

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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Enhancing Future Skills and Entrepreneurship Kuldip Singh Sangwan, Christoph Herrmann, 2020-07-27 This open access book presents the proceedings of the 3rd Indo German Conference on Sustainability in Engineering held at Birla Institute of Technology and Science Pilani India on September 16 17 2019 Intended to foster the synergies between research and education the conference is one of the joint activities of the BITS Pilani and TU Braunschweig conducted under the auspices of Indo German Center for Sustainable Manufacturing established in 2009 The book is divided into three sections engineering education and entrepreneurship covering a range of topics such as renewable energy forecasting design simulation Industry 4 0 and soft intelligent sensors for energy efficiency It also includes case studies on lean and green manufacturing and life cycle analysis of ceramic products as well as papers on teaching learning methods based on the use of learning factories to improve students problem solving and personal skills Moreover the book discusses high tech ideas to help the large number of unemployed engineering graduates looking for jobs become tech entrepreneurs Given its broad scope it will appeal to academics and industry professionals alike

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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Organizational Interventions for Health and Well-being Karina Nielsen, Andrew Noblet, 2018-06-14 This important new collection provides not only a comprehensive overview of how organizational interventions can improve health and well being in the workplace addressing its causes rather than the symptoms but also the practical issues faced in their design implementation and evaluation Drawing on a range of case studies and empirical investigations it is the first book to seriously examine each element of the intervention process and to recognize the individual group leader and organizational factors that researchers should consider The authors describe the various challenges to such collaborative processes as well as the specific methods and tools that can be used in response Each chapter offers practical evidence based guidance Featuring a final section examining new directions and approaches in organizational intervention research the book features contributions from some of the leading international researchers in the field It will be essential reading for any researcher or practitioner interested in the practical issues involved in improving the organization design and management of the contemporary workplace

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