

Kaizen as an Approach to Motivation at Workplace

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Abstract: *Nowadays a distinctive feature is the development of new technology and the associated requirements for new approaches to production processes in companies. Due to the high competition it is need to adapt quickly and flexibly to these requirements. If the company wants to be successful, it is necessary to continuously develop ways for improving of the manufacturing processes. The improvement will be an effective toll for motivation a stimulation employees.*

One of the fundamental methods of improvement is the philosophy of Kaizen. This is an integral part of the culture of every successful company from the beginning of its development in Japan. The basic principle is the involvement of all employees in continuous improvement across the whole company, and consistently on a daily basis. The aim of this paper was analyzed this issue in conditions of organization Schwan Cosmetics CR. Data was obtained through the uncontrolled interviews with employees and their managers. The interviews were supplemented by observation.

The results of the investigation have clearly shown that the company, which belongs to the Czech and the world leaders in the production of wooden cosmetic pencils, is intensively engaged in Kaizen and the effort to continuous improvement dominates in all processes. In this effort the company shall take very specific forms within the program „Good idea“, where the employees use their innovative potential themselves. Because they best understand the problems of their work and the philosophy of the company, thus they contribute to the improvement of the whole company and they are part of Kaizen activities.

Key words: Kaizen · Motivation · Improvement · Manufacturing Process · Innovation · Wooden Cosmetic Pencils · Philosophy of Company · Employees · Quality

JEL Classification: M11 · M12 · M19

1 Introduction

Kaizen originated in Japan when the management and the government sought to fix the confrontational labor-management relationship that was facing the economy (Al Smadi 2009). Kaizen is defined as the continuous improvement of an entire value stream or work processes to create more value with less waste (Haun, Mothersell and Motwani, 2015). The Japanese expression Kaizen consists of two words. Kai means "change" and zen "good, better." The combination of these words is explained as a continual improvement in small increments, whether in a personal, social or working life. The term "improvement" means understanding that everything can be improved-quality, deadlines, costs, productivity. The word "always" in turn says that nothing in the world is firmly established, everything is constantly changing and evolving markets, products, customers and their requirements. The constant improvement in the enterprise, however, institutions do not process disposable large innovative leaps, but improvement of even the smallest details (Imai, 2007).

The main motto of Kaizen is "muda" – this is the loss, its consistent removal to the smallest detail. The work is a series of steps or processes which finish in a product or service. In every process people or machines either added, or not added product value. The term "muda" refers to those activities that do not add value. This wasting is not often noticeable because it is hidden beneath the surface of everyday work. However they are eating up our profit. In many cases, wasting is accepted in terms of "this is it", "it's part of the price for business." In fact there are a few other issues that deserve such attention as waste (Lareau, 2008).

According to Imai (2007) issue of the muda can be divided into the seven categories:

- Muda over production.

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- Muda inventory.
- Muda defects.
- Muda transportation.
- Muda over processing.
- Muda of waiting.
- Muda of motion.

2 Methods

The aim of this paper is to determine the current status of the issues at the workplace of Schwan Cosmetics Company. This company is a private label manufacturer of cosmetics pencils and products worldwide. The company offers color cosmetics. It's located in Český Krumlov. An analysis of the current situation was conducted in the company and based on the results, the company presented a solution to improve the current situation. According to the results of research will be the company's proposed recommendations that should ensure a better perception of the problems of Kaizen company staff and the related compliance.

Results were gained via observation and studying and analyzing of internal documents. Research was realized between years 2015 and 2017. The case study with 6 examples was realized.

3 Research results

Schwan Cosmetics Company is intensively engaged in organization improvement process and trying to familiarize all employees with this issue. The company is therefore focus in particular on the issue of lean production, waste, 5S, Kanban, stability and overall improvement of technology. Managers learnt principles and implementation of the Kaizen in companies e.g. Škoda auto in Bratislava, Slovakia, or company Witte. Leaders had a problem with misunderstanding and unwillingness of people at the beginning of the implementation process of the improvement. But later, when employees were informed with this issue, accepted it and understand its importance. The program a Good Idea runs from the year 2011 in the company.

Into the program, you may log in good idea by the application that is freely available to all Employees. A good idea can be uploaded only someone, who is currently employed in employment in the company. The Commission shall evaluate ideas, which meets generally once a month, or as needed. Filed the idea receives its owner automatically corporate T-shirt or 100 points into account health, depending on his choice. His idea further submits to the Commission.

In Tab. 1 it is shown four the most important ideas. These ideas mean the biggest save for company. Total saving was 25 985 Euro. Total costs were 9 420 Euro. For examples it was shown one of rejected ideas, where Commitment judged that investment will not return.

The focus company has forbidden to publish the system of remuneration for submitting / accepting proposals by employees in the article.

The research showed that program Good Idea means for company significant cost savings and it is necessary to continue with this programme for future development of the company. This program it will be a significant toll for motivation of employees. This program encourages employees to take an innovative approach, independence, creativity and self- management. But it mainly shows that their opinion is important for their leadership.

Table 1 Chosen Good Ideas

Number of Idea	Name	Main idea	Save	Costs	Status
1.	Stacking table	Tensioning networks by workers	6 000 Euro	360 Euro	Received
2.	Simplify the application crash system	Exchanging the existing applicator dosing system for an easier option	6 785 Euro	4000 Euro	Received

3.	Replacing the finishing line protectors	The abolition of the existing complicated capping and replacement mechanisms is another mechanism	0 (The investment will not return)	2 000 Euro	Rejected
4.	Editing screen printing	Changing the lifting of pencils under the first station screen	9 000 Euro	4 200 Euro	Received
5.	Storage soft orders stainless steel containers instead of plastic	Storage soft orders stainless steel containers instead of plastic	4 200 Euro	860 Euro	Received
Total			25 985 Euro		

Source: Own processing

4 Conclusions

The research results showed that, within the duration of the programme, a Good Idea was made by employees some overall ideas. According to the observation and uncontrolled interviews can be concluded, that the company is ruled by a commitment to constant and continuous improvement. Program a Good Idea was introduced with the enthusiasm and can be regarded as very good and innovative. Some employees came to the program very enthusiastically and submitted the idea even more than once. Unfortunately, over time, the interest in the program began to recede. The employees apparently are of the opinion that all rather suggestions have already been made, with which the management does not agree and within its Kaizen philosophy – a commitment to continuous improvement.

As a suggestion to improve the issue of Kaizen and specifically program a Good Idea would be necessary:

- upgrade Good Idea leaflet,
- ensure that the leaflet have enough in places well accessible to all employees,
- to carry out an information campaign for new staff,
- in the campaign once again highlight the ideas and made familiar with their benefits all employees,
- support for effective communication,
- improving the organisation and management of work,
- removal of time pressure,
- effective time management, including the necessary information.

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