

Application of 5s field management in small and medium-sized manufacturing enterprises

Youda Jiang, Hui Li

School of Management, Shandong University of Technology, Zibo, Shandong, 255000, China

Keywords: Enterprise management; 5s field management; Small and medium-sized enterprises; productivity

Abstract: 5S field management is the cornerstone of lean production management system, which originated in Japan in the 1950s^[1]. Since 5s field management was introduced from Japan, it has been favored by many small and medium-sized manufacturers in China. At present, the competition of small and medium-sized manufacturing enterprises is becoming more and more fierce, and the competition of productivity and cost, management level is becoming more and more the key to the success of enterprise competition. Practice has also proved that 5s field management has a good positive effect on enterprises, which is specifically manifested in that it can improve the quality of employees and improve the productivity of enterprises. Therefore, this paper takes some small and medium-sized manufacturing enterprises in China as the research object, analyzes the current application status of 5s field management in enterprises, analyzes the problems arising in the implementation process, and puts forward scientific improvement plans.

1. Research background

The world is now entering the new boom of the 21st century development, with continuous technological progress and social development, all industries in the country are in fierce competition, including many small and medium-sized manufacturing enterprises. In order to keep their enterprises in a competitive advantage, entrepreneurs often use various management methods to improve productivity and reduce costs. Among them, 5s management, as a field management method introduced into China from Japan, has been widely used in many Chinese enterprises.

However, when our country implements 5s management, the effect is not as good as that of foreign countries, which may achieve certain achievements at the beginning. However, because some small and medium-sized manufacturing enterprises in our country copy other enterprise models and apply them to their enterprises by force, it often ends up in a dismal situation because the production mode of our enterprise does not conform to or conflict with corporate culture. Therefore, it is becoming more and more important to correctly implement 5s field management in small and medium-sized manufacturing enterprises.

5s originated in Japan for the purpose of managing people and things in enterprises. It has achieved excellent results in the application process, so it has been introduced to enterprises in other countries for use. Of course, China is also one of the beneficiary countries. Specifically, 5s refers to the five Chinese characters in Japanese, namely organizing, rectifying, cleaning, cleaning and

accomplishment. As the five words all have S at the beginning, it is also known as 5s management.

2. The concept of 5s standardization

1) Declutter. As the name implies, it's about organizing things. Divide the items in the workplace into essential and non-essential items, and then remove the non-essential items. This can not only save a certain amount of space, but also optimize the allocation of resources and eliminate the factors that threaten production safety. The key to the implementation of this step is to be thorough, unnecessary items are not unnecessary, is irrelevant to the work content, including their personal belongings, it is best to leave related to the enterprise, so as not to affect the productivity of the enterprise.

2) Organize. After finishing the first step, the unnecessary items in the working environment have been eliminated, but the strength is not enough. The necessary items should be properly placed. For example, labeled, convenient for workers to use, to classify the goods, convenient for workers to find, in addition, you can put the goods in an easy to get or use place, save time, improve efficiency, achieve scientific and reasonable layout. Moreover, the reorganization concept in the 5s management model of enterprise reasonable movement can effectively solve the problems encountered in machine and equipment management ^[2].

3) Clean up. Is to ensure that the workplace is clean and tidy. For the small and medium-sized manufacturing enterprises studied, product debris or garbage will always be produced in the process of manufacturing, which will not only affect the operation efficiency of machinery and equipment, but also have safety risks. Employees are not willing to work in a dirty and bad environment, so cleaning is necessary. The cleaning is not only the cleaning personnel in the enterprise, but every employee. Employees working in the enterprise should treat the enterprise as a place like home, and maintain the cleanliness of the production site is what every employee should do.

4) Clean. It's about being neat and consistent. After the above three management contents are completed, the production site should be maintained continuously. Certain rules and regulations can be set up, completion standards for sorting, rectifying and cleaning can be set up, employees can be urged to maintain and self-check, and management activities can be linked with employee performance to maintain the above three cycles.

5) Literacy. As the name implies, it is the quality level of the employees themselves. Literacy is not formed in a day or two, but a long cycle, habit formation process. The implementation of 5s management can also imperceptibly improve employees' professional ethics and social responsibility ^[3]. As the core of 5s field management, quality plays an important role in determining whether 5s field management can be implemented smoothly and whether it can be persevered after implementation.

3. Analysis on the present situation of 5s field management in small and medium-sized manufacturing enterprises

3.1 Employees lack of understanding of 5s field management

Many enterprises in our country have not trained their employees in the professional knowledge; most of them just give their employees the definition of the five activities. Workers' cognition of 5s field management is still on the surface, and they do not have a deep understanding of the core significance of 5s management. For example, cleaning, maybe employees think it's just cleaning, and wonder why cleaning is so important. Therefore, when implementing 5s management, employees do not understand the purpose and method of field management, which leads to incomplete 5s field management or deviation of direction.

3.2 The enterprise does not reasonably customize the on-site 5s management according to its own situation

In fact, this is a common problem of most small and medium-sized manufacturing enterprises in China, only understand the handling knowledge, but did not learn how to accurately use and innovate knowledge. Although 5s field management was born in Japan, they did not stop at 5s management. Instead, they constantly adjusted the content of 5s field management according to the operating conditions of the enterprise, that is, specific analysis of specific problems. Few enterprises in our country can achieve this, resulting in the content of management does not match, even after the implementation of 5s management has not got good results.

3.3 Management standards are not unified

Many domestic enterprises exist rules and regulations are not standard, even there is no clear unified standard. In my opinion, rules and regulations are the necessary conditions for successful 5s field management. Without unified standards, it is difficult for employees to carry out their work, resulting in low efficiency and other problems. At the same time, some leaders do not act, did not play the role of supervision, resulting in staff slack, the heart is not a place to go to the problem. Standardized management can help improve the competitiveness of enterprises. ^[4].

3.4 Enterprise core culture construction lags behind

The construction of enterprise core culture is also an important link of management. Because corporate culture can unify the goals of employees with the goals of the enterprise, treat employees as a collective to strive for the goals of the enterprise, and enhance the sense of belonging and identity of employees to the enterprise. In some small and medium-sized enterprises, the core cultural consciousness of constructing their own enterprises is relatively weak, and they do not realize that the enterprise culture is also an important part of the enterprise management. Therefore, the construction of corporate culture has become a difficult point in 5s management.

3.5 Backward management concept

Although many of our enterprises have learned a lot from foreign experience in implementing 5s management, and the awareness of management is constantly rising, there are still many enterprises with very backward management concepts. For this kind of situation, the personnel management implemented by enterprises is very outdated and still uses a very backward management model. There is no new management model, and the old management model has many drawbacks. It cannot find effective information from the working environment of employees to improve productivity and production efficiency. Meanwhile, it does not pay enough attention to the physical health of employees and only strictly manages the work of employees, which leads to the lack of cohesion and cooperative spirit of employees in the work of the enterprise. Failure to make the most of employees' abilities leads to low productivity.

4. Some small and medium-sized enterprises can take measures

4.1 Actively carry out knowledge education of 5s field management

It is a prerequisite for enterprises to carry out 5s field management that employees correctly understand and understand the specific content and knowledge of 5s management and master the deep

meaning and requirements of 5s field management. Actively carry out 5s education, not only for employees, but also for leaders, should have a deep grasp of the connotation and requirements of 5s field management, so that employees can understand why and how to improve the work, greatly improve the participation of employees in 5s field management, and the implementation of 5s field management effect will be better.

4.2 Improve the 5s management system

No matter for large or small enterprises, the premise of working in the company is to set up a special responsible team, whose function is to ensure the normal operation of 5s field management, overall planning and thorough deployment. Then, according to the production characteristics, corporate culture, development goals and future blueprint of the enterprise, the relevant system belonging to the enterprise should be formulated, and the content of 5s field management should be innovated to make it consistent with the development of the enterprise. Only in this way can the 5s field management be carried out orderly and in the same direction, so that employees can fully participate in the activities of 5s field management.

4.3 Adhere to 5s field management

Practice has proved that 5s field management is a scientific management method that can enhance enterprise efficiency and improve working environment. However, the actual implementation effect of 5s field management can not be shown in a day and a long time is needed to see the effect. In fact, whether it is for enterprises or individuals, it is very difficult to stick to one thing. It may be very exciting at the beginning of contact, but it will become monotonous in the subsequent process, and the same is true for enterprises. Therefore, it is one of the necessary factors for the success of 5s management to insist on 5s field management. In addition, we should not only adhere to it, but also evaluate the 5s field management according to the implementation effect each time. The good ones will be retained and the bad ones will be eliminated. Only by constantly innovating 5s field management and maintaining its vitality can we finally achieve the success of 5s field management.

4.4 According to the enterprise's own situation design scheme

The program must be based on the actual situation of individual enterprises to have vitality. The program must be based on the actual situation of individual enterprises to have vitality. Since operating profits come from manufacturing projects, manufacturing enterprises should not only carry out 5S activities in the office, but also carry out 5S activities on the manufacturing project site, which is destined to make the implementation plan different from that of factories and other enterprises. In the process of introducing 5S management, construction enterprises must make plans according to their own work characteristics and priorities, regardless of whether they hire external consulting institutions, and keep close to the on-site management of manufacturing projects. In addition, in the process of formulating the implementation plan, it is necessary to consider the historical background and cultural tradition of the enterprise, conduct extensive research inside the enterprise and solicit the opinions of employees at different levels, so as to achieve the tailored effect.

5. Conclusion

With the development of The Times, the position of 5s field management in the enterprise is getting higher and higher, and it has become an irreplaceable part of the enterprise, bringing continuous vitality to the enterprise. At present, most Chinese enterprises have realized the importance of 5s field

management, and they are also constantly implementing strategies to better manage and develop. However, in order for the enterprise to achieve the final victory, that is, to improve productivity, reduce costs and enhance competitiveness, the enterprise must carry out reform, realize the continuous development and operation of 5s field management, constantly innovate, and take a path of 5s field management suitable for the development of the enterprise.

References

- [1] Xu Zheng. *5 s on-site management implementation main point [J]. Journal of Printed Journal, 2022 (01): 44-46.*
- [2] Kang Jian. *Design and Implementation of Supply Chain Management System in ERP Environment of Small and Medium Sized Enterprises. 2016.*
- [3] Ji Chi. *Y company 5 s management status and improvement strategy research [J]. Journal of Hebei Enterprises, 2022 (12): 80-83. The DOI: 10.19885/J. Carol Carroll Nki Hbqy. 2022.12.044.*
- [4] Minh N Debby. *Application of 5S in Vietnamese small and medium manufacturing enterprises - Current situation and solutions[J]. 2012.*