



Faculty of Manufacturing Engineering

**PRODUCTIVITY IMPROVEMENT THROUGH WORK SYSTEM
DESIGN METHOD FOR BETTER MAN POWER UTILIZATION AT
ROBOT WELDING PROCESS**

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Master of Manufacturing Engineering (Industrial Engineering)

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**PRODUCTIVITY IMPROVEMENT THROUGH WORK SYSTEM DESIGN
METHOD FOR BETTER MAN POWER UTILIZATION AT ROBOT WELDING
PROCESS**

CHUNG KAR YEE

**A thesis submitted
in the fulfillment of the requirements for the degree of Master of Manufacturing
Engineering (Industrial Engineering)**

Faculty of Manufacturing Engineering

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2018

DECLARATION

I declare that this report entitled “Productivity Improvement through Work System Design Method for Better Man Power Utilization at Robot Welding Process” is the result of my own research except as cited in references. The report has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

Signature :

Name : CHUNG KAR YEE

Date :

APPROVAL

I hereby declare that I have read this report and in my opinion this report is sufficient in terms of scope and quality as a partial fulfilment of Master of Manufacturing Engineering (Industrial Engineering).

Signature :

Name : ASSOC. PROF. DR. ZUHRIAH BINTI EBRAHIM

Date :

DEDICATION

Only
my beloved father,
my appreciated mother,
my adored sisters and brother,
for giving me moral support, money cooperation, encouragement and also understandings
Thank You So Much & Love You All Forever

ABSTRAK

Dalam pasaran hari ini, perniagaan memerlukan kepelbagaian dan keupayaan untuk berdaya saing dalam memenangi pasarannya. Untuk mempertahankan perniagaan di bawah persaingan yang sengit, sebuah syarikat perlu menghapuskan aktiviti yang tidak membawa nilai supaya prestasi yang cekap dan berkesan dapat diperolehi. Kajian ini membincangkan peningkatan produktiviti dengan penggunaan tenaga manusia yang efektif di dalam syarikat dengan kaedah “time study” dan “MOST” analisis. Tiga objektif telah ditetapkan iaitu; (i) untuk mengenal pasti aktiviti yang tidak membawa nilai dalam proses kimpalan robot; (ii) untuk menyediakan cara penyelesaian untuk mengurangkan aktiviti yang tidak membawa nilai dalam proses kimpalan; (iii) meningkatkan produktiviti penggunaan tenaga manusia sebanyak 30%. Pemerhatian langsung dilakukan untuk mengenal pasti aktiviti yang tidak membawa nilai dalam proses kimpalan robot. “Time study” digunakan untuk mengetahui masa sebenar yang telah digunakan oleh pekerja dalam operasi. Kemudian, “MOST” analisis digunakan untuk menganalisis operasi secara terperinci yang menumpukan kepada pergerakan objek. Perbandingan antara keputusan “time study” dan “MOST” analisis dilakukan untuk menyiasat operasi. Selepas itu, satu cara penyelesaian dicadangkan untuk mengurangkan aktiviti yang tidak membawa nilai dalam proses kimpalan robot. Akhir sekali, “time study” dijalankan untuk mengesahkan cara penyelesaian yang dicadangkan. Keputusan projek menunjukkan bahawa; (i) aktiviti yang tidak membawa nilai dalam proses kimpalan robot telah dikenalpasti; (ii) susunatur kerja yang baru dicadangkan untuk mengurangkan masa menunggu setiap pekerja (operator 1); (iii) penggunaan tenaga manusia meningkat sebanyak 26.44% dan produktiviti pekerja meningkat sebanyak 66.67%. Oleh itu, kajian ini menyimpulkan bahawa penggunaan tenaga manusia yang efektif boleh meningkatkan produktiviti pekerja.

ABSTRACT

In today's marketplace, business has become more diversified and competitive in securing its market share. In order to sustain in business under the fierce competition, a company needs to eliminate the non-value added activities of the operation so that efficient and effective performance can be obtained. This study focuses on the improvement of productivity through effective utilization of manpower in the production line by using time study approach and MOST analysis. Three objectives have been set; (i) to identify the non-value added activities at the robot welding production line; (ii) to provide solution to reduce the non-value added activities at the welding production line; (iii) to increase the manpower utilization by 30%. Direct observation is conducted to determine the non-value added activities at the robot welding production line. Time study approach is applied to determine the actual cycle time of operator work content. MOST analysis was then presented to analyze the operation in a detail way which focused on the movement of object. Comparison between time study result and MOST analysis was conducted to investigate the operation. After that, a solution is provided to reduce the non-value added activities at the robot welding production line. Lastly, time study is carried out to validate the proposed solution. Results of the project show that; (i) non-value added activities at the robot welding production line are identified (i.e. list of the non-value added activities); (ii) a new work sequence layout has been proposed to reduce the operator waiting time; (iii) the manpower utilization has increased by 26.44% as well as the labor productivity has been improved by 66.67%. Thus, this study concludes that effective utilization of manpower can improve the labor productivity.

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TABLE OF CONTENTS

	PAGE
DECLARATION	
APPROVAL	
DEDICATION	
ABSTRAK	i
ABSTRACT	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	viii
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xii
CHAPTER 1: INTRODUCTION	
1.1 Project Background	1
1.2 Problem Statement	3
1.3 Objectives	7
1.4 Scope	8
1.5 Significance of the Project	8
CHAPTER 2: LITERATURE REVIEW	
2.1 Productivity Measures	9
2.2 Manpower Utilization	12
2.3 Work System Design	13
2.4 Work Study	15
2.5 Method Study	16
2.5.1 Recording Techniques	18
2.6 Work Measurement	20
2.7 Time Study	21
2.7.1 Importance and Purpose of Time Study	22
2.7.2 Time Study Procedure	22

2.7.2.1	Choosing the Operator	23
2.7.2.2	Record Information	24
2.7.2.3	Breaking the Job into Elements	24
2.7.2.4	Determining the Sample Size	24
2.7.2.5	Time Measurement	26
2.7.2.6	Performance Rating	26
2.7.2.7	Determining Allowances	27
2.7.2.8	Determining Standard Time	29
2.7.3	Time Study Equipment	30
2.7.3.1	Stopwatch	30
2.7.3.2	Videotape Camcorder	31
2.7.3.3	Time Study Board	31
2.7.3.4	Time Study Forms	31
2.7.4	Limitation of Time Study	32
2.8	Predetermined Motion Time System (PMTS)	32
2.8.1	Importance and Purpose of PMTS	33
2.9	Maynard Operation Sequence Technique (MOST)	34
2.9.1	Benefits of MOST	35
2.9.2	MOST Systems Family	35
2.9.3	Time Units	37
2.9.4	BasicMOST Sequence Model	37
2.9.4.1	General Move Sequence Model	38
2.9.4.2	Controlled Move Sequence Model	40
2.9.4.3	Tool Use Sequence Model	43
2.9.4.4	BasicMOST Analysis Procedure	45
2.9.5	Limitation of MOST	46
2.9.6	Application of MOST	46

CHAPTER 3: METHODOLOGY

3.1	Overall Flow of Project	51
3.2	Identifying the NVA Activities at Robot Welding Production Line	53
3.2.1	Data Collection	54
3.2.2	Data Analysis	54

3.3	Providing Solution to Reduce the NVA Activities at Robot Welding Production Line	55
3.3.1	Data Collection	56
3.3.2	Data Analysis	58
3.4	Increasing the Manpower Utilization by 30%	61
3.4.1	Data Collection	61
3.4.2	Data Analysis	61
3.5	Summary	62

CHAPTER 4: RESULT AND DISCUSSION

4.0	Preliminary	63
4.1	Identifying NVA Activities (Objective 1)	63
4.2	Proposing A Solution to Reduce NVA Activities (Objective 2)	75
4.2.1	Time Study Data Collection	75
4.2.2	BasicMOST Analysis	78
4.3	Increasing Manpower Utilization by 30% (Objective 3)	90
4.3.1	Time Study Data Collection	90
4.3.2	Validation of Proposed Solution	92
4.3.3	Manpower Utilization Improvement	92
4.3.4	Productivity Improvement	94

CHAPTER 5: CONCLUSION AND RECOMMENDATION

5.0	Preliminary	96
5.1	Conclusion	96
5.2	Recommendation	97

REFERENCES	98
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APPENDICES

A	ILO Recommended Allowance	105
B1	Gantt Chart	106
B2	Flow Process Chart Template	108
B3	Layout Diagram Template	109

B4	Time Study Form Template	110
B5	BasicMOST Template	111
C1	T-table Distribution Graph	112
C2	Time Study Result of Operator 1	113
C3	Time Study Result of Operator 2	117
C4	Time Study Result of Operator 3	120
C5	Time Study Result of Operator 4	123
C6	Time Study Result of Operator 5	124
C7	BasicMOST Analysis for Operator 1	125
C8	BasicMOST Analysis for Operator 2	128
C9	BasicMOST Analysis for Operator 3	130
C10	BasicMOST Analysis for Operator 4	133
C11	BasicMOST Analysis for Operator 5	134
C12	Simulation using BasicMOST Analysis for Operator 1	135
C13	Simulation using BasicMOST Analysis for Operator 2	139
C14	Simulation using BasicMOST Analysis for Operator 3	142
C15	Time Study Result of Operator 1 for Proposed Solution	144
C16	Time Study Result of Operator 2 for Proposed Solution	147
C17	Time Study Result of Operator 3 for Proposed Solution	149

LIST OF TABLES

TABLE	TITLE	PAGE
2.1	Eight types of wastes	10
2.2	Recommended number of observation cycles	25
2.3	Principal rating scale	27
2.4	Differences between MOST systems	36
2.5	Sequence model	37
2.6	General Move data card	40
2.7	Controlled Move data card	42
2.8	Tool Use data card for fasten or loosen	47
2.9	Tool Use data card for cut, surface treat, measure, record and think	48
2.10	Summary of journals	49
4.1	NVA and ENVA activities (operator 1)	68
4.2	NVA and ENVA activities (operator 2)	70
4.3	NVA and ENVA activities (operator 3)	72
4.4	NVA and ENVA activities (operator 4)	73
4.5	NVA and ENVA activities (operator 5)	74
4.6	Summary of NVA activities	74
4.7	Summary of NVA activities for each operator	74
4.8	Time study results (current layout)	76
4.9	Waiting time of each operator (current layout)	76
4.10	MOST analysis results (current layout)	78
4.11	Comparison between time study and MOST analysis	79
4.12	Simulation results using MOST analysis	87
4.13	Waiting time of each operator (simulation of proposed layout)	87

4.14	Comparison between current layout and simulated proposed layout	89
4.15	Time study results (proposed layout)	90
4.16	Waiting time of each operator (proposed layout)	90
4.17	Comparison of results between simulation and real run of proposed layout	92
4.18	Comparison between current and proposed layout	92
4.19	Comparison of manpower utilization between current layout and proposed layout	93
5.1	Overall findings of project	97

LIST OF FIGURES

FIGURE	TITLE	PAGE
1.1	Comparison of manual work content with takt time	4
1.2	Inconsistent processing time at W/S 100LH, 100RH and 150RH (operator 1)	5
1.3	Inconsistent processing time at W/S 200LH and 300LH (operator 2)	5
1.4	Inconsistent processing time at W/S 200RH and 300RH (operator 3)	6
1.5	Inconsistent processing time at robot welding cross-member station (operator 4)	6
1.6	Inconsistent processing time at manual spot welding cross- member station (operator 5)	7
2.1	Overview of work system design	14
2.2	Component of work study	16
2.3	Method study procedure	17
2.4	Recording technique for method study	18
2.5	Development of work measurement methods	21
2.6	Steps in conducting time study	23
2.7	Breakdown of standard time	29
2.8	Traditional decimal minute watch	30
2.9	Electronic stopwatch	31
2.10	Overview of MOST systems	36
2.11	Parameters of General Move Sequence Model	38
2.12	Parameters of Controlled Move Sequence Model	41

2.13	Parameters of Tool Use Sequence Model	44
3.1	Overall flow of project	52
3.2	Flow chart in achieving objective 1	53
3.3	Flow chart in achieving objective 2 and objective 3	55
3.4	Time study procedure	57
3.5	BasicMOST analysis procedure	59
4.1	Current layout of line one	65
4.2	Process chart of operator 1 (current layout)	66
4.3	Process chart of operator 2 (current layout)	68
4.4	Process chart of operator 3 (current layout)	70
4.5	Process chart of operator 4 (current layout)	72
4.6	Process chart of operator 5 (current layout)	73
4.7	Machine time and operator work content of Robot 1,2 and 3 (current layout)	77
4.8	Proposed layout of line one	80
4.9	Process chart of operator 1 (proposed layout)	81
4.10	Process chart of operator 2 (proposed layout)	84
4.11	Process chart of operator 3 (proposed layout)	86
4.12	Machine time and operator work content of Robot 1,2 and 3 (simulation of proposed layout)	88
4.13	Machine time and operator work content of Robot 1, 2 and 3 (proposed layout)	91

LIST OF ABBREVIATIONS

BSI	-	British Standard Institution
CM	-	Cross-member
GDP	-	Gross domestic product
ILO	-	International Labor Organization
MATRADE	-	Malaysia External Trade Development Corporation
MIDA	-	Malaysian Investment Development Authority
MOST	-	Maynard Operation Sequence Technique
MODAPTS	-	Modular Arrangement of Predetermined Time Standards
MTM	-	Methods Time Measurement
MP	-	Master Project
NVA	-	Non-value Added
OP	-	Operator
PFD	-	Personal, fatigue and delay
PMTS	-	Predetermined Motion Time System
R	-	Robot
SIMO	-	Simultaneous-Motion cycle
SOP	-	Standard Operating Procedure
SWAG	-	Sophisticated Wild Ass Guess
TMU	-	Time Measurement Units
VA	-	Value added
W/S	-	Workstation

CHAPTER 1

INTRODUCTION

1.1 Project Background

Manufacturing is defined as the making of finished products from raw materials, components or parts using various processes, equipment, operations and manpower according to a detailed plan (Scallan, 2003). In an interview, Dato' Azman Mahmud, CEO of the Malaysian Investment Development Authority (MIDA), has stated that manufacturing sector is the backbone of Malaysia in which it contributes to the Malaysia's economy. This statement is supported by Nathan (2018), where in 2017, the manufacturing sector contributed 23% to gross domestic product (GDP), while the production grew by 6.1% and sales value increase 13.7% to RM 765.8 billion. Besides, according to the Malaysia External Trade Development Corporation (MATRADE), in 2016, manufacturing accounted for more than 80% of total Malaysia's total export.

Today, in the modern competitive world, manufacturers are unlikely to survive in the present form whereby they need to be expanded and secure their market share by improving competitiveness (Khaleel *et al.*, 2011; Salehi *et al.*, 2013). Competitiveness mean the ability of an organization to take the most advantageous position in a rapidly changing market environment, which based on quality, speed, technical superiority and product differentiation (Mwanza and Mbohwa, 2016). According to the Salehi *et al.*, (2013), productivity is one of the key determinants of competitiveness.

Generally, productivity is defined as the ratio of an extent of output to the unit of all of the resources used to produce the output (Duran *et al.*, 2015). In other words, productivity

is the efficient use of resources such as labor, capital, materials and etc. to produce various products and services (Joseph, 1987). Thus, the level of resource allocation and labor utilization will be largely affect the overall productivity. In addition, Tuan *et al.*, (2014) pointed out that the non-optimal resource allocation and utilization is directly or indirectly affect the profitability of a business as more wages for extra labor which need to paid by the manufacturer. Therefore, measure has to be taken in order to stay competitive in the marketplace, yet achieve a higher profit based on enhancement of productivity.

In this competitive manufacturing arena, the lean manufacturing philosophy is widely implemented due to that it helps to fulfill the customer demand on time by allocating the resources as well as maximizing their utilization. However, it is not an easy task to establish a lean manufacturing environment as industries need to identify and eliminate all the possible wastes throughout the production lines (Tuan *et al.*, 2014). As a part of the way of implementing lean manufacturing philosophy, work study is useful for the manufacturers in investigating, reducing and subsequently eliminating non-value added activities as well as ineffective time. This technique leads to a reduction of work content and eventually achieve an efficient production system. According to Zandin (2002), since a production system comprises of individual operations, it is necessary to optimize its individual operations in order to produce an efficient production system.

In this context, Maynard Operation Sequence Technique (MOST) is a breakthrough work measurement technique that measures the both repetitive and non-repetitive work easily and accurately (Chaudhary *et al.*, 2008). Through MOST, the waste and unproductive methods can be exposed quickly, which also means that the ineffective time can be defined and separated from the effective time (Chaudhary *et al.*, 2008; Kanda *et al.*, 2013). Elimination of waste is emphasized to reduce the production time, increase the value-added content and consequently improve productivity (Moktadir *et al.*, 2017).

This project has been undertaken to investigate the scope of making possible improvement in labor utilization as well as productivity of the operation in production line. Firstly, the current utilization of labor is determined in such a way that direct observation is carried out to obtain the real time data. Then, MOST is implemented to analyze the elemental activities of the operation in which that the value added and non-value added activities can be shown up within the operation. As a result, improvement can be made by eliminating the non-value added activities and then improving overall productivity of the company.

1.2 Problem Statement

In today's highly competitive marketplace, business has become more diversified and competitive in securing its market share. Besides, with the introduction of alternative product by competitors, it has become much challenging to satisfy customer requirement since they have choices to purchase product from different company (Tuan *et al.*, 2014). In order to sustain in business under the fierce competition, a company needs to investigate and optimize its operation by eliminating the non-value added activities of the operation so that efficient and effective performance can be obtained. In short, productivity is the main concern in the manufacturing industry where it is considered to be a profit growth of a company (Kumar *et al.*, 2013; Vergeer and Kleinknecht, 2014).

This project focuses on the improvement of productivity by effective utilization of manpower in the company. In the company under study, it was found that the manpower is not fully utilized. The work content of the operators is to load the parts to the jig and unload the assembly parts from the jig after the welding operation done by robots. During the operation of assembly welding, the operators are only waiting aside without assign to other job. The time required for them to perform the task is taken. Based on Figure 1.1, it shows

that all operators are underutilized as their productive time is less than 50% compare to the takt time.

Furthermore, based on Figure 1.2 to Figure 1.6, the result of stopwatch reading shows that there is a variance of time when the operators performed their tasks at their workplaces. This indicates that the time required for the operators to complete their tasks is not consistent due to lack of standardization in performing the tasks.

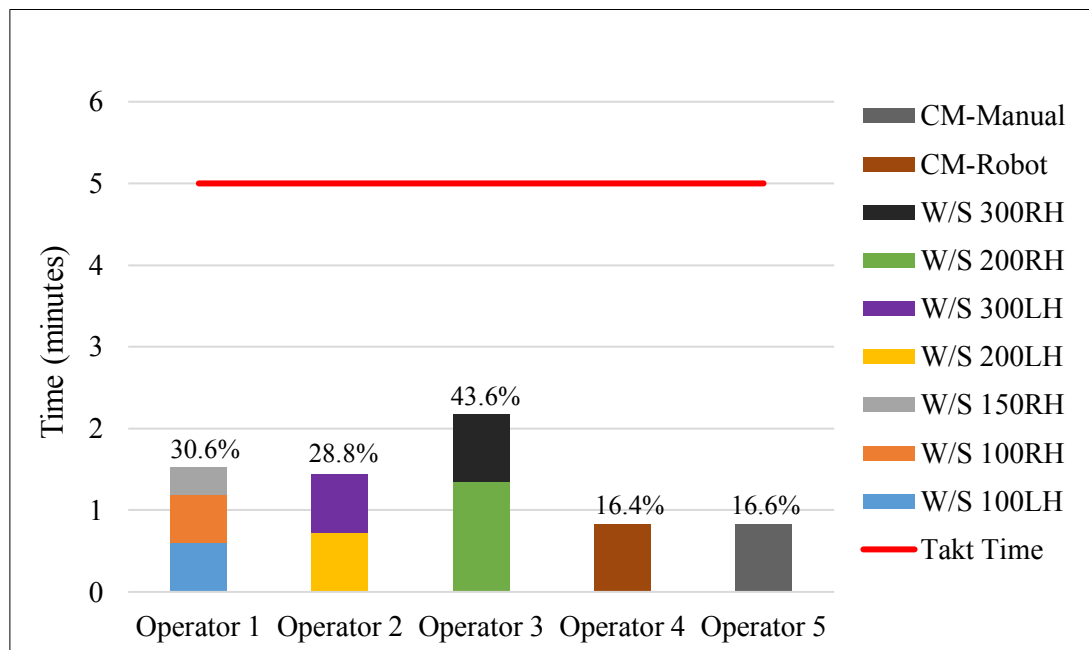


Figure 1.1: Comparison of manual work content with takt time

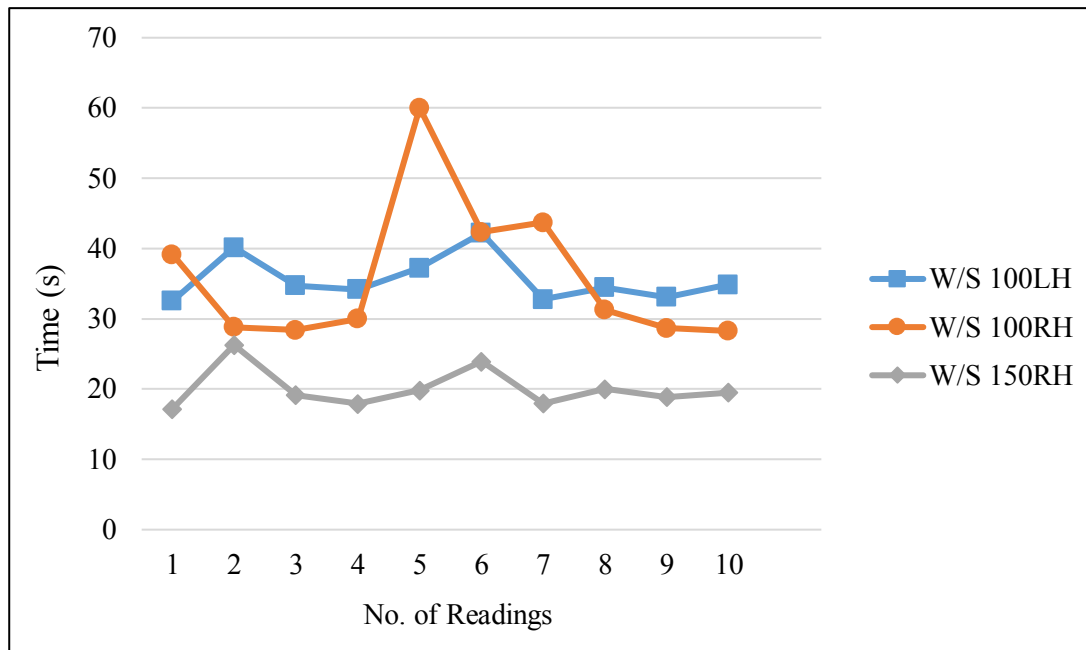


Figure 1.2: Inconsistent processing time at W/S 100LH, 100RH and 150RH (operator 1)

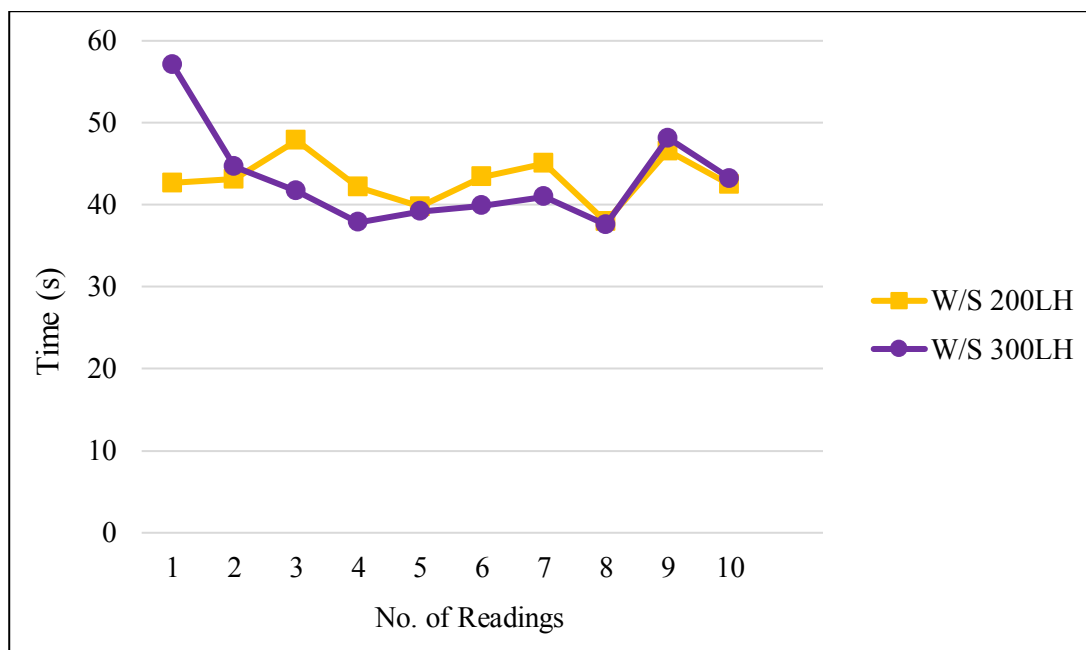


Figure 1.3: Inconsistent processing time at W/S 200LH and 300LH (operator 2)

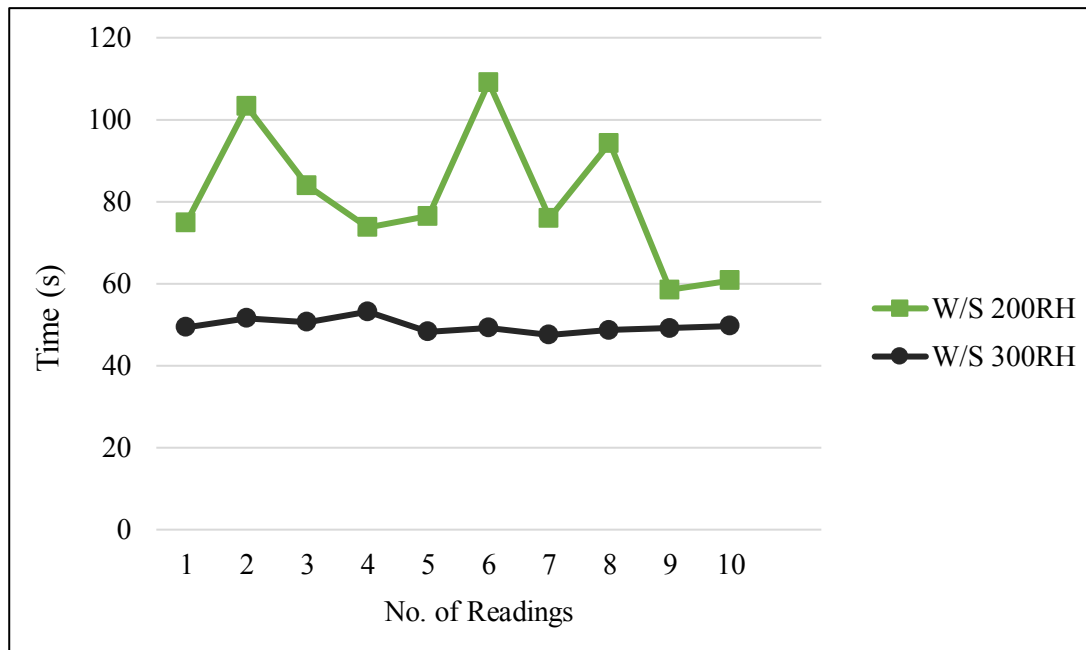


Figure 1.4: Inconsistent processing time at W/S 200RH and 300RH (operator 3)

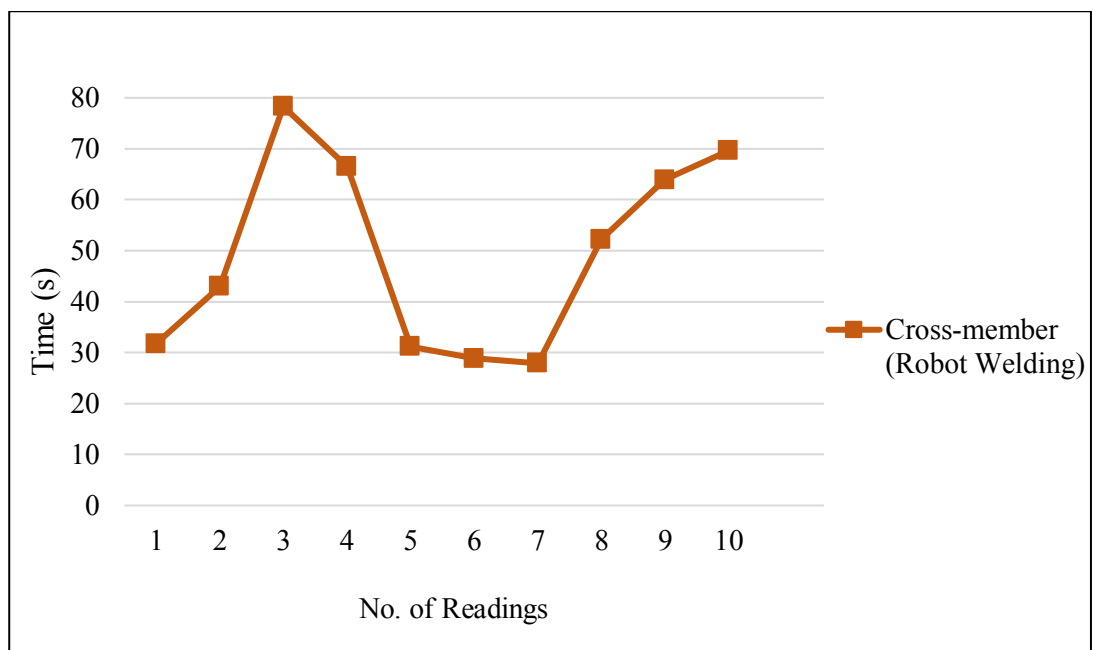


Figure 1.5: Inconsistent processing time at robot welding cross-member station (operator 4)

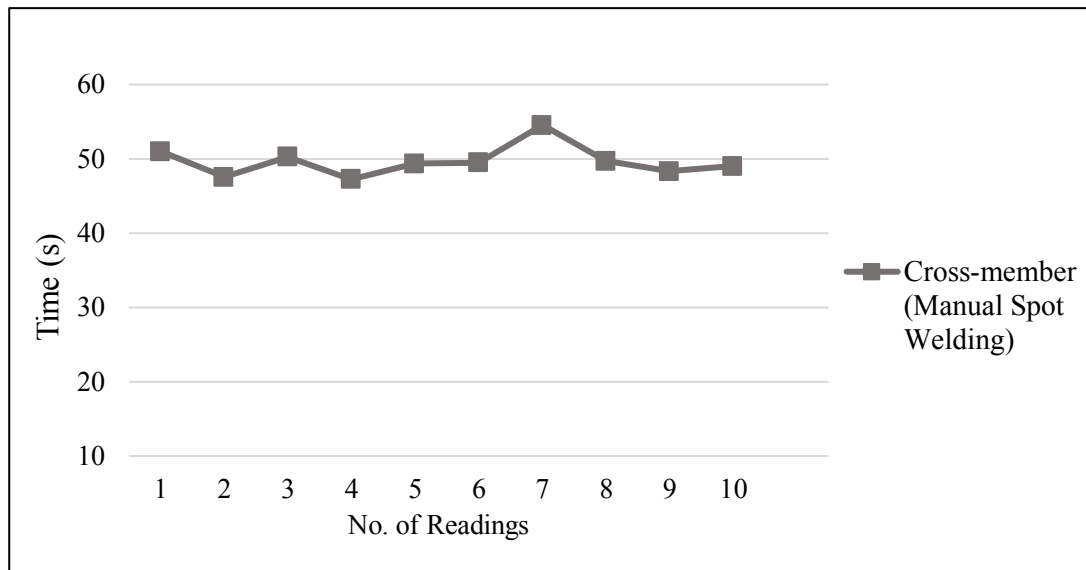


Figure 1.6: Inconsistent processing time at manual spot welding cross-member station (operator 5)

Therefore, the work and time measurement technique are used to help the manufacturer to increase productivity by defining the proper working method, standard time and the way of maximizing the resource utilizations (Tuan *et al.*, 2014). MOST is a work measurement technique which breaks down the tasks into elemental activities. In that, non-value added activities can be shown up and separated from the value-added activities within the operation. As a result of implementing MOST, the work is being standardized and the working practice becomes more productive. Eventually, the utilization of labor is optimized and then overall productivity of the company is improved.

1.3 Objectives

The objectives of this project are:

- To identify the non-value added activities at the robot welding production line.
- To provide solution for reducing the non-value added activities at the robot welding production line.
- To increase the manpower utilization by 30%.