

## “The Impact of Applying Visual Management Policies and 5S's on Improving Productivity within Garment Factories”

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### **Abstract:**

The impact of the implementation of the visual management policies and the (5S) on improving productivity within the garment factories were studied. The main idea of the study is that: a clean and organized workplace contributes in saving time and effort, reduces costs and increases productivity. In one of the ready-made garment factories the current situation and the identification of weaknesses in different sections of the factory was identified and so, specifying root causes of problems and ways of improving performance. The shortcomings of classification, ranking, cleaning of the work environment were studied. As well as the deficiencies in visual management activities as a requirement for ranking was identified. The steps of implementation the 5S and the 5S policies were identified on the studied manufacturer in terms of getting of senior management commitment, its willingness to implement new policies and raising the awareness among all plant individuals regarding the 5S program and applying the 5S program in the entire plant and systematically implementing each (S) in a gradual manner. Also, the application of plans to model and maintain the 5S software system in the factory and conduct of continuous improvement processes. The results of the study showed that, the environment of the work had the greatest effect on increasing the productivity of workers, their work mastering and their work like. The implementation of the 5S rules was resulted in many benefits for the company, including improvement of workers' psychological health and reducing work accidents due to the arrangement of tools and standardization of working methods. As well as reducing the effort and time to do the work, and thus increased the productivity of workers and reduced the cleaning costs in the company. The factory also achieved high economic returns due to the application of these rules.

**Keywords:** Visual Management Policies, 5S, Productivity Improvement, Garment Factories.

### **1- Introduction:**

The garment industry in Egypt suffers from many difficulties and problems that affected the great renaissance of this promising industry, which represents an important axis of our

economic development. It is also difficult for us to maintain the skilled level workers. The visual and five-management policies (5S) have emerged to help in create of an attractive work environment, a way of simplifying, arranging, cleaning, developing and maintaining the working environment. It was originated in Japan, where it is based on the simple idea that: a good production system is based on a safe and clean environment. The first one that introduced this method is Hiroyuki in his book "The Five Pillars of the Visual Workplace"<sup>(7)</sup> The philosophy of these policies is to take care of the place of work by arranging and cleaning it to help in improving the productivity, quality and maximize economic returns <sup>(6, 3)</sup>. It consists of five basic steps. Each step begins with an S letter and hence comes the expression 5S. This philosophy was internationally known by this name, so that these five Japanese words were translated into English beginning with the letter S in order to be valid.

**The problem of the study** can be framed in the following questions:

- \* What is the impact of the implementation of the Visual Management Policy and the 5S on increasing productivity within the garment factories?
- \* What is the effect of a clean and organized workplace on saving effort and time, reducing costs and maximizing economic returns within the garment factories?

## **2 - Objective of the study:**

Studying the impact of applying the Visual Management and 5S policies on improving the productivity within the garment factory.

## **3 - The importance of study:**

The importance of the study is referred to the assistance offered to the chosen factory to improve the production environment through the implementation of the management policies of the visual and the 5S in all parts of the factory. This leading to a clean work place, which contributes in saving time, effort and maximizes the economic returns of the plant.

## **4 – Hypotheses of the study:**

- 4.1- The implementation of the visual management policy and the 5S has an effect on increasing productivity within the garment factory.
- 4.2- The arranged, clean and attractive work environment has an effect on the provision of effort, time spent and reduce costs within the garment factory and maximize the economic returns of the plant.

## **5 - Methodology:**

The research follows the descriptive approach and the experimental approach.

## **6- Limits of the study:**

The visual management policy and the 5S were be applied on a factory for ready-made garments in the Al-Amereya area within the governorate of Alexandria. This factory was dedicated in the production of children's clothing. These policies had been implemented and followed up for six months beginning October 2017.

## **7- Experimental work:**

- Studying the current situation and the identification of weaknesses in the different sections of the factory.
- Identifying root causes of problems and ways of improving performance.
- The shortcomings of sorting, setting in order, shining of the work environment.
- Identifying deficiencies in visual management activities as a requirement for setting in order.
- Implementing the visual management technique and (5S)
- Obtaining the commitment of the top management and its awareness to apply the new policies.
- Spreading awareness among all the labors in the factory in relation to the 5S program
- Applying the 5S program in the whole factory. Gradually application plans to maintain the 5S application system in the factory and conduct continuous improvement processes.

## **8. Results**

1. The work environment has the greatest effect on increasing the productivity of workers and their good work and their respect to the work.
2. The implementation of the 5S rules has resulted in many benefits for the company.
3. Improvement of workers' mental health.
4. Reducing work accidents due to the arrangement of tools.
5. Standardization of working methods.
6. Reducing the effort and time to do the work.
7. Increasing the productivity of workers.
8. Reducing the cleaning costs in the company.
9. The factory achieved high economic returns due to the application of these rules.

## **9. Recommendations:**

According to the results achieved in improving productivity and economic return by implement the five policies, the study recommends the following:

- Raising awareness among all workers in the field of ready-made garment factories of the importance of implementing the policies of visual management and 5S.
- Continuous training and emphasize the importance of continuous improvement and consistency in the implementation of policy actions.
- Generalization the application of these policies to all institutions, companies and factories to improve their working environment.

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