impact on an organization. In Chapter III the researcher discussed the methodology used in collecting data from the XYZ Manufacturing Company production employees. Chapter IV displayed the statistical findings of the survey.

Limitations of the Study

1. The results of this study are limited to the XYZ Manufacturing Company.
2. Study will only include the Assembly Production floor of XYZ Manufacturing Company at one manufacturing site.
3. The results will be based on the data collected from the surveys.
4. Two weeks before the survey was given the XYZ Manufacturing Company communicated to the employees that a third site of manufacturing would be opening overseas within the next 12 to 18 months.

Conclusions

Buckingham & Coffman (1999) set up this employee engagement instrument research on a likert scale of 1-5. With “1” being strongly disagree and “5” being strongly agree. The research is looking for responses to the questions that scored “5”, since these are the indicators that measure the strength of a workplace. According to Gallup, the higher the percentage of “5” received the more engaged employees are. Gallup (Buckingham & Coffman, 1999) was

searching for those special questions where the most engaged employees, those who are loyal and productive, answered positively, and everyone else, the average performers answered neutrally or negatively (Buckingham & Coffman, 1999).

The overall results of the survey were that the percent of “5’s” received for all production crews of XYZ Manufacturing Company were quite low. Only one Question: Question 15; in the last six months, someone has talked to me about my progress, received the highest percentage of 30% from Crew C and 43% from Crew D. The average for all crews responses range from a low of 2.66 to a high of 4.01. An average for all questions was 3.36 which would be a response of neutral, and a standard deviation of 1.15, this would mean most of the responses were scattered and the results would have a low reliability. The mode is the most frequently occurring value in the responses received. The mode for All Crews was a four. The median is the number in the middle of the data range the responses were a four also. With the median and the mode both at four to bring down the average to 3.36 there were a lot more lower responses to the questions than there were higher or “5’s”. Would the results differ if the likert scale would be changed to 1-6, so there would be no neutral responses?

Survey Questions

According to Buckingham and Coffman (1999), the core of a strong and vibrant workplace can be found in the first six questions of the survey.

From questions one and two the employee is looking for the basic needs. You want to know what is going to be expected of you? How much are you going to earn? How long will your commute be? Will you have an office a desk? What does the employee get from this role?

- Do I know what is expected of me at work?
- Do I have the material and equipment I need to do my work right?

Questions three through six help focus on the employee contribution and other people perceptions of it. You know not only if you feel you are doing well in the role question three, but also is other people value your performance in question four. Question five asked if they value you as a person with question six asking if the company is prepared to invest in your growth (Buckingham & Coffman, 1999).

- In the last seven days, have I received recognition or praise for doing good work?
- At work, do I have the opportunity to do what I do best every day?
- Does my supervisor, or someone at work, seem to care about me as a person?
- Is there someone at work who encourages my development? (p. 48)

According to Buckingham & Coffman (1999), given the pace of change in today's business world, one of the most valued traits an employee can have is the benefit of the doubt. Employees need to give every new initiative a fighting chance, no matter how sensitive of controversial it might be (Buckingham & Coffman, 1999). The scores for XYZ Manufacturing Company are low under 10% of the responses were "5". According to Buckingham and Coffman (1999), this shows there is a lack of bonds between supervisor, manager and employee, and any new initiative, no matter how well intended, will be greeted with suspicion.

Question four; Do I know what is expected of me at work. The result of 5's received were Crew A 19% and Crew B 20%, Crew C at 27% and Crew D at 30%. For a company trying to achieve positive answers, this question is the easiest of the 12 question to achieve. On average the responses received nation wide were only 50% strongly agreed with the statement (Wager & Harter, 2006). Knowing what is expected in more than a job description. It is a detail

understanding of how what one person is supposed to do fit in with everyone else is supposed to do, and how expectation change when circumstances change (Wager & Harter, 2006).

When looking at the question five; Do I have the material and equipment needed to do my work right. Crew C and Crew D both received 20% for the responses as “5” but the responses for Crew A drop to 12%, and Crew B was 16%. According to Wagner and Harter (2006) there is a wide range of responses to the question, the most engaged workgroups are nearly unanimous in their positive responses to the question, while the least engaged have no one who feels he is will equipped for the job. Even when the work group is given the same machines, supplies, and tools the responses of the employees vary widely.

Question six; At work do I have the opportunity to do what I do best every day. The result of 5's received were Crew A 10%, Crew B 9%, Crew C 13% and Crew D 11%. According to Wager and Harter (2006) a recent study found organizations that focused on maximizing the natural talent of their employees increased engagement levels by an average of 33% per year, that would equal a net gain in \$5.4 million in productivity per organization over companies using more traditional methods. This questions also relates to profitability, business units that have scored in the higher “5's” exceed the profits of the of the bottom responders by an average of 10 to 15 percent (Wager & Harter, 2006).

Question number seven; In the last seven days I have received recognition or praise for doing good work. The result of 5's received were Crew A 17%. Crew B 9%, Crew C 7% and Crew D at 11%. According to Wagner & Harter (2006) employees who do not feel adequately recognized are twice as likely to say they will leave their company in the next year. They also believe that this element is responsible to 10 to 20 percent differences in productivity and revenue. Because of the recognition power and the low cost, the seventh question, have I

received recognition in the past seven days, is one of the greatest lost opportunities in the business world today (Wager & Harter, 2006).

Question eight; My supervisor, or someone at work, seem to care about me as a person. The result of 5's received were Crew A 21%, Crew B 16%, Crew C 17% and Crew D 26%. One of the best predictors of an employee's trustworthiness was his perception on whether the company cares about my personal well being (Wagner & Harter, 2006). Research shows according to Wager & Harter (2006) that employees that view the employer as unfair and uncaring will cheat when they think they can get away with it.

Question nine; Is there someone at work who encourages my development. The result of 5's received were Crew A 0%, Crew B 0%, Crew C 7% and Crew D 15%. The previous question is important to anyone's career however according to Wagner & Harter (2006) the connection steadily declines with age and tenure in the organization. More than half of employees aged 18 to 24 and those with less than six months on the job indicate that someone encourages their development, but the percentage drops to just one in four for workers over 55 years of age. Executives who have a mentor are more likely to be one, and the effects cascading from the CEO to the production workers (Wagner & Harter, 2006)

Question ten; At work my opinions seem to count. The result of 5's received were Crew A 0%, Crew B 0%, Crew C 10% and Crew D 7%. According to Wagner and Harter (2006) plants in the bottom average only one in seven strongly agree statements for response. The XYZ Manufacturing Company is even lower that that with receiving 1 out of 25 responses. Accidents later that same year was more than twice as likely to occur in the bottom tier of plants. Incorporating employee ideas pays back twice. The first, idea of an employee itself often is a

good one. Then second, is when idea comes from the employee themselves which makes it much more likely that will be committed to its execution and success (Wagner & Harter, 2006).

Question twelve; Does the mission/purpose of the company make me feel my job is important. The result of 5's received were Crew A 2%, Crew B 7%, Crew C 13% and Crew D 15%. As with the rest of the questions, the degree that a person or team agrees with this statement is predictive of its performance. According to Wagner & Harter (2006) business units in the top responses of "5's" average from 5 to 15 percent higher profitability, than in the business units that score lower. Employees who feel connected to the mission of their company are also more likely to report that humor or laughter plays a positive role in their productivity.

Question thirteen; My associated (fellow employees) are committed to doing quality work. The result of 5's received were Crew A 12%, Crew B 16%, Crew C 13% and Crew D 13% also. According to Wager & Harter (2006) about one in three employees strongly agrees that there associated are committed to doing quality work. These percentages will vary widely depending on the presence or absence of one or more slackers. When a team perceives one of its members in dragging his feet, the rate of '5's" received is one in five. The rate for the XYZ Manufacturing Company is 1 out of ten.

Question fourteen; Do I have a best friend at work. The result of 5's received were Crew A 17%, Crew B 18%, Crew C 20% and Crew D 20%. This question is the most controversial but according to Wager & Harter (2006) it is not the toughest on which to achieve strongly positive answers. The researches showed that were modest levels of friendship within an organization. Companies do far better to harness the power of friendship than to prevent close relationships at work. Companies that have high friendship responses have a higher profitability and productivity (Wager & Harter, 2006).

Question Fifteen; In the last six months, someone at work has talked to me about my progress. . The result of 5's received were Crew A 12%, Crew B 16%, Crew C 30% and Crew D 43%. According to Wager & Harter any formal appraisal cycle that links ratings to pay, which is the case for about 54% for the work force, there is a risk that the system will have enough real or perceived flaws that is actually erodes employee engagement. To over come lower employee engagement the manager or supervisor needs to maintain a strong, regular discussion of progress thought-out the year. Research also shows that Gallup's responses rate is less than 50% of the employees agreed that someone had talked to them about their progress. Even among executives and senior managers, the proportion is only one-half (Wagner & Harter, 2006).

Question sixteen; This last year, I have had the opportunities at work to learn and grow. The result of 5's received were Crew A 5%, Crew B 9%, Crew C 20% and Crew D 26%. For many people, it is progress that distinguishes a career from employment that is just a job. Employees who have a opportunity to learn and grow at work are twice as likely as those on the other end one scale to say they will spend their career with the company (Wagner & Harter, 2006). When employees feel that are learning and growing, they work harder and more efficiently.

Responses by Years Worked

When analyzing the responses by crew then by number the employees' years worked at XYZ Manufacturing Company, many other differences start to appear. For less than one year worked at XYZ Manufacturing Company the total across all crew was 24% of all responses. The one-year to 3 years work the total number of response for all crews was 10% of all responses. The four to six years of service the total of all crews was 3% of all responses. Working seven to nine years of service the total of all crews was 11% of all responses. The ten plus years of service

there was 10% of the responses. From these results it seems to determine that the longer you work for XYZ Manufacturing Company and lower the scoring of the survey, the less “5” were received for each of the questions answered. This may have the same connection as to question number nine. According to Wagner & Harter (2006) the connection steadily declines with age and tenure in the organization. More than half of employees aged 18 to 24 and those with less than six months on the job indicate that someone encourages their development, but the percentage drops to just one in four for workers over 55 years of age (Wagner & Harter, 2006).

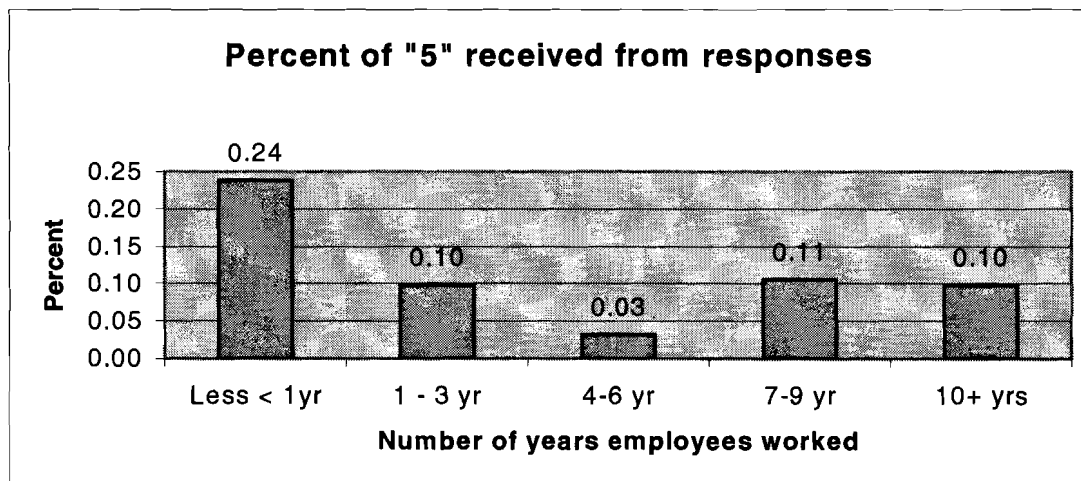


Figure 35: Number of “5’s” received for all questions.

Production

When the data is analyzed by the table in Chapter 3 the following results are shown. Each week a production plan is set by total plant and by production crew. This production plan is the manufacturing plan of what needs to be made to meet customer demand or future demand. When looking at production average over the past 23 weeks by crew, Crew C was 103.75%, Crew D is 104.41%, Crew A 102% and Crew B 100%. When you compare that with the survey

questions 3,4,5,7,8,9,10,12,13,14,and 15 for the same crews the percent of 5's received from Crew C was 14%, Crew D 18%, Crew A 10% and Crew B as 14%. The survey scores were higher for Crew D and Crew C these two crews corresponded to the higher attainment to plan. While Crew A and Crew B had production to plan at 102% and 100% the survey results were also lower with the percent of 5's received at 10% for Crew A and 14% for Crew B.

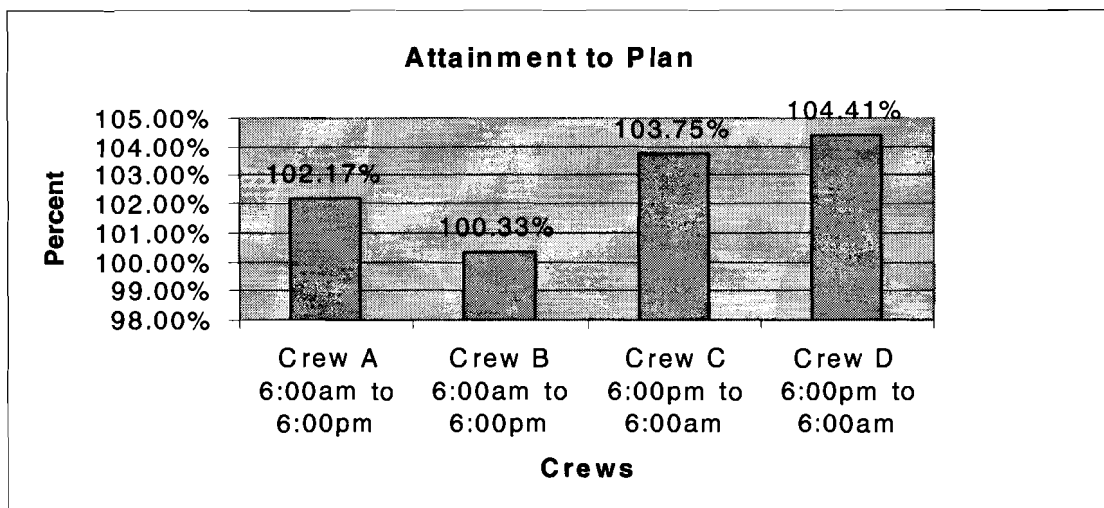


Figure 36: Production to Plan.

Retention

All companies experience turnover. The average company turnover in North America for manufacturing jobs is 16.5% (www.nobscot.com). When looking at retention the turnover rate at XYZ Manufacturing over the last six months for the assembly was at 6.44%. When you compare that with the survey questions the forces on retention 3,4,5,6, and 8 for all crews the average is 3.37 with a standard deviation of 1.01. According to SPSS Techniques Series (www.uni.edu) a standard deviation of one would mean that most of the observations are cluster around the mean,

which would give it a high reliability. This question also shows that the higher response rate to the group of question correlates with the lower turnover XYZ Manufacturing Company sees. One reason for the lower turnover rate at the XYZ Manufacturing Company could be the lack of other larger manufacturing companies in the area.

Recommendations

Engagement is built on time, commitment and consistent monitoring. Educating leaders, encouraging social interactions, and respecting work-life balance will help in the transformation of employee engagement. Employee engagement requires that all employees operate from their own strengths and passions (Wildermuth & Wildermuth, 2008). The following are the recommendations for the XYZ Manufacturing Company to help increase the employee engagement within the organization.

Quarterly Round Table Meetings

Through the qualitative part of the survey production employees express concern with communication and the direction of the company is going. With this being understood, it is recommended that XYZ Manufacturing Company hold quarterly round table meetings with employees to create dialog within the organization. According to Mark (2005) these meeting should be lead by the Plant Manager, Director of Operations, CEO or the President and should include 15 employees per meeting from different areas of the organization, to allow employees to converse openly in small groups. These smaller groups would instill open communication and reduce the overwhelming feeling of a large group setting. The agenda should include discussions and presentations on the following:

- Present and discuss information on finances and planning process

- Present studies of companies that are responsive or are not responsive to change and the results
- Discuss new threats to the company
- Announce the good news
- Announce and discuss current and future changes within the organization (Mark, 2005)

In addition to the quarterly meeting bi-weekly meeting still should be held within each department to keep the open communication between production and management. These meetings are to be held regularly to serve as facilitation of communication to:

- Plan for meeting department goals
- Communicate changes, frustrations and ideas
- Solve problems
- Announce the good news and achievements (Mark, 2005).

Communication of successes

As stated by Kotter (2002) in the sixth step to creating change in an organization is to create short-term wins. These short-term wins need to be as visible as possible to as many employees as possible. These wins will show that progress is being made toward the company goals. Early wins speak to the powerful players those that support the process of change and those whom you have not won over yet.

I would recommend that the Lean monitor system used to display the metrics at this time have two slides added title Lean Accomplishment and Lean Kaizen Projects. This first slide

Lean Accomplishment slide should show the lean projects that have been completed. This would better communicate the lean system to the entire production employee and to create the momentum within the company. The second side Lean Kaizen Projects would be the projects that are currently being worked or and may also include what will be worked on next. This should inspire new ideas from the production floor and create the acceptance of change since the ideas are coming from the production employees (Kotter, 2002).

Recognition

Employees do not only want a good salary and benefit package, they also want to be valued and appreciated for their work (AchieveGlobal, 2003). As seen by the response received for question 20 on the survey, what change could be many to improve this company. Response rate of 28 percent would like more recognition.

Rewarding failures has a bigger impact as rewarding success. Many employees are afraid to make mistake for fear of consequences. These insecurities mean we are afraid to take risks in out job.

Recognition does not get old if it is done right. Recognition must be timely, frequent and specific. No one gets tired of hearing that they add value to the organization. A simple thank you takes only a few seconds, and truly goes a long way (Elton & Gostick, 2002).

There are three simple guidelines for giving effective recognition:

- Identify an opportunity to give recognition
- Describe the behavior as immediately and specifically as possible
- Describe the impact on you and the organization (AchieveGlobal, 2003).

Survey questions to start working on

Buckingham & Coffman (1999) indicated that some of the questions are more powerful than others. These questions need to address in the correct order, for there is little point in attacking the lesser questions if you have ignored the most powerful. Buckingham & Coffman (1999) believe the first six questions cover the basic needs of employee engagement. Spend time focusing on these needs, find someone who can meet these needs, and you will develop the strengths to move on to the other questions. I would recommend that XYZ Manufacturing Company look at striving to secure “5’s” to these first six questions. Involve management the production staff to develop strategies and goals to increase the response rate. This will not be an easy task. Buckingham and Coffman (2006) stated the following:

You have to be able to set consistent expectation for all your people yet at the same time treat each person differently. You have to be able to make each person feel as though he is in a role that uses his talents, while simultaneously challenging him to grow. You have to care about each person, praise each person, and if necessary, terminate a person you have cared about and praised. (p.49)

Recommendation for Further Research

Some recommendations for future study at XYZ Manufacturing include:

- Perform an employee engagement assessment yearly to track progress. A follow-up study using the same instrument should be completed to assess the employee engagement. Special attention should be given to the questions three through eight, since these are the question Buckingham and Coffman believe are the most important.
- Perform an employee engagement assessment for other departments in the XYZ Manufacturing Company: materials, tool room, maintenance, indirect personnel, and

human resource management. This would give data to compare departments and levels of employee engagement.

- Perform employee engagement assessment in the other manufacturing sites, to see if the employee engagement differs from site to site, or what are some the same themes.
- Do focused interviews to get reasons why employees responded to question as they did.
- Find out best practices from Crew C and Crew D, since these two crews scored higher than the other crews.
- Change the assessment from the likert scale from 1-5 to 1-6 to eliminate a neutral response.
- Do Culture assessment to determine the correlation to employee engagement

In conclusion, in order to improve the employee engagement of XYZ Manufacturing Company, all employees must understand what employee engagement is and how their actions affect the organization culture. In addition all executive team members must make a long-term commitment to the improvement and efforts made to do so.

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Appendix A: Consent Letter

**UW-Stout Implied Consent Statement
for Research Involving Human Subjects**

Consent to Participate In UW-Stout Approved Research

Title: How Employee Engagement affects change within a company

Investigator:

Sandra Miller
Millesan@uwstout.edu
715-830-7085

Research Sponsor:

Kari Dahl
Dahlkar@uwstout.edu
715-232-1145

Description:

This research will help assess the organizational Cultures strengths and weaknesses of XYZ Manufacturing Company which will provide information on how to address change within the company.

Risks and Benefits:

This reseach will be of minimal risk to the human subject that will be taking the survey

The benefits that can come from this research are:

1. Stronger company image within the community
2. Better communication within the Company
3. Clearer stated direction from upper management
4. Stronger company position within the market place

Confidentiality:

Your name will not be included on any documents. We do not believe that you can be identified from any of this information.

Right to Withdraw:

Your participation in this study is entirely voluntary. You may choose not to participate without any adverse consequences to you. However, should you choose to participate and later wish to withdraw from the study, there is no way to identify your anonymous document after it has been turned into the investigator.”

IRB Approval:

This study has been reviewed and approved by The University of Wisconsin-Stout's Institutional Review Board (IRB). The IRB has determined that this study meets the ethical obligations required by federal law and University policies. If you have questions or concerns regarding this

study please contact the Investigator or Advisor. If you have any questions, concerns, or reports regarding your rights as a research subject, please contact the IRB Administrator.

Investigator: Sandra Miller,
715-830-7085, Millersan@uwstout.edu

Advisor: Kari Dahl,
Dahlkar@uwstout.edu.
Menomonie, WI 54751

IRB Administrator
Sue Foxwell, Director, Research Services
152 Vocational Rehabilitation Bldg.
UW-Stout 715-232-1145,

Statement of Consent:

By completing the following survey you agree to participate in the project entitled, How Employee engagement affects change within a company.

Appendix B Q -12 Survey Instrument

Employee Engagement Survey

Adapted from Buckingham & Coffman, 1999 p.28

This research has been approved by the UW-Stout IRB as required by the Code of Federal Regulations Title 45 Part 46.

This survey is designed to assess the level of employee engagement. The participation in this survey is voluntary, but your input is highly valued.

Directions: On a five point scale, where "5" is Extremely Satisfied and "1" is Extremely dissatisfied, how satisfied are you with this company as a place to work.

Key: 1.Extremely Dissatisfied; 2. Dissatisfied; 3. Neutral; 4. Satisfied; 5. Extremely Satisfied

1. How long have you been with this organization?

Less than one year ___ 1-3 years ___ 4-6 years ___ 7-9 years___ 10+ years ___

2. On which crew do you currently work?

A crew ___ B crew ___ C crew ___ D crew ___

3. Overall Satisfaction --- On a five point scale where "5" is extremely satisfied and "1" is extremely dissatisfied, how satisfied are you with this company as

a place to work -----1 2 3 4 5
Dissatisfied ← -→ Satisfied

4. Do I know what is expected of me at work.-----1 2 3 4 5

5. Do I have the materials and equipment I need to do my work right.----- 1 2 3 4 5

6. At work, do I have the opportunity to do what I do best every day.----- 1 2 3 4 5

7. In the last seven days, I have received recognition or praise for doing good work.- 1 2 3 4 5

8. My supervisor, or someone at work, seem to care about me as a person.-----1 2 3 4 5

9. Is there someone at work who encourages my development. ----- 1 2 3 4 5

10. At work, my opinions seem to count. ----- 1 2 3 4 5

11. Do I know the mission/purpose of the company. ----- 1 2 3 4 5

12. Does the mission/purpose of the company make me feel my job is important.----- 1 2 3 4 5

13. My associates (fellow employees) are committed to doing quality work.----- 1 2 3 4 5

14. Do I have a best friend at work.----- 1 2 3 4 5

15. In the last six months, someone at work has talked to me about my progress.----- 1 2 3 4 5

16. This last year, I have had the opportunities at work to learn and grow-----1 2 3 4 5

Directions: Using the space provided below each question, please answer the following questions.

What do you enjoy most about working for this Company?

What do like least about working for the Company?

How does Management support decisions made on the production floor?

What changes could be made to improve this Company?

Thank you for taking the time and effort to fill out this survey.
Your input is highly valued and will be taken into consideration.
As always, your confidentiality is guaranteed.

Please place your survey into the interoffice envelope provided, and
return to Sandy Miller.

Appendix C: Qualitative responses

What do you enjoy most about working for this Company
My friends at work
schedule
Schedule
fellow employee
Trouble shooting and different machinery
EMTO
EMTO People I work with
Environment Pay
co workers
EMTO
EMTO
Work schedule
EMTO
EMTO
EMTO
Enjoy the work and the people
Schedule
pay check
Schedule and EMTO
the level of excellence and professionalism
EMTO

Learning new products and process
Schedule
Schedule and EMTO
Everyone is willing to help each other to achieve the goals at hand. I feel I can ask questions when I am not sure on how to do something
EMTO and people
the constant ongoing challenge
three miles from hone
challenges payday Schedule
People, different jobs
People
Schedule, pay and environment
People, different jobs
People and leave it behind you
Schedule and different jobs
pay check
EMTO and pay schedule
People and building
Change
People
Enjoy the projects and employee
Constant change and challenge
People
EMTO and People
EMTO
My Job
the coworkers
EMTO

Coworkers
EMTO
Time off and the people at HTI
Clean room
Enjoy working and love people
Lean, warm and dry EMTO
Money Schedule
EMTO and quality of people
Overtime
EMTO and coworkers
EMTO and coworkers
People I work with
Good wage, clean work
Schedule
The ability to use my skills, trouble shoot and diversity
People and the schedule
Some of the people and the EMTO
Schedule
EMTO
People and the Environment

Using my skills and knowledge
pay check
co workers
EMTO and schedule Learn some technical or technology that couldn't to taught in the classroom
People
Schedule and people
Money is better then fast food coworkers
People and the satisfaction of my job efforts
Clean work and the Schedule
the Hours benefits and amount of pay for the job
Clean organized work areas. Co worker and there commitment to their hob. Lack of direct sup involvement
People I work with and schedule
Schedule
EMTO
schedule
People
Employees I work with
Paycheck and the environment
Benefits and the pay

Schedule, EMTO AND 401 PLAN
Paycheck and the environment
Paycheck and the environment
Employees
Learning new ideas
co workers
Wages
High tech and clean
EMTO paycheck
Progress nature of the product and technology
good pay
Some of the people and the EMTO
Schedule
Schedule
my personal achievements
Pay
Schedule
The job itself and the people

prefer assembly side better
competitive wages and easy work
Opportunity to learn new things
The chance to learn and improve to advance to the next level
Easy work
work I do is challenging, people
cleanliness of the building
Co workers a clean place to work
Learning new products and process
working with different people
Pay
Very nice, clean
Pay, coworkers
the competition of finished passed sort lots working nights
clean environment
the people
\$
Clean work and the Schedule
leaving at 6:00 in the morning EMTO, double time pay and potlucks
clean, safe

Rapid change, professional of the company
pay and the schedule
EMTO and coworkers
EMTO
Opportunity
Co workers
the job I DO
People
Benefits and pay
Nothing
EMTO and the coworkers
Learn something new everyday
People are very helpful and always a new learning experience
people I work with
environment
Pay and EMTO
EMTO
Money
Overtime

People, and EMTO
the technology
clean work and low stress
It is not hard work and the people are great
People are great
it's lean
EMTO
profit sharing
salary
Work is easy
the clean environment a and the challenge of running a unit
People I work with
my coworkers
My friends at work
Superiors willing to listen. People are very friendly and hours are good
Schedule

What do you like least about working for this company
The new review system

The move to China
the gossip
It is not a company that cares about there employees anymore. Employee are not treated fairly
Long Hours
Communication not everyone in the loop
uncertainty and push push
how the company does not care about the people
12 hour shift
12 hour shifts
Not a people company
12 hours shifts
limited job opportunities. lower moral and loyalty
the raise system is unfair
the gowning garb
uncertainty
Decisions are made about the unit we work in without out input
Made to feel like a robot. Don't ask don't tell just do
Hours and weekends
forced OT and working on the trace side
Pressure and stress
Schedule
NO communication between the crews, Management, supervisor, and leads and us
Job stability is not strong
Corporate changes
Not knowing from day to day where I will be
Favoritism One person in unit
review proces for raises
having to work different products with little or no training
Multi tasking many tasks to perform at one time
the ups and the downs of the industry

Retention of motions
not knowing what the future holds of us in the US
the uncertainty of our market share
we are starting to feel that we are just robots. More work less opportunities
Common sense is rarely used we make parts we don't make sense
Management opinion that we don't matter
knee jerk reactions and micro management styles
things do not get followed through on even when they are important
The future of the company
Long days
No opportunity to advance
Good light duty
12 hour shifts no recognition
12 hours days
Management does not seem to care about its employees, as far as they are concerned. It is an end to the means of larger bonus and more money for them
Everything Else
Years for service means zero here
No thanks to anything, the less you do you get put as a coach no raises, supervisors are lazy can't even keep track of TO or who's going on the other side, just send someone to lazy to do a schedule
Not knowing what direction the company is going. Lack of profit sharing
no recognition, no morale and no one trying to improve it. Never used to be this bad
un-needed spending top people get all the benefits and health insurance stink
lack of recognition and also supervisors that should favorites
Politics and favoritism. Fraternizing between employees and those in management positions. Lack of mentoring
the work schedule
Not knowing where the company is going
Moving overseas
Working on Sunday
The hidden not being told up front and the honesty about things that are going on. There all seems to be a blanket we

are all grown ups and should be told up front plan ahead. Favoritism and gossip
docked for short term EMTO notice
Management the inconsistency of the plan for improvement. The constant hand out of fertilizer being handed out
Co workers not doing the job right unfair practices of my supervisor
No jobs in the future
We work for people who want to look good to the other supervisors. Not necessary produce good product
12 hour days
Giving my time to this management who don't seem to realize that time is what we give and if the compensation for that time is not good we will have failed careers
Uncertainty of knowing if your job in very secure. Shipped overseas sent to sort if your line does not run and sent to the dark side
as with most company the bottom line comes before the people that give to the bottom line
lately having to over to the dark side to work. To do jobs hat make you stiff and sore + don't have a choice. Need two people in a unit not 1 1/2
bad morel
getting used to something changing
Long hours some favoritism to certain employees by supervisors. Being cut short on the amount of people needed to the jobs on the floor
unreliable not knowing where to going, supervisors
slow time and layoffs
Morale not communication meeting with the supervisors lazy people that only car about themselves not being placed in the areas that 5 perform the best. The inaction to solve simple problems in any efficient manner, the waste being punished when only one side of the issue is examined
Long night hours
Working the weekends
lack of communication on some of the checks and what to do when out of control
the work hours

No common sense extremely unfairness to employees a lot of secrets' no idea if you will have a job the next day
Favoritism
the constant uncertainty about if out jobs are safe.
Schedule
Schedule
worrying about layoff and work slowdown
the negativity on the floor. Need more positive atmosphere, and not getting to church on Sunday
When individual do not meet the company standards, rules are changed that affect everyone and not address the issue with those individuals
12 hour shifts
the sup attitude it's their way and that's that . It's not what we the workers would like or our opinion
the wheel of progress for doing improvements to system or procedures these take forever to implement
Not much EMTO
Many employees show a lack on interest in their performance resulting in mistakes, problems, downtime and issues effecting quality and lean time
Changing supervisors so much, when we get one that wants to do things different then the other one
The bad attitudes towards change from a lot of employees. A lot of long time employees feel change is a waste of time
the moral around here stinks. And also the favoritism showed by the supervisors stirs up the dislikes on the floor
More work load is putting on us without more pay. People that have put in more years are getting smaller raises than the new people, doesn't length of emplacement matter?
Manager not around
Lack of management visibility
no room for advancement, not sure that my job is secure
being set to another dept and helping to fine they don't work trace side
Employees are kept in the dark about most things
monotony
When making changes we don't get a chance o put in out

opinions
hours sometimes to long
don't make employees feel valued, lack of recognition, company picnic
The change of procedures and unit orientation
the tendency to give negative feedback reports in on the goal we did not make instead of the positive side
Sometimes I feel that there seems to be favoritism with some employees. Do not feel everyone is treated the same across the board
more EMTO
certain issues pertaining to components and machine reliability have been reviewed but never fully resolved, just pushed around between crews
the long hours
sometimes it seems that the 5S crew many run out of things working every other Saturday
the 12 hours shifts
employees don't seem to be taken seriously most of the time
They do not utilize me where I am need to trained for. Schedule and hours
appears little future for this type of technology
Long hours and monitory overtime. Using short-term EMTO against you on your review.
12 hours shifts
increase tendency for one way communication from management and indirect. Almost no face to face interaction with engineering, management, Lots of question unanswered when changes happen because we are given no opportunity to directly communicate with these who have made the changes
why are we expected to provide more product with less people and poor quality components
the incentives that we had keep getting taken away from us and the raises we got stinks
How are you treated as an individual like you are in grade school. No pride in doing a good job, no respect as to what you know and do every night
More and more work going overseas
Upper management does not listen to anything that the people on the floor say

Constant changes without explanation as to why changes are made. Management makes changes without employees input
the performance reviews
12 hours shifts
They treat us like children not adults
the weekly changes that go on
some of the fellow workers think they are better because they have been with the company longer
The training could be more thought, detailed and on weekends
back stabbing and favoritism. Select few get the good raises
hours or the schedule should be 5/4. communication between all levels
now long a walk everything is
being on my feet for twelve hours, supervisors have favorites. No consistency in the rotation of jobs, leads should have a more pleasant attitude
121 hour shift
never knowing how safe you job is
long hours
not knowing if we will have a job next week
being on my feet for 12 hours
the constant fear of losing my job
lack of recognition, poor pay increases, inconsistent standards, overloaded. Minimal appreciation for production workers
The hours and a killer after awhile
the hours
schedule
leaving work at 6:00 am when it is below zero
the hours are too long
lack of opportunity for creative expression. Lack of opportunities for professional development in lower level positions
12 hour shifts

changes
the lack of communication and honestly
12 hour shifts and constant volatility
lack of communication
working with bad components and few employees that do not know the process and products

How does management support decisions made on the production floor
Kaizen system
They do not have a open mind to Morale and recognition
They support you
there is no support from management
stop unit to make quality parts
they don't
Decisions are not made on the floor management makes them
if it is approved by a supervisor it is ok, it will go further, if not you do not hear about it again
policy are in forced all the way up and down
I never feel significant decisions are made on the floor
some things happen on the floor the are clueless about
sometimes
They support the person making the decision with out consulting those most affected
Kaizen system

Poorly I feel for a lot of the changes made that should get opinions from the source workers on the floor
Supervisors are pretty good, but they care about is the numbers
Employee engagement
I do not think the management has much choice. Higher up management does
they seem to be getting a little better
Often hold meeting for input and occasional use the feedback
People of the floor are not listen to well enough. We are asked for your opinions, but what ever the initial idea was in a lot of time implemented production struggles to deal with it
With the implementation of the 5S and lean teams I have noticed more impact from working bees the have been noticed and acted upon
Most the decisions on the floor are made by the people who don't have any idea to what and how we work
Abe said "if you don't like it Leave"
They use indicators to judge the decisions made on the floor
They support the decisions, but limit the decisions that can be made
by communicating it to us
Their way or the highway
sometimes is seams they might not even know or care
as a production employee I don't feel we are privy to the relative decisions that affect us
No they only do what best for them
Good

Management support everything that want, no common sense at all
if there is cost for an idea that will have money down the road it will not be done
Only if they make a huge profit
It seem they support the decision from above them, and it seems the whole caring as a person who are you is completely lost. Sort of like a "oh well" reaction when we are talking with them
They decide that are no we decisions if a floor decision is made whether good for the company they wouldn't dream of giving the floor credit. It the decision is bad you can bet we get all the credit
very poor management at this time
no
Kaizan and training
Management has very poor decisions
As for what I can see they do not. In other words the left hands does not know what the right hand is doing
We do not make decisions, management just hands them down
All the decision that are supported go above my position. Management blindly supports the above positions
Come out to the floor and see things are going. Check into issues when necessary
Tell me when you find out
they get what they want
Sometimes with doubt of contusing. Do the best with what you have lack of backup tooling or metal
Decisions are not made on the production floor, they are only carried out
they stick to their rules

The floor can make decisions
Management makes the decision as I see it that will listen to ideas although
they make the decisions and that's that
some times the response time is very slow
huge disconnect between management and assembly
There seems to be very little accountability, what are the decision trying to improve
I believe they do
not sure
Not committed in supporting decisions
ok
only think of the bottom lien
Management seems willing to communicate most of the time what they expect
very pro active
Better It does feel like we can talk to them. They support in a positive way. We work well as a team
our input through 5s is better supported than ideas we gave in the past
mostly positive
They make the decision not us. They decide what causes the problem and many time they are wrong. Ask the workers getting better with the lean initiatives, progress is still slow
alright
If they agree with it they support it. However at times various members decide to disagree with each other
Sometimes I think upper management is not on the floor enough to see how we do thing before making decision

They implement new ideas, some good and some bad. Being on night you don't feel or see the management support though. Through the supervisors you hear what management wants, but their actions don't always seem to match what they say
Management & higher ranked people make their changes and plan expect the people on the floor to make them work
They just tell us what to do and what is priority at the time
Supervisors ok upper management not sure slowly
Management makes the decision and we have to follow them Most of the time
By working and supporting others decisions
With Kaizen and lean it is much improved
Visible support of positive decisions would be welcome feedback
lengthy evaluation
Management stands behind decisions if there is a good reason why it was made
I think the management from both sides should get together and work things out. Trace and assembly when it comes to defects and panels issues
Very well, but management can only go so far in terms in decisions
so far so good
Supervisor they respond well for the most part
Management make the decision
About the same as other companies I have worked for
They do not always seem to listen
We can make the designs, we have a choice to make decisions
Management makes the decisions we are required to follow checks on employee to see thing are carried out correctly. Send tech trainers around occasional to make sure you are informed of changes
I think management keeps in tuned to the production floor by the meeting they have daily and weekly

Poorly. Often feel that we are guilty until proven innocent. With little understanding of the underlying process control issues, know issues established and work around, production priorities you often feel like you are flying blind

I feel management make the decision on something's without considering how it will affect the people on the floor

Sometimes when they are busy they seem not to value out opinion, but most of the time they do listen and try to help figure things out

They do not always seem to listen

Would not know

They don't

It doesn't

I have no ldes

Very good

Fine I have not been involved to much

They support every decision by enforcing it

Usually management does not know

Unknown

Do not know

For the most part if you are following the work instruction and contacting appropriate support management will support your actions

Decisions come from management with little to no input from the affected employees

everybody pretty much works together and forms committees

Fairly well

Fairly well
Very little
Provide tools and resources to perform job thoroughly and successfully. Act as liaisons to other department
Very little. If they really cared they might try to improve out incoming components
They give me the appropriate person to go to with issues and stand behind me when I have questions
they make the decisions and that's that
This company has too much of top to bottom philosophy to allow for others to make decisions
We do not see much of management and we still have a lot of the same problems

What changes should be made to improve this company
Recognition being given to the QC, as they work hard and well. When someone has earned a level B position and is at a level A. this does not make the employee as if they are achieve anything. Scan , sort and backfill should be level b rather than A
Return to focus on quality
more recognition
Equality fairness show the employees that they mean something to the company
Everyone should be communicated to. Managers are not on the floor much.
Watch out for the employee also have the company listen to the concerns of all
have the people that make the decisions listen to the workers and don't try to implement things they are told won't work

Before changes are implemented ask. If it looks good on paper does not mean it will work
Need to get in touch with the human factor, moral and job satisfaction. Things that make one do a good job
Pay people what they are worth small raises. Eliminate the good ol boy niches
poor raises
keep the work in the US better communication
Give the employees more input to decisions made better communication
show more care and concern about the staff on the floor. Better communication of changes to tests etc, that will affect me directly and my performance
No promotion opportunities
Having recurring problems in the unit fixed so they go away and do not come back
Keep the company in the US
better communication to each of the employees from the management
More automation TSA+ development
more employee input, more motivation, more recognition
No follow up after NCR's are written
Treat everyone the same
Just let us do our job in a happy environment and find ways to boost moral
A much better job in including opinions on the people in the floor, for implementing some changes
Better communication crew to crew. More thought put into plans effecting the manufacturing floor
better communication for everyone. Work weekends and do not know all the changes that have happened
More appreciation. Better pay increases. Give us credit on the good jobs we are doing more production less labor

Management (Abe and Kristen) need to be seen more and changes their attitude toward those on the production floor
continue to develop employee involvement
improved communication and recognition
It could realize how important the employees are to the company.
Improve morale on the floor
more recognition improve morale
Let the top level decide
Treat the employees with respect
A little more honesty about what is happening to the company
consistency between crews and with crews. Not playing favorites, and not treated a though I am a ten year old
Just move to China and get it over with
Top heavy
Quit lies are we moving to china or not. Give raises, one years pay for performance next year want use all in the same pay scale
start a recognition committee, Bring back money for goals meet, less talk and more action moral is so bad that talking is not going to help
be a company for the people, pilot things with management doing them first. Is they can't someone making 1/3 for their wages shouldn't be expected to
increase recognition of the good people. Seems that the whole family value caring is gone. This to bad it has come to this
Employee involvement on the reality level. Fill belief that we a re equal. More time based rewards, praise and show of continued appreciation for knowledge, and abilities that we have rightly earned
pick up the morale on the floor
Different management at the top
Stay Here
Better health insurance
Openness and better wages for employees that are really working hard
keeping it in the US treating people like that do matter instead of corporate greed

Hire some management and supervisors that care about the employees and listened to them. Allow the highly trained workers to do their job. Follow through on the this survey which I am sure will not happen
Encourage people to take pride in their job, and reward people that do
A more democratic philosophy involved input given by those who work on the floor
try to keep are jobs here
would add merit and incentive pay opportunities. Commit to USA manufacturing. Would explore flash drive industry. Look for ways to keep the employees instead of so much overtime. The cost of training and experience is too high t throw people away.
try to raise more of workers and not go overseas
Equal profit sharing. Those whose contribution to the company is deemed to be better get a better salary. Profit sharing should be equally distributed
Organize trace better to ensure and increase production. Need more backup tooling for production
Watch the stress and what is happening with break time with running less people in the units
more pay and at time more people in the unit
More recognition give the supervisors more time to listen to employees
all people treated fairly with respect to their abilities on the job better recognition
keep it in the US. Hire more with temp services and more recognition
More recognition for employees. At lease a comment what a good job was done
be up front with the direction and future on the company detail
To many to even go through in a survey like this
4 ten hour days it would be nice to have 10 hour Days after you reach 10 years around here
I would like to see the engineers out on the floor more to help work with the ongoing issues
Make sure major changes are communicated to the PS better
Go back to a standard work environment

Have management work on the floor and observe the injustices that occur on the floor. Let them feel some of the decisions that they make
Everyone treated the same male or female. No scapegoats at raise time
Communicate to us if our jobs will be here in the future. If we know we will be here we can be more comfortable working and do a better job
Show that the company cares about the employee instead of treating them like robots. What happened to employee recognition, empty picnic, any thing to show appreciation
not having to worry about having a layoff
Things need to be more positive. Instead of so much negative feedback need praise.
utilize their vast high tech knowledge into other products, more R&D
The longer we work here the more money we should make. Poor raises
Streamline the changes, lotus notes are somewhat overwhelming
Show people what happens to the product they produce and how it affects the next stage. When they produce poor quality work.
tighten hiring requirement in regards for B level or higher positions, to ensure the people that get fully qualified for the responsibility
better communication. Praise once in a while, poor raises, and feel under appreciated
Review supervisors and how they contribute to employee morale. Have them spend more time managing and supervising employees and less time on product flow. They need to make time to supervise and give feedback to employees. Not just at review time, sometimes even then they don't. hold employees accountable also for their actions or lack of action. don't let things just stay as they are.
Actually telling the employees the truth, not sugar coating everything
Have all 4 crews do everything the same as far as TO, OT, pledged too much variation. Sup that recognize good work, a thank you or good job goes a long way
More recognition

Focus more on one things to improve and get it done
The people making the decision should be more involved in the actual work.
Keep communication going constantly, keep units up to date on changes. More pats on the back. Show more interest in employees and listen to them
Would like to see them get employees more involved with changes
More employees involvement or explanation on how certain decisions are made. Better pay of course
Improve quality focus across the organization. Continue involvement in making changes the affect them. Visible positive recognition and communication
Go paper free
Company seems to have more management and non production people than Operator and PS
I think may be not having to multi task so much throughout the night They way PD could concentrate on one particular problem
Treat all the employee like people not robots, and thank people for their hard work. Give rewards for a good job done and change schedule to 5/4
Fix all the problem abruptly & not when they get to the point of down time units. Time and staffing should be adjusted so issues can be troubleshoot effectively so the ps can do their job with minimal disturbances
Sometimes I fell we are in a losing battle with technology. I
Have a less rushed felling more relaxed
The metal is 90% of all the problems in the units. Improve that and you will increase production and less waste
If management listen thoroughly to an employee that actually works on the floor. I would seem to be very cost effective and improvement of quality
Actually listen to the people doing the work. Work schedule and hours
recognition for good work, incentive to do better and favoritism
have Abe, Kristen and any other paper pushers come to the assembly floor and try to meet the goals they se for us.
For the different crews to all be on the same page thing are done the same

Production staff need to be better trained in process improvement and control. No PS meeting with engineering . New PS coming on the floor with huge gaps in their knowledge due to accelerate training schedules
More recognition
Maybe more incentives
More employee input and opinions being paid attention to and more common sense being used instead of college degrees. This company is over educated
O trace too much scrap in made down there. Lack of both knowledge and accountability
Listen to the people that are actually doing the work
Better communication. Expect and demand the same performance from all employees
too long to list
Better communication between departments
Go to eight hour shift. It seems as if people get moody after that
Lot more communication. They should be a group meeting or posting board to read about all the changes. So that there isn't so much hear say
More consistency in decisions. Let people express idea without reprisals. More explanation from HR about policies and practices
Could get some recognition
More interaction with all the workers across the board. They are the people who make your company your big bucks. Lets us know we are people not robots say thank you
More team work
When a present employee posts for a job they should get a interview
Get rid of the reviews. Give equivalent raises across the board. They hurt moral and discourage out incentive to do our jobs. Also favoritism is clearly an issue
I would like to see engineering and key decision makers across all shifts. Weekends and nights rarely have access to these people. More training options in the HTI learning database

improve communication and feedback, Significant incentive plans for top management, promote in house education/development improve recognition/rewards and service tenure
Company is getting better since I have been working here for the past 13 years. All companies have rules and regulations
Slow down a little and I bet yield improve
Make trace side have the same standards as assembly
Understand that the hours are long and the supervisors could be more understanding and professional. Too much personal things are given out and they want to believe as they do
8 hour work days, more opportunity to learn new skills, more opportunity to provide input on process control procedures
Ask trace to focus on quality and not quantity. The metal we get is always bent and hard to run which hurts our yields
can not think of any thing
Uniformity between crews
Well they could start treating the employees like they matter and not like we contribute nothing. Making money seems to be the only motive around here.
go to the 1st, 2nd and 3rd shift approach people are getting burnt out working 12 hour shifts
Listen to the employees on the floor a little bit more
We could have better components and people that can keep up with what is going on.