

Kaizen and Job Satisfaction- A Case Study in Industrialized Homebuilding

Isabelina Nahmens¹, Laura H. Ikuma² & Digvesh Khot³

Abstract

Research Question/Hypothesis: Do Lean concepts implemented through Kaizen events affect job satisfaction levels in an industrialized homebuilder plant?

Purpose: To explore the impact of Lean through Kaizen events on job satisfaction levels for an industrialized homebuilder plant.

Research Design/Method: Company-wide questionnaires were used to characterize the current state of job satisfaction levels at the plant. Then a Kaizen event at one production station was used as a case study to evaluate levels of job satisfaction before and after Lean implementation.

Findings: Results from the case study revealed an increase in job satisfaction (+11.4%) after Lean implementation. While workers with more experience appear to have lower job satisfaction, there was no significant difference in job satisfaction between age groups.

Limitations: The study was limited to the industrialized homebuilding sector and the study period was limited to the transformation phase during the Kaizen event in one production station. Impact of the Kaizen event was only measured on job satisfaction levels.

Implications: Findings from this research will contribute to a better understanding of the applicability of Lean strategies in the housing industry and its impact on job satisfaction.

Value for practitioners: This paper disseminates results in an important topic within Lean Construction by identifying enabler factors to ensure successful Lean Construction implementation.

Keywords: Kaizen, Lean, Job Satisfaction, Industrialized Housing

Paper type: Case Study

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Advances in Production Management Systems. Artificial Intelligence for Sustainable and Resilient Production Systems Alexandre Dolgui, Alain Bernard, David Lemoine, Gregor von Cieminski, David Romero, 2021-09-01 The five volume set IFIP AICT 630 631 632 633 and 634 constitutes the refereed proceedings of the International IFIP WG 5 7 Conference on Advances in Production Management Systems APMS 2021 held in Nantes France in September 2021 The 378 papers presented were carefully reviewed and selected from 529 submissions They discuss artificial intelligence techniques decision aid and new and renewed paradigms for sustainable and resilient production systems at four wall factory and value chain levels The papers are organized in the following topical sections Part I artificial intelligence based optimization techniques for demand driven manufacturing hybrid approaches for production planning and scheduling intelligent systems for manufacturing planning and control in the industry 4 0 learning and robust decision support systems for agile manufacturing environments low code and model driven engineering for production system meta heuristics and optimization techniques for energy oriented manufacturing systems metaheuristics for production systems modern analytics and new AI based smart techniques for replenishment and production planning under uncertainty system identification for manufacturing control applications and the future of lean thinking and practice Part II digital transformation of SME manufacturers the crucial role of standard digital transformations towards supply chain resiliency engineering of smart product service systems of the future lean and Six Sigma in services healthcare new trends and challenges in reconfigurable flexible or agile production system production management in food supply chains and sustainability in production planning and lot sizing Part III autonomous robots in delivery logistics digital transformation approaches in production management finance driven supply chain gastronomic service system design modern scheduling and applications in industry 4 0 recent advances in sustainable manufacturing regular session green production and circularity concepts regular session improvement models and methods for green and innovative systems regular session

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