



A STUDY OF PROBLEMS AND ISSUES IN IMPLEMENTATION OF 5S IN HOSPITALS

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ABSTRACT

In recent years, the practice of 5S is commonly used among the Japanese firms in order to enhance human capability and productivity. Since it was introduced by Takashi Osada in the early 1980s, it is believed that applying the 5S techniques could considerably raise the environmental performance in production line including housekeeping, health, safety and more. 5S practice was not carried out properly. Management wanted to identify the obstacle in proper deployment of 5S. Hence the study was carried to identify problems regarding 5S implementation & give suggestions for the same.

KEYWORDS : 5S, Health, Environment, Safety, housekeeping.

INTRODUCTION

The concept of 5S was popularized by Taiichi Ohno, who designed The Toyota Production & Shigeo Shingo, the Japanese practitioner who put forward the concept of Poka-Yoke. Whenever a manufacturing firm goes for quality journey generally they start with 5S & then move to higher methodology. 5S practice is one of the techniques to improve quality, environment, health and safety at the workplace.

"Sort" The sort process distinguishes needed items from unneeded items and removes the latter. **"Set In Order,"** means arranging needed items so that they are easy to use and labelling them so that anyone can find them and put them away. **"Shine"** As the word implies - means to thoroughly clean everything in the work area. **"Standardize"** Details a plan to maintain the continual improvement activities. **"Sustain"** This is by far the most difficult S to implement and achieve. Human nature is to resist change and more than a few organizations have found themselves with a dirty cluttered shop a few months following their attempt to implement 5S.

Organizing the 5S team is an important approach in solving many potential problems. In the other hand, the 5S practice is a technique used to establish; maintain quality environment in an organization effectively and promised the employees to be more self-discipline. The 5S concept is applicable for many industry types or business natures, including service sectors. 5S has a significant contribution to the successful of Total Quality Management (TQM) implementation, for example; in the United Kingdom, there are 205 manufacturing and 106 services companies and 16 leading companies from Japan become an important base in implementing TQM successfully.

5S is an effective technique that can improve housekeeping, environmental performance, as well as safety standards in a systematic way. Most Japanese companies claimed that the 5S benefit is not only for improving their physical environment, but also improving their thinking processes as well.

5S audit could be categorized as a crucial tool to ensure that the accurate deployment of 5S in an organization. Through the audit process of the study place, it enables each organization to identify the potential level of quality improvement in real situation. According to this, the audit process (including internal or external audit) can continuously monitor the 5S deployment and suggested to properly implementation. However, the 5S auditing criteria must be relevant to the business nature or working environment, as well as align with organization policy and vision.

In Malaysia, the Standards and Industrial Research Institute of Malaysia or SIRIM has played an effective role to

encourage the utilization 5S concept among Malaysian industries.

EXPERIMENT DESIGN

The questionnaires were made and sample sizes of 50 employees were taken and their replies were tabulated and analysed. The questionnaires were developed based on all 5S requirements and practices in the company. From different manufacturing line 50 employees were selected randomly. The data collected through questionnaire was tabulated in MS Excel, so that the quantitative analysis can be carried out easily.

RESULTS, DISCUSSIONS & CONCLUSION

The replies received from all the employees have been tabulated and was analysed using different tools:

After analyzing and interpreting the data collected we got that:

- 1) The outcome of the surveys demonstrate clearly that the 5S practice is seen as an effective technique that can improve housekeeping, environmental, performance, health and safety standards in an integrated holistic way.
- 2) The survey also shows that there are obstacles in the effective implementation of the 5S for any improvement purpose. The most significant barriers identified are related to lack of communication and gap between the top management and shop floor employees.
- 3) Poor communication will influence the poor results in managing the resources i.e. time, budget and materials with resultant lowered morale and motivation amongst employees.
- 4) It has also been observed that employee show resistance to change while implementing the 5S practices.

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