# **Dedication**

I dedicate this work to my mom soul, who was the inspiration of my life

### Acknowledge

Allah who has all my deserve for thankful

This research project would not have been successful without the invaluable support for all my doctors in Master to give me their Knowledge and experiences

Special thanks for Dr. Abas Abdalgafer ask Allah mercy him

Thanks to my supervisor Prof .Ali Abdalla AL Hakeem who's I feel him father more than supervisor

Thanks for my daughters to be patience during my learning period

#### مستلخص البحث:

بحثنا بعنوان فوائد تطبيق منهجية الكايزن و ال 5S في المجال الصناعي واثرها على بيئية العمل، الهدف منه اعطاء صورة كامله عن منهجيه الكايزن ومنهجية ال 5S ودورها في تطوير بيئية العمل.

مشكله البحث تتلخص في ان معظم مصانعنا لا تهتم بتطبيق هذه المنهجيات في العمل مما له اثر سلبي علي تحسين بيئية العمل والتطوير المستمر في العمل وتقليل الهدر، وقد اتخذت الباحثة مصنع سور كحال لدراستيها لتوضيح هذه الاثار.

اخذت الباحثة عينة الدراسة من مصنع سور للملبوسات المدنية والعسكرية للتحقق من فرضيات البحث ، مجتمع الدراسة الكلي الف ومئتين موظف وعامل ، فقامت باختيار اربعمائية منهم كعينة عشوائية لاقامه الدراسة عليهم بتوزيع الاستيبان وتحليله واستخلاص والنتائج و التوصيات بناءا عليها .

### وقد خلصت الباحثة الي انه:

- 1. هنالك علاقه ايجابية بين تطبيق سياسات الجودة والتطور في مجال العمل.
- 2. هنالك علاقة ايجابية بين تطبيق منهجية الكايزن والتطور المستمر في العمل.
- 3. هنالك علاقة ايجابية بين تطبيق منهجية الكايزن وتقليل الهدر في مكان العمل.
- 4. هنالك علاقه ايجابية بين تطبيق منهجية ال 55 والحفاظ على بيئية العمل مرتبة ومريحه.

وقد خلصت الباحثة بان كل المجالات سواء ان كانت صناعية او غير ذلك بحاجة ماسة لتطبيق هذة المنهجيات لتطوير العمل واكتشاف نقاط التحسين بصورة علمية ومحاولة تحسينها ولتقليل الهدر في مكان العمل

#### **Abstract:**

Research title is (Benefits of application kaizen and 5s method in industrial field to develop work environment) aims to give complete view about Kaizen and 5S method and are roles to develop work environment.

Research problems abstract that most factories did not implement Kaizen and 7S methods in work which give negative impact for work environment, continues improvement and eliminate waste.

Researcher took samples from Sur military and civil clothing factory to verify research hypothesizes, research total population was one thousand and two hundred employers and workers, she took fourteen random samples to do research analysis and took results.

After analysis results:

- There is positive relation between implementing quality policy and developing work in manufacturing field.
- There is positive relation between implementing kaizen and eliminate waste in manufacturing field.
- There is positive relation between implementing kaizen and continues improvement in manufacturing field.
- There is positive relation between implementing 5S (sort- set in order -shine-sustain-standardize) in work place to keep improvement in work place.

The researcher concluded that all fields, whether industrial or otherwise, are in urgent need to apply these methodologies to develop work, to discover points of improvement in a scientific way and to try to improve them and to reduce waste in the workplace.

### **Table of CONTENTS:**

Dedication	NTENTS NO
Arabic Abstract III.  English Abstract IV.  Table of Contents V.  Figure Index X Tables Index XI-XII Appendix: Questionnaire A1-A2  Chapter One I.1. Kaizen Based On I.2. Research Problem I.3. Research Question I.4. Research Objective I.5. Specific of Research I.6. Hypotheses I.7. Expecting Result I.8. The Problem Facing Research I.9. Methodology I.1.0. Research Period III. Research II	I.
English Abstract  Table of Contents  V. Figure Index Tables Index Appendix: Questionnaire  Chapter One Introduction  1-4  1.1.Kaizen Based On 1.2.Research Problem 2 1.3. Research Question 2 1.4. Research Objective 3 1.5. Specific of Research 3 1.6. Hypotheses 3 1.7. Expecting Result 1.8. The Problem Facing Researcher 1.9. Methodology 4 1.10. Research Period  Chapter Two	II.
Table of Contents   V.	III.
Figure Index X Tables Index Appendix: Questionnaire A1-A2  Chapter One I-4  Introduction 1  1.1.Kaizen Based On 1  1.2.Research Problem 2  1.3. Research Question 2  1.4. Research Objective 3  1.5. Specific of Research 3  1.6. Hypotheses 3  1.7. Expecting Result 3  1.8. The Problem Facing Researcher 4  1.9. Methodology 4  1.10. Research Period 4  Chapter Two 5-53	IV.
Tables Index	V.
Tables Index       XI-XII         Appendix: Questionnaire       A1-A2         Chapter One         Introduction       1-4         1.1.Kaizen Based On       1         1.2.Research Problem       2         1.3. Research Question       2         1.4. Research Objective       3         1.5. Specific of Research       3         1.6. Hypotheses       3         1.7. Expecting Result       3         1.8. The Problem Facing Researcher       4         1.9. Methodology       4         1.10. Research Period       4         Chapter Two       5-53	X
Chapter One           Introduction         1-4           1.1.Kaizen Based On         1           1.2.Research Problem         2           1.3. Research Question         2           1.4. Research Objective         3           1.5. Specific of Research         3           1.6. Hypotheses         3           1.7. Expecting Result         3           1.8. The Problem Facing Researcher         4           1.9. Methodology         4           1.10. Research Period         4           Chapter Two         5-53	XI-XII
Chapter One         Introduction       1-4         1.1.Kaizen Based On       1         1.2.Research Problem       2         1.3. Research Question       2         1.4. Research Objective       3         1.5. Specific of Research       3         1.6. Hypotheses       3         1.7. Expecting Result       3         1.8. The Problem Facing Researcher       4         1.9. Methodology       4         1.10. Research Period       4         Chapter Two	A1-A2
Introduction       1-4         1.1.Kaizen Based On       1         1.2.Research Problem       2         1.3. Research Question       2         1.4. Research Objective       3         1.5. Specific of Research       3         1.6. Hypotheses       3         1.7. Expecting Result       3         1.8. The Problem Facing Researcher       4         1.9. Methodology       4         1.10. Research Period       4         Chapter Two	oter One
1.2.Research Problem       2         1.3. Research Question       2         1.4. Research Objective       3         1.5. Specific of Research       3         1.6. Hypotheses       3         1.7. Expecting Result       3         1.8. The Problem Facing Researcher       4         1.9. Methodology       4         1.10. Research Period       4         Chapter Two	1-4
1.3. Research Question       2         1.4. Research Objective       3         1.5. Specific of Research       3         1.6. Hypotheses       3         1.7. Expecting Result       3         1.8. The Problem Facing Researcher       4         1.9. Methodology       4         1.10. Research Period       4         Chapter Two	1
1.4. Research Objective       3         1.5. Specific of Research       3         1.6. Hypotheses       3         1.7. Expecting Result       3         1.8. The Problem Facing Researcher       4         1.9. Methodology       4         1.10. Research Period       4         Chapter Two	2
1.5. Specific of Research       3         1.6. Hypotheses       3         1.7. Expecting Result       3         1.8. The Problem Facing Researcher       4         1.9. Methodology       4         1.10. Research Period       4         Chapter Two	2
1.6. Hypotheses       3         1.7. Expecting Result       3         1.8. The Problem Facing Researcher       4         1.9. Methodology       4         1.10. Research Period       4         Chapter Two	3
1.7. Expecting Result       3         1.8. The Problem Facing Researcher       4         1.9. Methodology       4         1.10. Research Period       4         Chapter Two	3
1.8. The Problem Facing Researcher       4         1.9. Methodology       4         1.10. Research Period       4         Chapter Two	3
1.9. Methodology 4 1.10. Research Period 4 Chapter Two 5-53	3
1.10. Research Period 4 Chapter Two 5-53	earcher 4
Chapter Two 5-53	4
<u> </u>	4
1-17	oter Two
Literature Review	3-33
2.1 Quality 5	5
2.1.1. Quality Definitions 5	5
2.1.2. The Concept of Quality Management 6	Management 6
2.1.3. Quality Classification 7	7
2.1.3. Quality Classification 7	7
2.1.3.1. Quality Control (QC)	8
2.1.3.2. Quality Assurance (QA):	A): 8
2.1.3.3. Total Quality Management (TQM) 8	( )
2.1.4. Benefits of Implementing Quality in The Manufacturing 8 Field	ng Quality in The Manufacturing 8
2.1.5. Key Performance Indicter KPIs 9	er KPIs 9
2.1.6. Measuring Quality 10	

2.1.7. Quality Tools	10
2.1.7.1 Checklist	10
2.1.7.2. Couse and effect diagram:	10
2.1.7.3. Pareto Chart	11
2.1.7.4. Histogram	11
2.1.7.5. Control Chart	12
2.1.7.6. Flow Chart	12
2.1.7.6. Flow Chart	13
2.1.7.7. Scatter diagram	14
2.1.8. Others effective tools in measuring data	15
2.1.8.1. SWOT Analysis	15
2.1.8.2. Questionnaire	15
2.1.8.3. Customer Complaint	16
2.1.8.4. voice of customer:	16
2.1.8.5. Balance Scorecard	17
2.1.8.6. Benchmarking	18
2.1.8.7. Brainstorming	18
2.1.8.8. Survey	19
2.2. KAIZEN	21
2.2.1. Kaizen Definition	21
2.2.2. Kaizen Principle	21
2.2.3. Kaizen Principles and Rules	22
2.2.4.Kaizen Philosophy	22
2.2.5. Fundamental Elements of Kaizen	23
2.2.6. Kaizen Umbrella	24
2.2.6. Kaizen Umbrella 2.2.6.1. Customer Orientation	
	24
2.2.6.1. Customer Orientation	24 24
2.2.6.1. Customer Orientation 2.2.6.2. Total Quality Control & Six Sigma	24 24 25
2.2.6.1. Customer Orientation 2.2.6.2. Total Quality Control & Six Sigma 2.2.6.3. Robotics	24 24 25 26
2.2.6.1. Customer Orientation 2.2.6.2. Total Quality Control & Six Sigma 2.2.6.3. Robotics 2.2.6.4. Quality Circle	24 24 25 26 27
2.2.6.1. Customer Orientation 2.2.6.2. Total Quality Control & Six Sigma 2.2.6.3. Robotics 2.2.6.4. Quality Circle 2.2.6.5. Suggestion System	24 24 25 26 27 28
2.2.6.1. Customer Orientation 2.2.6.2. Total Quality Control & Six Sigma 2.2.6.3. Robotics 2.2.6.4. Quality Circle 2.2.6.5. Suggestion System 2.2.6.6. Automations	24 24 25 26 27 28 28
2.2.6.1. Customer Orientation 2.2.6.2. Total Quality Control & Six Sigma 2.2.6.3. Robotics 2.2.6.4. Quality Circle 2.2.6.5. Suggestion System 2.2.6.6. Automations 2.2.6.7. Discipline in the workplace	24 24 25 26 27 28 28 29
2.2.6.1. Customer Orientation 2.2.6.2. Total Quality Control & Six Sigma 2.2.6.3. Robotics 2.2.6.4. Quality Circle 2.2.6.5. Suggestion System 2.2.6.6. Automations 2.2.6.7. Discipline in the workplace 2.2.6.8. Total productive maintenance (TPM)	24 24 25 26 27 28 28 29 30
2.2.6.1. Customer Orientation 2.2.6.2. Total Quality Control & Six Sigma 2.2.6.3. Robotics 2.2.6.4. Quality Circle 2.2.6.5. Suggestion System 2.2.6.6. Automations 2.2.6.7. Discipline in the workplace 2.2.6.8. Total productive maintenance (TPM) 2.2.6.9. KAMBAN	24 24 25 26 27 28 28 29 30 31
2.2.6.1. Customer Orientation 2.2.6.2. Total Quality Control & Six Sigma 2.2.6.3. Robotics 2.2.6.4. Quality Circle 2.2.6.5. Suggestion System 2.2.6.6. Automations 2.2.6.7. Discipline in the workplace 2.2.6.8. Total productive maintenance (TPM) 2.2.6.9. KAMBAN 2.2.6.10. Quality Improvement	24 24 25 26 27 28 28 29 30 31 33
2.2.6.1. Customer Orientation 2.2.6.2. Total Quality Control & Six Sigma 2.2.6.3. Robotics 2.2.6.4. Quality Circle 2.2.6.5. Suggestion System 2.2.6.6. Automations 2.2.6.7. Discipline in the workplace 2.2.6.8. Total productive maintenance (TPM) 2.2.6.9. KAMBAN 2.2.6.10. Quality Improvement 2.2.6.11. Just in time (JIT)	24 24 25 26 27 28 28 29 30 31 33 33

2.2.6.15. Productively	36
2.2.6.16. New Product Development	37
2.2.7. Kaizen and Management	38
2.2.8. KAIZEN & TQM	38-39
2.2.9. Paradigm and Change	40
2.2.10. Adding Value and Waste	40
2.2.11. Advantages of Kaizen	41
2.2.12. Speak With Data	42
2.2.13. Kaizen and Measurement	43
2.2.14. Kaizen and Leadership	43
2.2.15. Six Steps of Kaizen	44
2.3. 5S METHODOLOGY	45
2.3.1. Implement 5S	45-46
2.3.2. Visual Workplace	47
2.3.3. Visual Workplace in A Lean Manufacturing Process	47
Overview	
2.3.4. How Visual Workplace Helps You	47
2.3.5. 5S and Safety	48
2.3.6. 5S Plus Safety	48
2.3.7. 5S and Labels	49
2.3.8. Benefits of Implement 5S	50
2.3.9. Types of Waste	51-53
Chapter Three	- 1
METHODOLOGY	54
3.Introduction	54
3.1. Study Approach	54
3.2. Study Samples	54
Chapter Four	55-67
ANALYSIS	55
4.1. Analysis Result	55
Chapter Five	
Result, Recommendation And Reference	68-71

5.1 RESULTS	68-69
5.2. RECOMMENDATIONS	70
5.3. REFERENCES	71-73
Book	71-72
Internet	72-73
Others	73
Appendix	A1-A2

## Figure Table:

Figure Name	Page No
Figure 1: The Kaizen Umbrella	4
Figure 2: Initial PDCA circle	27
Figure 3: Sur factory production line	32
Figure 4: Sur factory warehouse	32
Figure 5: Six step of Kaizen	44
Figure 6: 5S Work Place Organization	45
Figure 7: 5 S	46
Figure 8: Key Benefits to having a "5S plus" workplace	49
Figure 9: Labels sample	50
Figure 10: Types of Waste (Muda, Mura, and Muri)	52
Chart 1: Quality Questions Chart	64
Chart 2: Kaizen Questions Chart	65
Chart 3: 5S Questions Result	67
Final chart: Summary Result	67

## **Tables Index**

Table Name	Page No
Table(1) – Implementing Quality Question No 1	55
Table(2) – Implementing Quality Question No 2	55
Table(3) – Implementing Quality Question No 3	56
Table(4) – Implementing Quality Question No 4	56
Table(5) – Implementing Quality Question No 5	56
Table(6) – Implementing Quality Question No 6	57
Table(7) – Implementing Quality Question No 7	57
Table(8) – Implementing Quality Question No 8	57
Table(1) – Implementing Kaizen Question No 1	58
Table(2) – Implementing Kaizen Question No 2	58
Table(3) – Implementing Kaizen Question No 3	58
Table(4) – Implementing Kaizen Question No 4	59
Table(5) – Implementing Kaizen Question No 5	59
Table(6) – Implementing Kaizen Question No 6	59
Table(6) – Implementing Kaizen Question No 7	60
Table(6) – Implementing Kaizen Question No 8	60
Table(1) – Implementing 5S Question No 1	60
Table(2) – Implementing 5S Question No 2	61
Table(3) – Implementing 5S Question No3	61
Table(4) – Implementing 5S Question No 4	61
Table(5) – Implementing 5S Question No 5	62
Table(6) – Implementing 5S Question No 6	62
Table(7) – Implementing 5S Question No 7	62
Table(8) – Implementing 5S Question No 8	63
Table(8) – Implementing 5S Question No 9	63
Standard table	63
First hypothesis:	64
Second and Third hypothesis	65
Fourth hypothesis	66