INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS AND MANAGEMENT

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I hereby affirm that the contents of this manuscript are original. Furthermore it has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

Contributions to books

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

Journal and other articles

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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- Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

Unpublished dissertations and theses

- Kumar S. (2006): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

Online resources

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

Website

- Kelkar V. (2009): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on February 17, 2011 http://epw.in/epw/user/viewabstract.jsp

IMPLEMENTATION OF 5 S IN BANKS

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ABSTRACT

5S'' is a tool with Japanese roots, focused on fostering and sustaining high quality housekeeping. ''5S'' is the beginning of a productive life for everyone, and is fundamental to productivity improvement. A clean, organized and systematic workplace directly impacts MUDA (waste) and thus impacts productivity, Quality, Costs and other factors. The research is on IMPLEMENTATION OF 5S IN BANKS at the Ajmer city. There are three general purposes of carrying out research. The three purposes are exploratory, descriptive and explanatory. The exploratory study helps us to acquire the basic knowledge of problem. Descriptive research is suitable when the problem is clearly structured at the same time, as the researcher has no intention to find connections between causes and symptoms. Explanatory research is used when researchers are identifying factors causing specific phenomena. The purpose of this research work is ***mainly descriptive****, as already stated the research objectives. The aim of this research work is to gain a deeper understanding on how to develop an environment that only includes the required items, effective working environment and eliminate hidden waste to improve the levels of safety & quality at the work place. To summarize, this research is mainly descriptive but with elements of exploratory and explanatory purposes as well. To summarize, it is concluded that the result of collected sample reveals that 85% (34) respondents said that they know about 5S / Housekeeping and only15% (6) respondent said that they don't know about 5S. The analysis of data results that mostly all employees of bank know about 5S but the fact is that they know 5S only in Lehman word that 5S is all about sweeping floors, whipping off items/things and generally making sure that everything in the office stays clean. Infect, 5S is a tool of Japanese roots, focused on fostering and sustaining high quality housekeeping. A clean, organized and systematic workplace which directly impacts MUDA (waste) and thus impacts productivity, Quality, Costs and other factors.'5S' is all about time tested and proven approach (in fact a stepping stone) to achieving world class status.*

KEYWORDS
Banking, Finance, 5S.

INTRODUCATION

Someone has greatly said that practical knowledge is far better than classroom teaching. During this project we fully realized this and come to know about the importance of 5S implementation.

The Subject of our study was "**Implementation of 5S in Banks**". The Report consists of all the necessary information that relates to effective recommendations that are made to implementing 5S.

The report contains first of all brief introduction about the 5S and their benefits. Then it contains survey of banks, implementation of 5S in bank and findings of the research and analysis of the findings and finally conclusion.

Learning is not possible in solitude and has to have the support and able guidance of some people around us in various roles and capacities. The satisfaction and euphoria that accompanies the successful completion of any task would be incomplete without the mention of the people who made it possible because success is the epitome of hard work, undeterred missionary zeal, fast determination, and consideration.

REVIEW OF LITERATURE

A literature review is a body of text that aims to review the critical points of current knowledge and secondary sources. **OSKAR OLOFSSON** is a Sweden-based expert with more than 10 years experience in the fields of TPM (Total Productivity Maintenance) and Lean Manufacturing System. He conducted a survey on the use of the Japanese practice of 5-S for workplace organization using a questionnaire, follow-up the questionnaire with a series of semi-structured interviews and critique findings with the literature. The conclusions of the research was that practice and theory are closely related and any differences in the implementation of 5-S can be attributed mainly to the maturity of the 5-S program. Clearly, there is great scope for the application of 5-S in the non-manufacturing environment.

According to the **RALPH YEARICK** – "5S is Not Just for Manufacturing**".** He has no doubt the 5S process will produce a well-organized and safe storeroom where anyone can locate what they need in 30 seconds or less. In a business where time is money that should go right to the bottom line. Pittsburgh-based Astorino, an architectural and design firm, is improving patient care by applying 5S to hospital layout. Their standardization of patient rooms is making it easier for staff to locate needed supplies, maximize useable space and improve patient flow into available rooms. Their bottom line results include reduced errors and improved efficiency. If 5S can work in diverse businesses such as public relations and healthcare, there's likely a positive role for it in the business.

FRANK MONTABON said that 5S for Offices appear to be a very popular tool for problem solving and continuous improvement. While many might think of this technique as being exclusive to the shop floor, it can be used successfully for back office processes. His article examines how a work office used the kaizen event technique to improve their recruiting of co-ops for frontline supervisor positions. It clearly shows the effectiveness of the technique for back office problems and discusses some ideas to help ensure success with the technique.

In a recent 5S Survey Business Industrial Network promoted the top two reasons for participant's 5S programs not succeeding was the human side of the equation. Out of 1821 acceptable surveys received 67% indicated their 5S programs had not been successful. Of the Japanese surveys received 32% said their programs had not been successful. The top two reasons given were-

1. Lack of senior management support & training.
2. Lack of time.

INTRODUCTION OF 5S

WHAT IS 5S

5S'' is a tool with Japanese roots, focused on fostering and sustaining high quality housekeeping. ''5S'' is the beginning of a productive life for everyone, and is fundamental to productivity improvement. A clean, organized and systematic workplace directly impacts MUDA (waste) and thus impacts productivity, Quality, Costs and other factors.

'5S' is a time tested and proven approach (in fact a stepping stone) to achieving World Class status. The physical environment determines ones behavior. On the other hand, similar behavioral patterns among group of people defines culture. Thus, there is a strong link between culture and physical environment. Extrapolating, one can also find a strong link between the physical environment at the workplace and productivity. So the 5S –

- Systematic approach to better workplace.
- Involves arrangement, cleanliness, discipline and maintenance of standards.
- Assigns a place for everything and ensures everything in its place.
- Is everybody's responsibility.
- Is the starting point of any improvement activity?
- Means easy retrieval of information**.**

THE 5 S PRINCIPLES

1)	SEIR		SORTOUT	(ORGANIZATION)
2)	SEITON		SET IN ORDER	(ORDERLINESS)
3)	SEISO		SHINING & SPAN	(CLEANLINESS)
4)	SEIKETSU		STANDARDIZE	(CLEAN UP)
5)	SHITSUKE		SUSTAIN	(DISCIPLINE)

5S FRAMEWORK

1. THE FIRST PILLAR : SORT

Remove All Items From the Workplace That Are Not Needed for Current Production Operation."

- Decide what you need.
- This step distinguishes necessary and unnecessary items and eliminates unnecessary items.
- Sort through and then sort out.
- Sort through what you have. Identify what you need and discard what is unnecessary
- Indicator of success.
- Area or percentage space saved

STEPS FOR IMPLEMENTING SORT:

1. **Classification**: Sort out.
2. **Elimination**: Remove unnecessary items like Used / Broken Pens, Useless Papers / Files ,Old Diaries, Broken Furniture's, Old Notices / Leaflets
3. **Storage**: Frequent use / rare use / close / distant location

2. **FIX & SHARE RESPONSIBILITIES**

4. **Use red tag system**.

- Give staff red labels
- Ask staff to go through every item in the work place
- Ask if needed & those that are needed, in what quantity
- Not needed red tag it
- Store in the red tag area

THE TAGS

TABLE: 1.1

	• Allocate a central "Red Tag Area" where items go that cannot be simply thrown in the trash. • Include disposal instructions if necessary. • Appoint a review board for questionable items. (You may not need it but someone else may.)
	• Allocate a "Yellow Tag" location near the workplace. • Review on a specific date. • Store occasionally necessary items in out of the way locations.
	1) Leave "Green Tag" items in the workplace. 2) Set their final location later.

For wavering items-

- Place the suspected items in the red tag area for one week

- Allow the staff to reevaluate the needed items
- At the end of week those who need items should be returned
- Some companies use additional color tags for maintenance or safety issues.

Companies that use Red Tags for quality issues have to determine which color tag to use.

6. **MONITOR PROGRESS**

TABLE: 1.2

FREQUENCY	ACTION
• NOT USED FOR A YEAR OR MORE	CONSULT & DECIDE DISPOSAL. SEND TO SOME OTHER PLACE/SELL/SCRAP
• USED ONLY ONCE IN LAST 6-12 MONTHS	STORE AT A DISTANCE / IN RECORDS ROOM
• USED ONLY ONCE IN LAST 2-6 MONTHS	STORE AT A CENTRAL PLACE IN THE WORK AREA
• USED MORE THAN ONCE A MONTH	STORE NEAR WORK PLACE
• USED WEEKLY / DAILY / HOURLY	STORE NEAR WORK PLACE

WHY SORT IS IMPORTANT:

- ➢ A work environment in which
- ✓ Time
- ✓ Money
- ✓ Space
- ✓ Energy &
- ✓ Effective resources management is lacking
- ➢ Problems in work flow are reduced, communication is improved, product quality is increased & productivity is enhanced.

2. THE SECOND PILLAR: SET IN ORDER

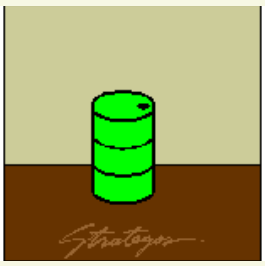
"Arranging Needed Items So That They Are Easy to Use and Labelling Them So That They Are Easy to Find and Put away"

- ➢ This step enables determination of the type of storage system and layout that will guarantee that required amounts of necessary items will be easily accessible.
- ➢ Set things in order by creating place for everything.
- ➢ Put everything in its place
- ➢ Keeping accessibility as easy as possible.
- ➢ Use the principle of wide range and shallow depth for storage.
- ➢ Time saved in searching.
- ➢ Time saved in handling material

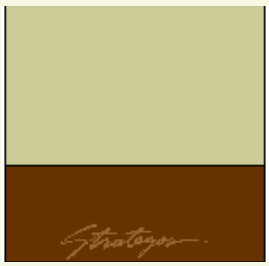
BOUNDARIES

Boundaries identify the designated and location and space for each item. They encourage recoil that is the proper return of an item, as shown below. They also tend to prevent people from placing other items in a designated space. When combined with addresses and nameplates, boundaries are a powerful tool for ensuring that every item returns to its proper place, every time.

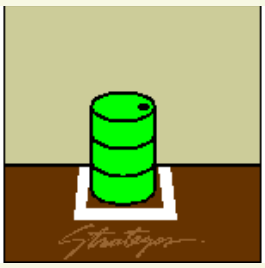
TABLE: 1.3



The barrel should be here.

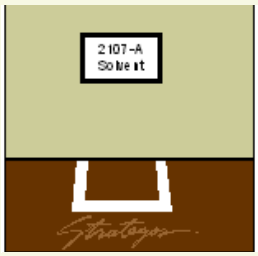


A missing barrel is not obvious.

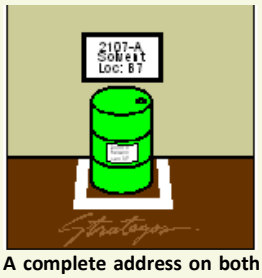


Here, a boundary designates the proper location.

Clearly, something is missing.



An address informs us what Is missing.



A complete address on both the barrel and location encourages its return.

HOW TO IMPLEMENT SET IN ORDER

- Locate items in the workplace according to their frequency of use
- Place frequently used items near the workplace
- Store infrequently used items away from the place of use.
- A let go arrangement for tools so that they go back to original place of storage

3. **THE THIRD PILLAR : SHINE**

"Sweeping Floors, Whipping off Machinery, and Generally Making Sure That Everything in the Factory Stays Clean"

- This step eliminates Dirt, Dust and other foreign matter to make the workplace clean.
- Clean Equipment, Furniture, Notice Boards Records Etc.
- Keep the workplace Spotless.
- Sweeping, wiping, polishing, painting Etc.

Initial Cleaning and Inspection:

- Have to have a plan
- Start at the top and work down
- Clean and inspect major items first
- Be thorough, restore to "like new" condition
- Clean floors and aisle ways last
- Everyone has to participate
- Schedule it
- Take it Serious

4. **THE FOURTH PILLAR :STANDARDIZE**

"Exists When the First Three Pillars - Sort, Set in Order and Shine Are Properly Maintained"

1) Generate a maintenance system for the first three.
2) Provide objectives and indicate training goals.
3) Provide a basis for training
4) Create basis for audit and diagnosis.
5) Provide a means for preventing recurrence of errors and minimizing variability.
6) Provide objectives and indicate training goals.
7) To establish standards to maintain the improvements
8) Creating rules for checking & countermeasures.
9) Visual controls for standards and to reveal abnormalities
10) To prepare checklists and adhere to avoid mistakes

Standardize 5s Activities:

11) Make the rules, then follow and enforce them
12) People usually think 5S fails at Sustain, but it typically fails at enforcing the rules Policies drive behaviors
13) Make the rules simple and easy to follow
14) Use immediate correction
15) Lead by example

5. **FIFTH PILLAR : SUSTAIN**

"Making a Habit of Properly Maintaining Correct Procedures."

- This step is to ensure that everyone sticks to the rules scrupulously and makes it a habit
- Create general awareness about 5S
- Develop norms and monitor success.
- High employee Morale.
- Involvement of People in the Movement.
- 5-S concept training
- 5-S communication board
- One point lesson
- Visual standards and procedures
- Daily 5-minute 5-S activities

Eight Tools To Sustain 5S:

TABLE: 1.4

1	Code of Conduct	A document that spells out the standards of behavior expected of all employees with respect to 5S.
2	5S Corner	A small area where people on the work teams can obtain supplies, information and assistance for their efforts. Usually operated by the 5S Coordinator.
3	5S Checklist	A list of specific items to check regularly within each area. This list is agreed upon by each work team.
4	5S Patrol	A small, rotating team of associates from each area who inspect each area and advise the work teams/
5	Steering Committee	Volunteers from each area meet to determine the overall direction of the effort.
6	Visual Coordinator	The coordinator provides support, advice, training and coordinates activities.
7	Management Champion	An executive with high standing and credibility who has the responsibility for supporting the program.
8	Management Watch	A regularly scheduled event where the Management Champion tours areas under 5S improvement. The purpose is to reinforce behavior through encouragement and ensure that resources are available.

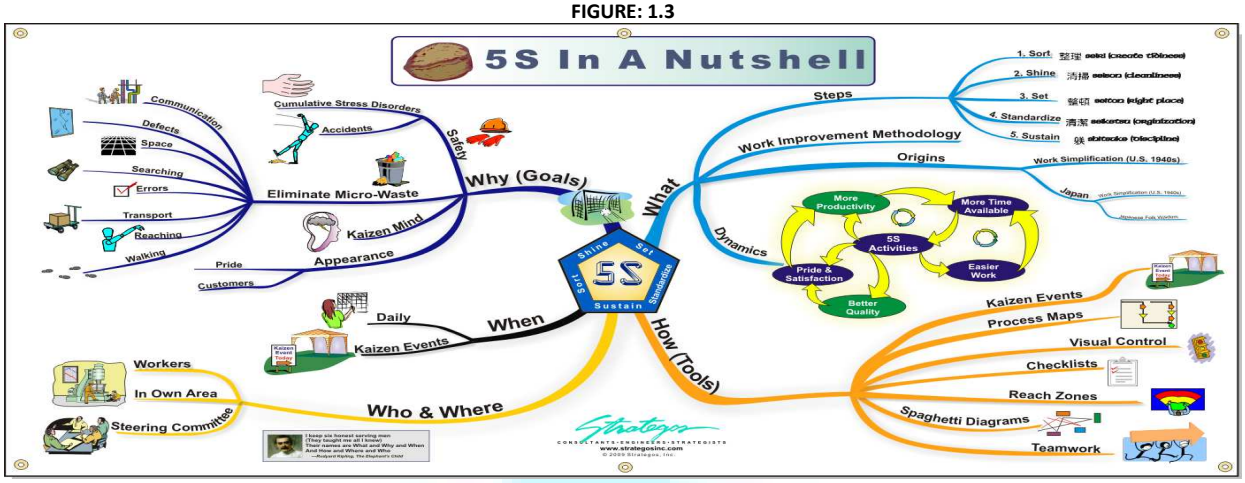
5S Discipline

- Management's support – without this 5S will never work!
- 5S is not something extra, it's part of everyday work
- Get everyone involved – teamwork
- Helps set the base for other Lean efforts
- On-going communication – newsletters, communication boards, short meetings

- Field trips, benchmarking
- Reward and recognition

5S IN A NUTSHELL

FIGURE: 1.3



5S-CERTIFICATION:

- NPCC is introducing a National '5S' Certification to develop and sustain a productivity culture across Mauritius. This Certification will reinforce the Muda Free Mauritius campaign. Achieving Certification is a public declaration of commitment to high quality housekeeping and continuous improvement to meet customer needs.
- Any institution implementing '5S' should apply to the National Productivity and Competitiveness Council (NPCC), Ground Floor, St James Court, St Denis Str, Port Louis for registration.
- A Certificate will be awarded by the NPCC and the Kaizen Institute (Africa Asia Pacific) to any institution which has successfully implemented '5S' practices at the Workplace (Gemba).

TOP 10 TIPS FOR 5S SUCCESS: by Kevin McManus

There are a lot of benefits to be gained by putting a 5S process in place, but many organizations fail to successfully accomplish this goal. The following ten suggestions are intended to help you avoid the failures that others have suffered as you attempt to make your workplace more swept, straightened, sorted, standardized, and self-disciplined.

1. **Don't See Your 5S Initiative as a Stand Alone Effort** –

Besides bringing up 'program of the month' memories from the past amongst your people, treating your 5S initiative as a stand alone process will create a lot of confusion about why you are undertaking this effort and will result in the inefficient use of resources. Many companies use special training, audits, and meetings that have a specific 5S focus in an effort to get the program going. Instead, you should build 5S practices and expectations into your larger performance improvement plan and operational excellence strategies. Similarly, don't form a 5S specific team – instead, build 5S initiative reviews into your regular Leadership Team and workgroup team meetings.

2. **Require Management to Set a Strong 5S Example** –

Nothing will kill a 5S effort quicker than having employees walk by messy managers' desks or work areas right after they have attended a 5S project update meeting. Just as the Leadership Team should be the most effective team in a given company, the work areas of managers in a 5S company should be the cleanest and most organized. Additionally, you should expect every member of management to support 5S practices consistently and regularly – if a manager sees someone not practicing 5S ideals, they should politely challenge those people and ask them to correct the behavior or condition, even if that person does not report to them.

3. **Require Every Supervisor and Manager to Enforce 5S Practices on a Daily Basis**–

The monthly walk through (high performance workplace audit) discussed below serves as a great tool for providing measurable 5S progress and for reinforcing the ultimate in 5S expectations, but you should also recognize that supervisors are conducting performance audits whenever they are out there with their people. What is not said often sends a stronger message than what is said – if a supervisor walks by someone who is violating a 5S (or other type of high performance) expectation and does not say anything, they are telling that employee that their behavior is OK. Similarly, the daily reinforcement of good 5S practices when they are exhibited carries much more weight than saying 'thank you' to the overall group in a meeting.

4. **Incorporate 5S Expectations into EVERY Employee's Job Description** –

If you want your work areas to remain swept, straightened, and shiny, expect each employee to leave them that they when they go home for the evening. This is best accomplished by (1) rewriting EVERY job description to include this expectation, (2) emphasizing this expectation in work group meetings, and (3) providing immediate performance feedback when a workplace does not meet the expectation at the end of a shift or day.

5. **Clearly, and Visually, Define What Each 5S Workplace Should Look Like** –

Before and after' pictures of 5S progress send a strong message about what is expected and will be recognized. Pictures also help people better understand what each 5S concept will look like when it is actually put in place on the job. You may also benefit from taking your work groups over to a '5S best practice' work area and talking about the differences between that workplace and how their own currently looks.

6. **Modify Procedures and Work Instructions to Keep 5S Changes Alive** –

If you want all of your people to adhere to the "A place for everything and everything in its place" philosophy, you had better rewrite your procedures to include steps for putting things back where they belong. You also need to make sure that clear, easy to use procedures exist for disposing of waste or obsolete product or supplies. After all, don't our work instructions define what we are expected to do at work each day?

7. **Build 5S Expectations Into Your Monthly High Performance Work Practices Walk-Through** –

Sure, you can do a special 5S walk-through each month just like you do the monthly safety inspection, but your time will be much better invested if you create a monthly high performance practices walk through assessment tool and include 5S expectations as part of it. For example, in addition to looking for consistency of 5S practices, also look for consistency in the use of visual performance postings, safe work practices, proper lean changeovers, six sigma project support, and employee awareness of high performance concepts as you move through each workplace.

8. **Include 5S Recognition in Your Regular Employee Recognition Efforts** –

The best thing you can do is recognize each team each month that meets or exceeds the minimum score on the high performance work practices walk through. Avoid the tendency to give out a "Cleanest Workplace of the Month" or a "Most Organized Department" award, and especially avoid punishing people for being

'one of the worst'. You only have so many recognition dollars to spend in your budget – use them to recognize team success against an all encompassing set of high performance work practice criteria.

9. **Create a 5S Punch List and Show Regular Progress Towards Its Completion** –

One of the best things about putting 5S in place is that once you get over the initial hump, it is relatively easy to keep 5S alive. For example, once you have sorted out all of your obsolete equipment and supplies, you should not have to do those tasks again as long as your people each fulfill the expectations of their 'modified' daily job. By creating a single 5S punch list for the whole facility, reviewing it weekly as part of your Leadership Team meeting (don't form a 5S Implementation Team), and tracking the percent complete for each action item on the action plan, you can easily keep up with the progress of your initiative.

10. **Create a 5S Implementation Plan with Milestones that Appreciate Process Evolution** –

If you follow the above nine guidelines, you should see progress in a relatively short amount of time. Additionally, you should see little regression back to where you were when you started your 5S initiative. For example, after 3-6 weeks of consistent sweeping and straightening up at the end of each day, that behavior should have become a habit, each workplace should be much cleaner, and the need to emphasize and spend time on these two pieces of the 5S puzzle should be low. Also, once you have undertaken that big effort to get rid of all of the stuff you have collected over the years and created a reorganized approach to storage in all work areas, you should not have to worry about doing those tasks again.

Finally, hope you can see how other operational excellence and lean six sigma approaches can benefit from using several of these approaches as well. For example, if you are going to change job descriptions to include a 5S emphasis, consider including six sigma project support and process improvement tool practice in those changes as well. In short, build high performance practices, expectations, and measurements into the larger work systems.

RESEARCH METHODOLOGY AND RESEARCH PROFILE

OBJECTIVE

1. To develop an environment that only includes the required items, where and when they are needed.
2. To provide efficient and effective working environment with dramatically reduced wastes in waiting on people, information and/or equipment and searching for whatever is missing.
3. To identify and eliminate waste hidden in the work area.
4. To improve the levels of safety, quality and reduce cost.

DATA COLLECTION METHODS

Primary data: The major source of primary data is the information and questionnaire collection from the respondents.
Secondary data: The major source of secondary data is the reference books, internet, and articles.

RESEARCH DESIGN

There are three general purposes of carrying out research. The three purposes are exploratory, descriptive and explanatory. The exploratory study helps us to acquire the basic knowledge of problem. Descriptive research is suitable when the problem is clearly structured at the same time, as the researcher has no intention to find connections between causes and symptoms. Explanatory research is used when researchers are identifying factors causing specific phenomena. The purpose of this research work is **mainly descriptive**, as already stated the research objectives. The aim of this research work is to gain a deeper understanding on how to develop an environment that only includes the required items, effective working environment and eliminate hidden waste to improve the levels of safety & quality at the work place. To summarize, this research is mainly descriptive but with elements of exploratory and explanatory purposes as well.

SAMPLE DESIGN

- SAMPLE UNIT: Bank of Baroda, Punjab National Bank and Axis Bank ltd.
- SAMPLE SIZE: 40
- SAMPLE SELECTION: Random, convenient

LIMITATIONS OF THE STUDY

In attempt to make this project authentic and reliable, every possible aspect of the topic was kept in mind. Nevertheless, despite of fact constraints were at play during the formulation of this project. The main limitations are as follows:

Due to limitation of time only few people were selected for the study. So the sample was not enough to generalize the findings of the study.
People were hesitant to disclose the true facts.
The chance of biased response can't be eliminated though all necessary steps were taken to avoid the same.
It was very difficult to convince the bank employees to give full cooperation for implementation of 5S.
Respondent have firsthand experience related to survey so they are not comfortable with going for research.

5S IMPLEMENTATION IN BANKS

PROCESSES FOR IMPLIMENTING 5S IN BANK

Step 1: Start with the Leadership Team

- As with any improvement effort, implementation of the 5S's must be driven from the top of the organization.
- Only Top Management can create the environment needed and give the effort the visibility and importance it needs for long term viability.

Step 2: Build the Infrastructure

- The 5S effort should fit within an organization's existing improvement structure.
- Divide & conquer by establishing 5S subcommittees for Communications, Training, Project Support, and Best Practices.

Step 3: Launch Communications

- Conduct short, focused, and frequent communication sessions with all employees on the what, why, how, when, and who of the 5S initiative.
- Deliver the message in several formats including group meetings, using the organizations' intranet or website, bulletin board postings, and internal newsletters.

Step 4: Train Teams in 5S Techniques

- Develop a plan to train everyone in basic 5S concepts and then supplement the generic training with just-in-time training in work-area-specific practices.
- Note that the initial teams may need to be trained in problem-solving techniques and root cause analysis.
- Additionally, there may be a need to provide training for the leadership team in communication skills, recognition strategies, and facilitation skills.

Step 5: Begin 5S Pilots

- Select areas that need the 5S's (and that you project will be successful in adopting 5S practices) as pilot areas. What is learned in the pilot areas will be used to help develop a full roll-out plan.

- The first pilot work areas to receive 5S treatment should be ones with high visibility. For example, select work areas in which nobody wants to work because they are so congested or dirty.

STEP 5.1 RED TAG INSPECTION SHEET

SEARCH ALL ITEMS USED IN BANKS

Floors	Cabinets	Work clothes	Telephone
Cheques	Stamps	Pin Stand	Telephone Directory
Aisles	Benches, tables	Helmets	In & out tray
Cheque Books	Paper weight	Dust Bin	Calendar
Work areas	Chairs	Work shoes	Pencil holder
Note Counting Machine	Lockers	Demand Draft	Calculator
Workstations	Carts	Trash cans	Stapler
Inside cabinets	Shelves	Pots	Puncher
Old bulletin boards	Registers	Tables	Wires
Sheet/File Holder	Racks	Files/Documents	Printer Machine
Small rooms	Diary	Table Lamp	Scanner Machine
Laptop	Closets	Loading docks	Sheds
Offices	PC	Items hung up	Xerox Machine

- LOOK FOR UNNEEDED EQUIPMENT
  Machines, small tools, Dies, jigs, bits, Conveyance equipment, Plumbing, electrical parts

- LOOK FOR UNNEEDED FURNITURE
  Cabinets, Benches, tables, Chairs, Carts

- SEARCH THESE STORAGE PLACES
  Shelves, Racks, Closets, Sheds, Search the walls, Items hung up, Old bulletin boards, Signs, other

- LOOK FOR OTHER UNNEEDED ITEMS
  Work clothes, Helmets, Work shoes, Trash cans, Other

STEP 5.2 ITEM DISPOSITION LIST

Use this list to help determine the disposition of each red tagged item, then transfer the information onto both the red tag and the Needless Item Log

TABLE: 3.2

Category	Action
Obsolete	• Sell • Hold for depreciation • Give away • Throw away
Defective	• Return to supplier • Throw away
Used about once per week	• Store in area
Used less than once per month	• Store where accessible in plant
Seldom used	• Store offsite (or in distant place) • Sell • Give or throw away
Use unknown	Store until information is found

STEP 5.3 MAKE IT OBVIOUS WHERE THINGS BELONG

1. Lines
2. Divider lines, Outlines, Limit lines (height, minimum/maximum), Arrows show direction
3. Labels
4. Color coding, Item location
5. Signs
6. Equipment related information, Show location, type, quantity, etc.

STEP 5.4 SET IN ORDER CHECK SHEET

EQUIPMENT

- Machines, Small tools, Dies, Jigs, Bits, Conveyance equipment, Cleaning equipment

FURNITURE

- Cabinets, Benches, Tables, Chairs, Carts, Shelves, Racks

OTHER ITEMS

- Charts, graphs, bulletin boards, Pens, pencils, Work clothes, Helmets, Work shoes, Trash cans

STEP 5.5 SHINE CHECK SHEET

- Ceilings , Aisles , Workstations ,Corners, under equipment, Loading docks, Walls, Doors, Pillars, posts, Floors ,Machines (PC, Laptop, Scanner, Money Counting Machine) ,Conveyance equipment ,Plumbing, sinks ,Cabinets, shelves, racks ,Carts, Racks ,Drawers, storage bins ,Fixtures, power boxes

STEP 6: ESTABLISH BEST PRACTICES

- Creation (and use) of a Best Practices Database can help multiply the impact of 5S successes by providing the means to share successes throughout the organization.

STEP 7: DEVELOP A FULL ROLL-OUT PLAN

- After completing the initial pilots and before involving the rest of the organization in the 5S effort, step back and evaluate how the pilots went.
- Get ideas from members of the pilots about how to strengthen the 5S process and use those ideas to develop a roll-out plan.
- A comprehensive roll-out plan defines the sequence of events, establishes roles, responsibilities, and performance measures.

STEP 8: CONTINUALLY EVALUATE & ADJUST

- As with any process, as lessons are learned, make improvements to the 5S effort.
- Modify and strengthen the infrastructure, select new tools to add to the "arsenal," develop improved methods to measure and communicate progress, and challenge work areas to constantly improve.

5S WORKSHOP AGENDA FOR OFFICE

Day 1

Pinnacle instructor and your 5S Champion only:

- Instructor tours facility
- Instructor and sponsors select pilot area
- Organize participants into teams
- Prepare of classroom and materials

Begin 5S Workshop with participants:

- Introduction
- Overview of Lean
- The eight deadly wastes in the workplace
- Implementation Plan
- Sort using the red tag system
- Exercise - apply sort to pilot area

Day 2

1) Review day 1 activities and Implementation Plan
2) Set in order
3) Exercise - create a visual layout for all material and tools in pilot area
4) Shine
5) Exercise - design shine schedules and assignments for pilot area
6) Standardize
7) Exercise - create visual aids and standard work for the pilot area

Day 3

- Review day 2 activities and Implementation Plan
- Sustain
- Exercise - defining outstanding actions to complete pilot area
- Auditing with checklist and tracking results
- Complete implementation

INTERPRETATION AND ANALYSIS OF FINDINGS

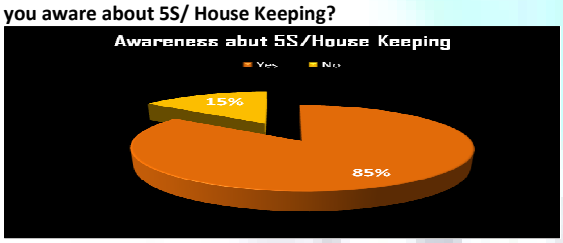
TOOLS AND TECHNIQUES

No study could be successfully completed without proper tools and techniques. For the better presentation and right explanation I used tools of statistics and computer very frequently. Basic tools which I used for project from statistics are:

* Bar Charts * Pie charts * Tables

Bar charts and pie charts are really useful tools for every research to show the result in a well clear, ease and simple way. Because I used bar charts and pie charts in project for showing data in a systematic way, so it need not necessary for any observer to read all the theoretical detail, simple on seeing the charts anybody could know that what is being said.

Q.1 Are you aware about 5S/ House Keeping?



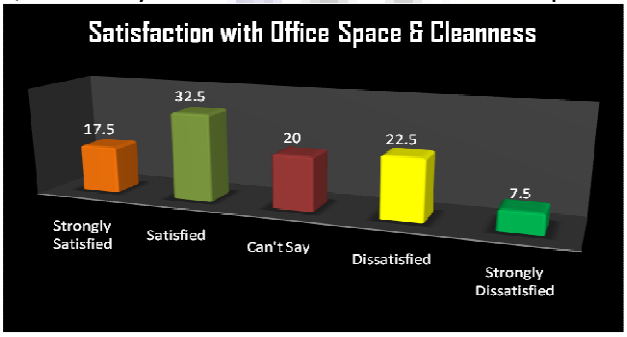
Q1. Awareness about 5S / House Keeping	Percentage (%)
Yes	85

INTERPRETATION:-

The result of collected sample reveals that 85% (34) respondents said that they know about 5S / Housekeeping and only15% (6) respondent said that they don't know about 5S. The analysis of data results that mostly all employees of bank know about 5S but the fact is that they know 5S only in Lehman word that 5S is all about sweeping floors, whipping off items/things and generally making sure that everything in the office stays clean.

Infect, 5S is a tool of Japanese roots, focused on fostering and sustaining high quality housekeeping. A clean, organized and systematic workplace which directly impacts MUDA (waste) and thus impacts productivity, Quality, Costs and other factors.'5S' is all about time tested and proven approach (in fact a stepping stone) to achieving World Class status.

Q.2 Are you satisfied with the office space & clear?



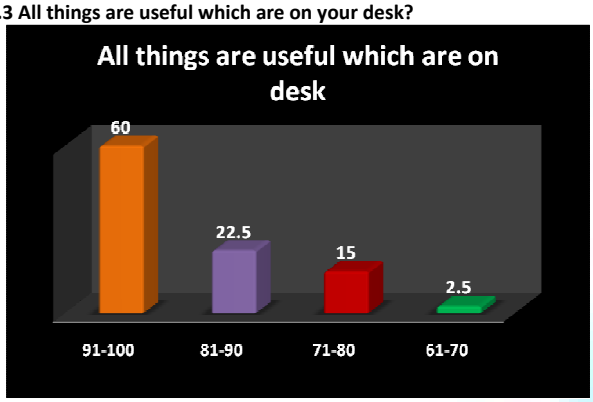
Q2. Satisfaction with Office Space & Cleanness	Percentage (%)
Strongly Satisfied	17.5
Satisfied	32.5
Can't Say	20
Dissatisfied	22.5
Strongly Dissatisfied	7.5

INTERPRETATION

In the given study it was found that only 17.5% (7) respondents are strongly satisfied, 32.5% (13) are satisfied, 20% (8) can't say, 22.5% (9) are dissatisfied, 7.5% (7) are strongly satisfied with office space & cleanness in office. It shows that only 50% respondents are having positive attitude, 30% have negative attitude & 20% are neutral towards space & cleaning in bank.

Respondents tried to gave diplomatic feedback because they were liable toward bank. Infect, the respondents were also not satisfied with office cleaning & space that were neutral.

Q.3 All things are useful which are on your desk?

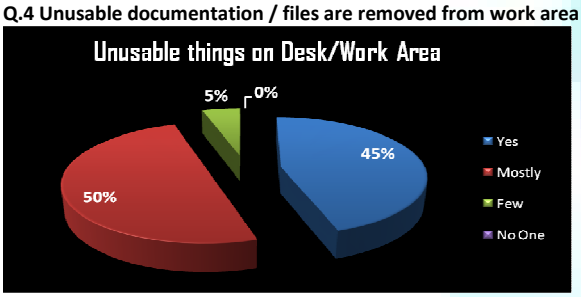


Q3. All things are useful which are on Desk (%)	Percentage (%)
91-100	60
81-90	22.5
71-80	15
61-70	2.5

INTERPRETATION:-

In this research 60% (24) respondents said that 91 to 100% things are useful which are on desk. 22.5% (9) said 81 to 90% , 15% (6) said 71 to 80% things are useful which are on desk. But this kind of feedback depend upon the designation of respondent in bank. Top management or officers keep very less unusable items on their desk and clerks, cashiers; typists keep more unusable items on desk.

Q.4 Unusable documentation / files are removed from work area or desk?

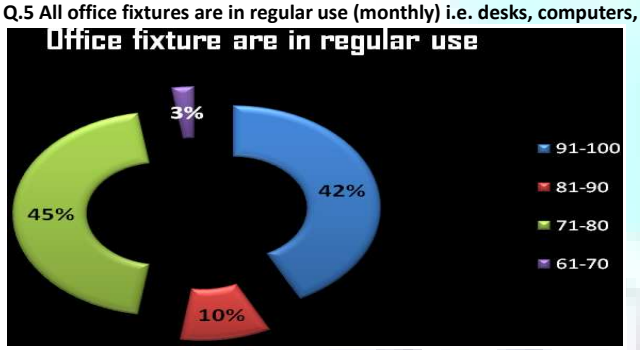


Q4. Unusable Files/Documents on Desk or work area	Percentage (%)
Yes	45
Mostly	50
Few	5
No One	0

INTERPRETATION:-

In the undertaken study it was found that 45% (18) employees said that all unusable items have been removed from the work place or desk & 50% (20) said mostly while 5% (2) said that few unusable items have been removed. This study also depends upon position of bank employees & type of job they have.

Q.5 All office fixtures are in regular use (monthly) i.e. desks, computers, office equipment?

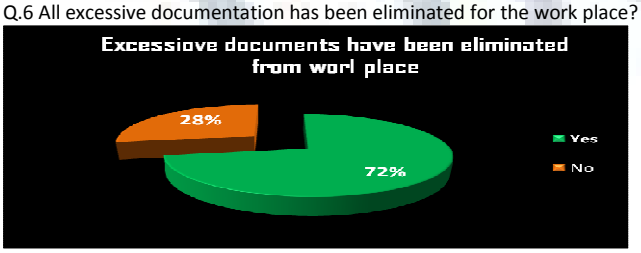


Q5. Office Fixtures are in Regular (Monthly) use (%)	Percentage (%)
91-100	42.5
81-90	10
71-80	45
61-70	2.5

INTERPRETATION:-

Out of 40 respondents 42.5% (17) respondents believes that 91-100% office fixtures (desks, computers, office equipments) are in regular (monthly) use while 10% (4) believes that 81-90% fixtures are in regular use against 45% (18) respondents who said that 71-80% fixtures are in regular use. This result shows that bank really needs to implement 5S which will create more space in office.

Q.6 All excessive documentation has been eliminated for the work place?

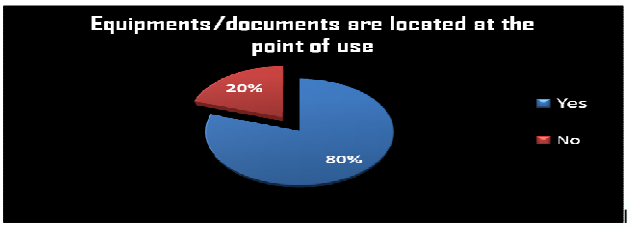


Q6. Excessive documents have been eliminated from work place	Percentage (%)
Yes	72.5
No	27.5

INTERPRETATION:-

In the given study it was found that out of 40 respondents approx 72% (29) removed all excessive documents from work place / desk while approx. 28 respondents said no. when I observed and tried to find the practical aspect behind this finding, it was not like that. They remove excessive items but not instantly.

Q.7 Equipment/documents are located at the point of use?

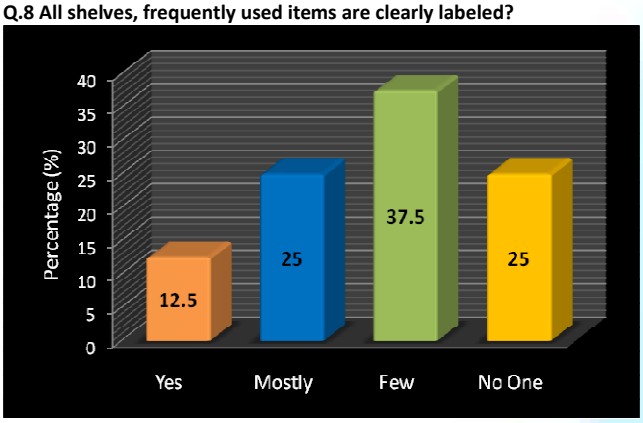


Q.7 Equipments/documents are located at the point of use	Percentage (%)
Yes	80
No	20

INTERPRETATION:-

In the undertaken study it was found that out of 40 respondents 80% (32) respondents said that all equipments/ documents are located at the point of use while 20% (8) respondent said equipment or items are not set orderly. It shows that some items are still their in office which requires implementation of "Set in Order" framework.

Q.8 All shelves, frequently used items are clearly labeled?

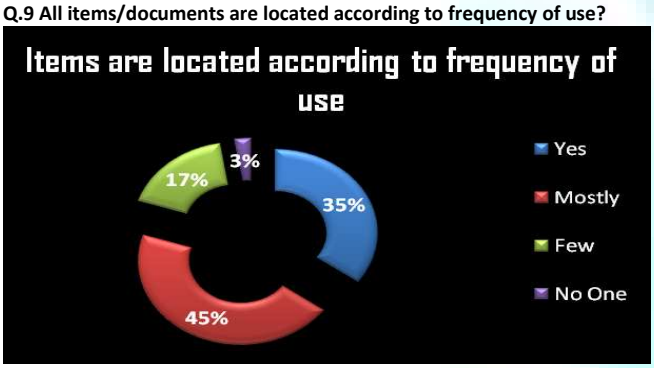


Q.8 All Shelves, frequently used items are clearly labled	Percentage (%)
Yes	12.5
Mostly	25
Few	37.5
No One	25

INTERPRETATION:-

Out of 40 respondents 12.5% (5) respondents said that all shelves & frequently used items are clearly labled while 25% (10) said mostly items are clearly labeled & large no. of respondents (37.5%) said only few shelves & frequently used items are labeled against 25% (10) who said no one item or equipment are labeled. It means more then 80% shelves & items/equipments are not labeled in bank & mostly respondents believe that labeling of items is very required.

Q.9 All items/documents are located according to frequency of use?

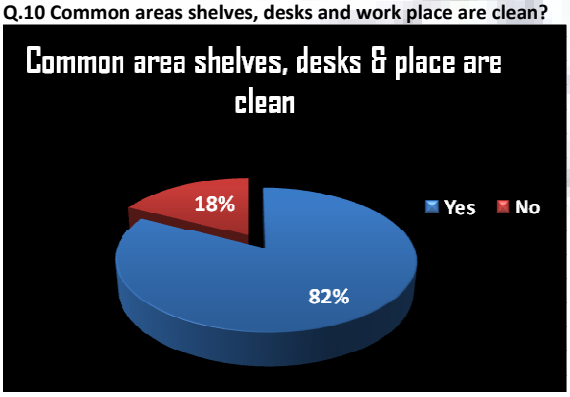


Q9. Items are located according to frequency of use	Percentage (%)
Yes	35
Mostly	45
Few	17.5
No One	2.5

INTERPRETATION:-

This research found that out of 40 respondents 35% (14) respondents said that all equipments/ documents are located according to frequency of use while 45% (18) respondent said mostly equipment or items are set orderly. 17.5% (7) said few items are placed according to frequency of use while only 2.5% (1) person said that items are orderly placed. It shows that some items are still their in office where "Set in Order" is required.

Q.10 Common areas shelves, desks and work place are clean?

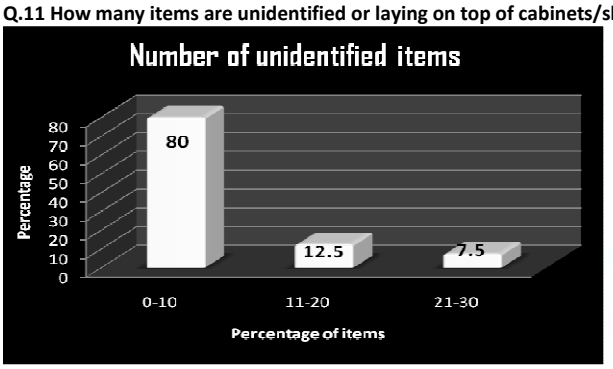


Q 10. Common area shelves, desks & Place are clean	Percentage (%)
Yes	82.5
No	17.5

INTERPRETATION:-

In the given study it was found that out of 40 respondents 82.5% (33) belieces that common areas, shelves, desks And work place are clean while 17.5% (7) said that work place are not clean which found very true when it was observed in bank.

Q.11 How many items are unidentified or laying on top of cabinets/shelves/tables?

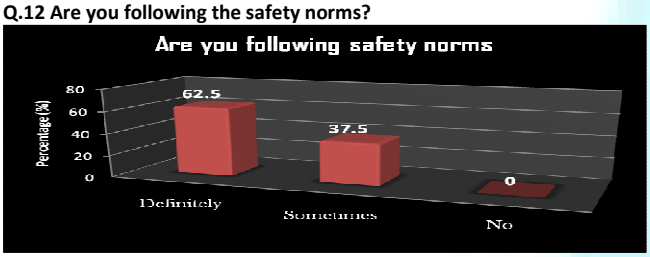


Q.11 Number of unidentified items?	Percentage (%)
0-10	80
11-20	12.5
21-30	7.5

INTERPRETATION:-

The result of collected sample reveals that out of 40 respondents 80% (32) said that only 0-10% unidentified items are lying on top of cabinates /shelves or tables while 12.5% (5) respondents said that 11-20% unidentig=fied items are lying on cabinates and only 7.5% (3) believes that 21-30% items unusable which are on desk, counter, shelves.

Q.12 Are you following the safety norms?

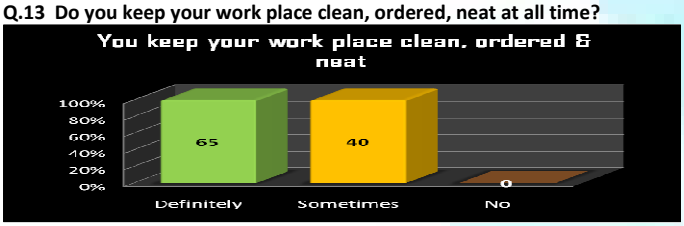


Q.12 Are you following safety norms?	Percentage (%)
Definitely	62.5
Sometimes	37.5
No	0

INTERPRETATION:-

Out of 40 respondents 62.5% (25) respondents believes that they are following safety norms while 37.5% (15) believes that sometime they follow safety norms & no one said no. It is very difficult to find out they reality of this feedback because this is intangible in nature. It depends upon the employee's behavior, attitude and awareness towards safety norms & organization.

Q.13 Do you keep your work place clean, ordered, neat at all time?

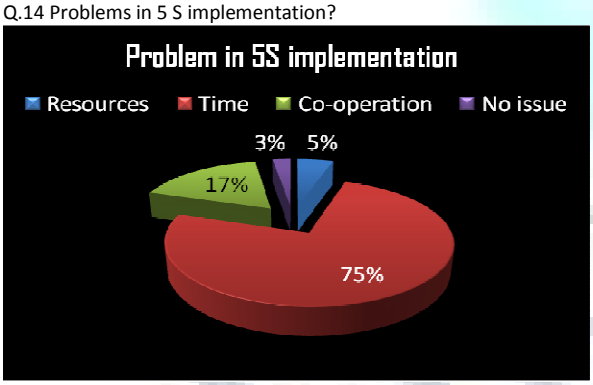


Q.13 You keep your work place clean, ordered & neat	Percentage (%)
Definitely	65
Sometimes	40
No	0

INTERPRETATION:-

It was found that 65% (24) respondents said that they keep their work place clean, safe, ordered and neat at all time while 40% (16) respondents said that they keep their workplace clean and ordered. This analysis shows that mostly all bank employees are more conscious about cleanness and neatnss.

Q.14 Problems in 5 S implementation?



Q.14 Problem in 5S implementation?	Percentage (%)
Resources	5
Time	75
Co-operation	17.5
No issue	2.5

INTERPRETATION:-

In this research it was found that out of 40 respondents only 5% (2) believes that resource are the main problem in implementing 5S/house keeping in office while 75% (30) believes that due shortage of time 5S is very difficult to implement in office and 17% (7) said that due to lack of coordination between employees and top management or between subordinates is the main reason of 5S implementation failure. Few persons who are on high position, said that there is no issue regarding house keeping.

CONCLUSIONS AND SUGGESTIONS

CONCLUSIONS

5S is the name of a workplace organization methodology that uses a list of five Japanese words which, transliterated and translated into English, start with the letter S. The list describes how items are stored and how the new order is maintained. The decision making process usually comes from a dialogue about standardization which builds a clear understanding among employees of how work should be done. It also instills ownership of the process in each employee. The result or benefits of applying each and every 'S' in bank is given below-

1S - SORTING

Identify the items that are needed to perform work in the work areas. Clear (sort out) all other items from the work area.

2S - SET IN ORDER

All needed items have a place in the work area and each needed item is in the correct place. Improve ease of or need for retrieval.

3S - SHINE

Proactive/preventive housekeeping to keep work areas, work surfaces, and equipment clean and free from dirt, debris, oil, etc.

4S - STANDARDIZE

Standardization provides the following benefits:

- Do things in a consistent and standard way.
- Standardize activities, procedures, instruction, schedules, and the persons responsible for helping keep the workplace clean and organized.
- Standardize work area layouts and storage techniques wherever possible.

5S - SUSTAIN

Integrate 5S principles into the organization in order to sustain new standards and continually improve the workplace.

To **summarize**, it is concluded that the result of collected sample reveals that 85% (34) respondents said that they know about 5S/House keeping and only15% (6) respondent said that they don't know about 5S. The analysis of data results that mostly all employees of bank know about 5S but the fact is that they know 5S only in Lehman word that 5S is all about sweeping floors, whipping off items/things and generally making sure that everything in the office stays clean. Infect, 5S is a tool of Japanese roots, focused on fostering and sustaining high quality house keeping. A clean, organized and systematic workplace which directly impacts MUDA (waste) and thus impacts productivity, Quality, Costs and other factors.'5S' is all about time tested and proven approach (in fact a stepping stone) to achieving world class status.

SUGGESTIONS

Various standards and guidelines should be followed by all banks to sustain 5S which are-

Desk/Table should contains

1. Telephone
2. Telephone Directory
3. In & out tray
4. Calendar
5. Pencil holder
6. Calculator
7. Stapler
8. Puncher

Multi-Purpose Tables/ 2-Drawer Cabinets/ Back Cabinets

1. Documents/ small equipments used for the day
2. Magazines should be placed on the top of the shelves or back cabinets but shall be current and kept every end of the day
3. No documents should be on top of the shelves and tables at the end of the day
4. Drawers should be closed properly at all times
5. Files/ Documents should be neatly arranged and clearly labeled inside drawers/ cabinets
6. It should not contain personal effects except at one side of the desk

Seating Units

1. Blazers/ Jackets should be neatly placed on chairs and kept inside drawers
2. All seating units should be at proper locations and neatly arranged
3. Only one pillow maybe placed on top of the chair
4. Chairs should be squarely tucked under the table and only one pillow(if any)left on it

Equipments (Computers, Typewriters, Calculator)

1. During break time, computer monitor must be turned off
2. Confidential papers/ tools must be kept
3. At the end of the day, computers must be switched off
4. Equipment tops must be cleared of all papers, files, documents, diskettes and office supplies
5. Excess paper shall be stacked/ labeled properly inside drawer shelves or furniture/ printer tables

Cabinets

1) Top should be clear and clean of any items/ files
2) All files should be arranged systematically, neatly and properly labeled
3) It should be properly closed at all times
4) No personal effects should be stored inside

Floors/ Walls/ Ceilings

1. During the day, it should be free of trash, dirt and litter. It should also be free from any material that may cause slippage.
2. It should not be used for storing empty cartons. Cartons with continuous forms shall be properly stacked/ labeled in one area of the department
3. All passageways should be free of wires and other tools

Dividers

1. Pictures, posters, memos and notes should neither be pinned nor nailed on the divider of workstation
2. Cork boards and white boards should be attached with standard metal hooks
3. Packaging tapes, scotch tapes and other adhesives should not be used

Physical Appearance

1. Employee ID should be worn at all times
2. Office attire should be decent and appropriate for office work/ environment
3. Hair should be neatly cut and combed
4. For female employees, enhance your own beauty by wearing slight make-up and lipstick
5. Shoes should be properly cleaned and shine
6. Men must wear socks at all times

Client relations

1. Answer telephone calls courteously at all times and return calls promptly
2. Calls should be answered within four rings
3. The person answering the phone shall identify himself by saying, "Hyundai Makati, this is (name) speaking, how may I help you?"
4. The caller should be advised if the call will be transferred to another person or local.
5. In cases where all members of a department will be gone, all calls must be forwarded to another department
6. The person answering the call must take note of the date/ time, name and message of the caller if the person he/she is looking for is not available to take the call.
7. At all times, employee's chairs are for the respective employee's use

GENERAL SUGGESTIONS

1. Floors should be kept clear of objects and substances which could cause slips, trips, or falls
2. Stairways, emergency exits and corridors are kept clear to ensure free passage of persons if required in an emergency
3. Containers, boxes, equipments and materials stored in a manner that prevents objects from falling
4. All combustible materials and flammable liquids are stored in accordance with safety standards
5. No smoking rules are enforced throughout the company premises
6. The egress route must be accessible at all times
7. Cardboard boxes should be used for inactive files but kept as references

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ANNEXURES

QUESTIONNAIRE

Serial No. ___
S.No. _____

I am conducting research on "Implementation of 5 S in Banks". Kindly help me to obtain the desired information by giving couple of minutes from your valuable time.

Name_____ Designation: _____

Gender: **M** ☐ **F** ☐ Age: _____

Income: ≤ 3 Lac ☐ > 3 Lac ☐ Address: _____

1. Are you aware about 5S/ House Keeping?

   ☐ Yes ☐ No

2. Are you satisfied with the office space & cleanness? (1 = Strongly Agree)

   1 2 3 4 5

3. All things are useful which are on your desk?

   ☐ % useful

4. Unusable documentation / files are removed from work area or desk?

   ☐ Yes ☐ Mostly ☐ Few ☐ No One

5. All office fixtures are in regular use (monthly). i.e. desks, computers, office equipment etc?

   ☐ %

6. All excessive documentations have been eliminated for the work place?

   ☐ Yes ☐ No

7. Equipment / documents are located at the point of use?

   ☐ Yes ☐ No

8. All shelves, frequently used items are clearly labeled?

   ☐ Yes ☐ Mostly ☐ Few ☐ No One

9. All items/documents are located according to frequency of use?

   ☐ Yes ☐ Mostly ☐ Few ☐ No One

10. Common areas shelves, desks and work place are clean?

    ☐ Yes ☐

11. How many items are unidentified or laying on top of cabinets/shelves/tables?

    ☐ % items

12. Are you following the safety norms?

    ☐ Definitely ☐ Sometimes ☐ No

13. Do you keep your work place clean, ordered, neat at all time?

    ☐ Definitely ☐ Sometimes ☐ Not at all ☐ Don't Know

14. Problems in 5 S implementation-

    ☐ Resources ☐ Time ☐ Co-operation ☐ No Issue

Thank you for your valuable time and information. Your ideas and suggestions are welcome

_____

_____

Date _____

Place _____ **(Signature)**

REQUEST FOR FEEDBACK

Esteemed & Most Respected Reader,

At the very outset, International Journal of Research in Commerce and Management (IJRCM) appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to take this opportunity to request to your good self to supply your critical comments & suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. **info@ijrcm.org.in** or **infoijrcm@gmail.com** for further improvements in the interest of research.

If your good-self have any queries please feel free to contact us on our E-mail **infoijrcm@gmail.com**.

Hoping an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator