

## Kaizen and Job Satisfaction- A Case Study in Industrialized Homebuilding

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### 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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