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EXPLAINING THE EFFECT OF ADORNMENT SYSTEM ON EMPLOYEE PERFORMANCE (CASE STUDY: THE PERSONNEL OF MOBIN PETROCHEMICAL WORKERS IN ASSALUYEH)

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ABSTRACT

Understanding the adornment system is actually how to manage the desirable work environment. This study aims to explain the effect of adornment system on employee performance in Mobin Petrochemical Company. The present study method is an application type and from the view of descriptive method is correlational. The statistical population of the present study includes all Mobin Petrochemical employee in Assaluyeh and their number are about 1300 people. And the sample size is about 190 samples and by using simple random sampling method, the required statistical sample is selected for this study. The research tool included standard questionnaire of performance measurement of Condor 's staffs (2005) and researcher made questionnaire to measure the five S's adornment system. The main results indicate the effectiveness of adornment system on employee performance. Also, all five dimensions of adornment system effect on personnel's performance.

Keywords: *Adornment System, Five S and Employee Performance*

INTRODUCTION

"Five S" for first time was formed in Japan, the principles that are not the result of Japanese genius, but the basic idea of this system was obtained from keeping house method. The Japanese have taken the basic idea from Americans and based on their culture, they introduced it on five principles 1-Seiri, 2-Seiton, 3-Seiso, 4-SEikestu, 5-Shitsuke or in other name, five S and in Japanese word, "Govas" (Arabian, 2007). Japanese extended the five S's scope to all industries and businesses and use it not only in maintaining health and safety, but also in workplace and employees adornment, landscaping, space saving and location and transport and material handling and waste reduction and re-working and ... (Ibid). Five S was introduced by Japanese style and as a particular filed with written literature from 1985 and it was presented in three S frame. The first text was written in 1986 about five S. At the end of this decade, Suzuki wrote the book "the history on comprehensive approach to improving the efficiency of practical mobility". And the Chapter Eight from ten chapters of book was dedicated to five applications S. But one of the most important texts about five S as "Five s, five keys to achieve the high quality in the workplace" was published by Takashi Osada (Khan, 2004). Because of this system have very valuable achievements, it was found quickly into businesses of world's country such as Singapore, Malaysia, China, Thailand, the United Kingdom, Spain and Portugal and it was exploited (Arabian, 2007). The background of introducing and promoting Five S system or adornment system in Iran was began in June 1993 and by publishing an article in No.32 and 34 of Tadbir monthly Journal. The author of article was Mojtaba Kashani and based on this fact, he was introduced as leader of Five S system in Iran. Now, that we are entering to a new era of technology and beginning of the industrial revolution in the future, the importance of adornment is rising because this modern era is nanotechnology or molecular manufacturing. And the slightest irregularity and dust particles will disturb its existence. (Abu Talebi, 2005). In total, investigating the research background show that few studied have examined the relation between adornment systems on employee performance. So the basic question of the present study is to explain the effect of adornment system on employee performance and by using this method, they can add

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to the wealth of empirical research in this area and adding a step towards improving the efficiency of human resources.

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Five S

The term “Five S” was selected based on the initials of five Japanese words. The following table displays five words respectively from left to right in three Japanese, English or Persian languages.

Table 1: Five S

Japanese	English	Persian
Seiri	Sorting Out	Organizing
Seiso	Spic and Span	Cleaning
Seiton	Systematic Arrangement	Ordering
Sekitsu	Standardizing	Standardization
Shitsuke	Self - discipline	discipline

In the following, we describe the principles of each of five words.

1) Organizing (Organizing, differentiation, maintenance)

This principle is one of the most important and fundamental principles of adornment system. At this stage, we should determine the essential tools in each part and we should separate it from necessary equipment. If you look around yourself, you face with devices that have not been used for a long time and it is not determined that they can be used in the future. Appliances such as damaged electromotor or gear that is broken or can not be used, and maps that are not used and calculator that has broken for a long time, are examples of this field. Or there are CDs that we do not need them and they have been left in the drawer or on the table. By appropriate training to company's employees, we should avoid from accumulation of unnecessary items in shops and offices, sliding tables, chests and hidden aspects of machinery. Since this issue that making decision about some unnecessary items may be within the reach of senior manager or managers on higher levels, we can provide the contents of these devices and after completing it, they should be sent to manager for final decision making and we can follow the necessary measures. Some organizations have a good method to identify the unnecessary devices. At the beginning of each month, these organizations sticks red label on devices that seem unnecessary. And if they use them in month, they remove it. At the end of the month, if there are devices that have label, they separate them as unnecessary devices from necessary devices (Osada, 2004).

The samples of this S can be listed as follows:

- discarding objects that you do not need them (Collecting and filling the appropriate papers and minutes of meeting, etc);
- elimination of errors and failures (maintaining administrative requirement, and used vehicles and etc);
- combat with the causes of pollution (using the air conditions, ban smoking in the workplace, food transportation, healthy utilization of stored water and etc);
- reviewing covers and enclosures to prevent the contamination reasons (appropriate packaging of parts in the stock, using sealants on the windows and cap for waste water and etc);
- cleaning the workplace (regularly washing with disinfectants, cleaning in storage, collection of used oil, etc);
- Preventing of pollution of floor halls (regular washing of car halls, netting the places that are polluted such as oil changes, painting, etc);
- Remove dust and contamination (using proper ventilation in warehouses and shop floors, using air filters and etc);
- warehouse organizing (using modern storage system and etc) (Teymouri, 2007)

2) Ordering

The second principle from five sets is workplace organizing and it means storing. And they should immediately run after applying first principle. At this stage, the remaining devices should be in workplace

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to be easily accessible. And they should have a decent appearance. Ordering is meaning of putting things in right places that we can use it in a better way. Ordering is a way to find and use appropriate objects without vain searches. When everything is placed in a right place according to its function and considering the quality and safety, the workplace will be always neatly. So, first we should identify all necessary tools and accurately detect and identify the function of each of them. Examples of running this “S” can be listed as follows:

- the objects that we often use, we put it in workplace or carry it to workplace. (Installing tools on special boards in the shops, equipping office desks, etc);
- the objects that we are rarely use; we take them far from workplace. (Using the appropriate filling system so that past year working experiences are places in far places and ...);
- we can discard objects that we don't want to use them (discarding the waste papers and etc);
- establishing anything in its own and specific place (using files and putting administrative requirements in a right place, establishing the deployment tools and equipment in right place at the shop after use, etc);
- Creating and restoring all things in the shortest time (finding the records from archives, facilitating access to the tools in shops and etc);
- Marking the boundaries and location of object's establishment (signs related to repairmen in shop halls, determining the establishment location of company's vehicles, etc);
- ordering on the bulletin board (installing corporate's advertising banners in appropriate places, etc);
- establishing of functional materials, devices in the shelf and regulating devices, separating defective parts from others in warehouse, arranging the parts in pallets of warehouse in accordance with storage principles, using (fifo) system (Teymoori, 2007)

3) Cleaning

After that, the unnecessary items were cleaned and necessary devices were regulated in an appropriate way. And by implementing this principle, the workplace must be clean and eye catching. In many companies, the first five minutes of work and in other companies, a time at the end of work is allocated to this purpose. And each person has a duty to clean his desk and work area in five minutes. In some companies, this work can be done by workers of service sector and the optimal sector is that service workers clean only the public area and workplace and devices related each person should clean by himself (Mansouri, 2014).

There are samples of this “S” and they can be listed as follows:

- defining all people's responsibility for cleanliness of workplace (maintain hygiene and cleanliness of the work environment of the staff, cleanliness, cleaning of personnel's cloths);
- conducting regular inspection by the executor;
- identifying and fixing the damages that has been occurred by leaks, cracks, etc
- identifying the pollution sources and trying to eliminate or control;
- cleaning the workplace (regular washing with disinfectants, cleaning on storage places, collecting used parts, cleaning all thing immediately after dirt);
- Remove dust contaminations (using proper ventilations in the storage and rooms, using air filters, using the covers, putting items and objects in closed containers);
- cleaning the places that are far from people's eyes (under the tables, the corners of rooms, the administrative requirement and technical equipment, behind the window, files, drawers, etc) (Teymoori, 2007)

4) Standardization

This principle includes standardization and preparing necessary standards in any company or organization. The purpose of this principle is to implementing the programs to maintain results. And it is obtained from the implementations of first to third principle. In implementing this principle, engineering principles and observing some standards would be useful. This principle has a tremendous effect on maintenance and repair of machinery factories and it increases the productivity. To implement this principle, we can run some signs such as traffic signs and symptoms. These symptoms must be easily understood by all employees and they should not be confusing. Standardization consists of permanent

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control and reform, order, and cleanliness. The main focus of standardization is realized by management and by using appropriate checklists and standardizing the rules and using innovation and creativity, they can control and standardize the workplace and always all factors are used with required speed and accurate.

-examples of using this “S” can be listed as follows:

-Periodic Review (making inspection committee, inspection and visit the set cover, holding internal audit);

-Using signs and symptoms (Signs indicate the directions and guidance);

-Marking danger areas or special care (at the chemicals warehouse, equipment with high working pressure);

-Symptoms related to extinguishing equipment (signs related to alarm and safety devices and guidance the fire system, non-smoking boards);

-measures to prevent the errors (training personnel about risk, determining operational guidelines for using special equipment);

-labels indicating the degree of tool’s precision (installing the amount of equipment’s precision and control and expiration date);

-Developing implementation guidelines;

-Conducting Steering Committee meetings, evaluating the periodic inspections and make necessary decisions to promote the objectives of “Five S”;

-Necessary activities along with competitions for organizing, sorting, cleaning

(Considering one criterion in investigating agencies and determining sample unit in company and allocating one of the personnel’s monthly investigation parameters to clearing issue of workplace) (Teymouri, 2007).

5) Discipline

Discipline is the training habits and abilities to perform a specific task. The main point here is to creating right habits instead of wrong habits. This work should be beginning according to appropriate methods training to peoples and exercising in this filed. Also, these exercises are realized through regulations and strict adherence. In other word, discipline is exercising and repeating a work. For example, it is necessary to make the safety regulation as a habit for people. Examples of using this “S” can be listed as follows:

-arrangement exercising (training, continuous supervision, evaluation and reward to staff for discipline);

-Punctuality training (training optimum use of time, especially in the field of maintenance in halls and meeting rooms);

-Attention to beauty and appearance (using appropriate work clothes in the office or organization);

-the management’s attitude to the public spaces (creating green spaces or facilities in the workplaces);

-using bulletin boards or public boards for inserting “Five S” training messages; (Teymouri, 2007)

Adornment System in Managing Organizations and Staffs

At first glance, it may be concluded that implementing “Five S” is an expensive and troublesome work, but after establishing the “Five S” system, we can understand that by removing unnecessary things that are obtained from location, and by sale of waste, we can achieve a better income and maintenance costs will be reduced, our products are arranged in production line and they don’t damage.

After implementing this system, we find that:

-after the initial cleaning, the permanent cleaning will occur in our organization;

-the contaminations are far from environment and workplace’s irregularities are removed and a lively environment will create that working is easier and more pleasant on that;

-in all parts, easy and error-free access is taken to documents, documentation and parts and devices, and above all, the culture of prevention will be common instead of cure and futurism. And people will perform their duties, properly;

-before performing “Five S” system, we have to arrange the factory at every turn, painstakingly. But, it will soon return to its first space, but by implementing “Five S” and basic refreshing and making culture,

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almost all of our units will be ready without prior notice; in addition, we achieved to results which are summarized as follows:

- Clarifying and making a happy environment for staining and discoloration dark colors to lively colors;
- Appropriate marking of workplace and separating and zoning the streets, workstations, establishing the palettes and supervision limits;
- smoothing the machine forklifts at workplace and reducing the risk of collision with obstacles
- short and quick and easy access to everything;
- cleanliness of the environment by the staff, especially the culture of not dirty instead of cleaning;
- Discipline by colleagues;
- Reducing errors and waste;
- Reducing losses caused by chaos and clutter;
- Reducing human accidents caused by falls and fall in pits, channel without cap (Nadeali, 2007)

Employee Performance

The obtained performance is a result of process and goals of process, this process means that conducting each process should be done in stages and the goals can be realized by completing the work process.

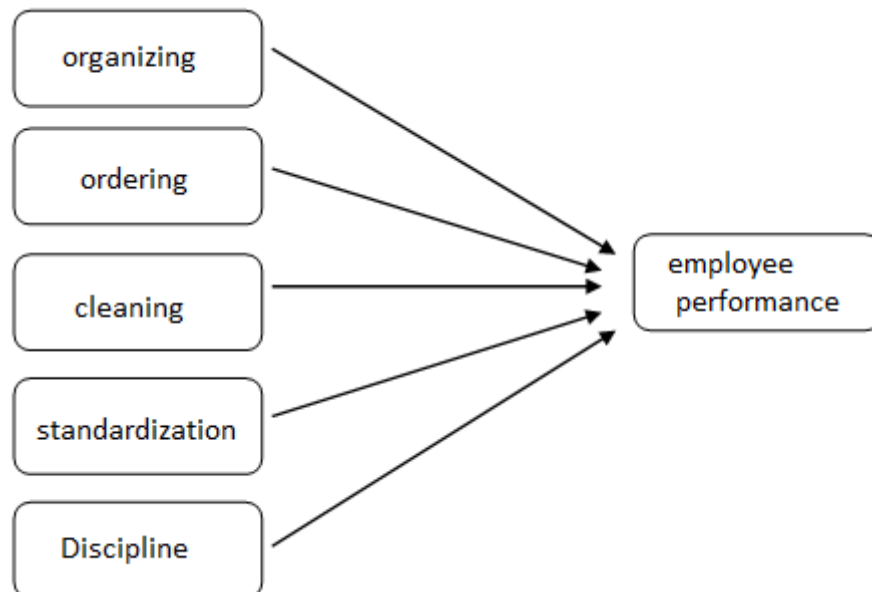


Figure 1: Research's conceptual model

Behavior performance is measured to achieve organizational goals (Griffin, 1996). All persons have this right and they are interested to be aware about the performance of their daily performance. This issue find another aspect about employees and it is that the employee have interest to be aware about organization's opinions about their selves and in other hand, the organization is entitled to say their opinions about organization's human resources and they are considered one of main organization's human resources and they can inform other people, about it. On the other hand, we can expect about employees who are not aware about organization's expectations about their selves and they can try to compensate about shortcomings in the past? In this regard, we should note that in most cases, staffs or organization know their selves as responsible for the loss or weakening their performance. The main reasons of organizations for conducting the investigations of employee performance include:

- Encouraging desirable behaviors and discouraging undesirable behaviors of employees.
- Responding to this need that employees have this right to be aware about the views of employers about their performance.
- identify people who have the upgrade ability or they are entitled to increase wages or fringe benefits.

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-assessing staff's needs that need training to upgrade or compensate of shortcoming.
 -ability to review jobs and employment posts (Khoshvaghti, 2005).
 -average time to evaluate employee's performance is recommended an average one or two time in a year
 -if time interval between two assessments is too long, it is possible that we forgot many things that can be effective in evaluation and in the other hand, if the interval between assessments are too close to each other and they may be suffer from boredom. The best case for evaluating employee's performance is that the informal assessments are carried out sequentially on organization level and its results should be recorded and it this regard they don't out of mind and on the other hand in the final and formal assessment, we can reach to the summarization of prior informer assessments. In this case and at the time of formal evaluation, we can have a comprehensive summarization of employee's performance during last period. Almost, any point will not be left unsaid during assessment session. On the other hand, during six months investigation periods, if any failure or error of each newly hired employees is observed (who are not familiar with the evaluating the performance in an organization), we should conduct the assessment session earlier than organizational deadline, immediately after determining the cause of failure or error and guide him with this difference that about newly hired employees we should spend time a little more seriously time to prevent the starting time from their poor performance (Khoshvaghti, 2005).

Research Hypothesis

The Main Hypothesis

There is a relation between adornment system and employee performance.

Subsidiary Hypothesis

- 1-there is a relation between organizing and employee performance.
- 2-there is a relation between discipline and employee performance.
- 3-there is a relation between standardization and employee performance
- 4-there is a relation between cleaning and employee performance.
- 5-there is a relation between discipline and employee performance.

MATERIALS AND METHODS

According to this issue that present study seeks to explain the effect of adornment system on employee performance, so it is an application study and from the descriptive view, it is a correlational method. The statistical population of this study included all staffs of Mobin petrochemical factory located in Assaluyeh.

And their number is about 1300 people. The required sample size for study which is calculated by using Cochran formula and obtained sample is 190 samples and by using simple random sampling, the statistical required sample is selected for this study. This questionnaire consisted of 39 questions with close answers and it has been set based on Likert rating. This questionnaire was devised in 2005 by Conder.

B: the researcher made questionnaires of measuring five S evaluation methods:

The questionnaire consisted of 25 questions with an ordinal scale that are divided to factors such as organizing, cleaning, ordering, standardization, discipline.

In the statistical analysis part, for data analysis, linear regression and multiple regressions are used.

Data Analysis

The main Hypothesis: the adornment system influences on employee performance.

-Watson Camera Test:

According to table (2), by considering the amount of Watson camera d statistic (2.01) that is placed between 1.5 and 2.5, the hypothesis of no correlation between errors will be confirmed.

Table 2: The Results of Watson Camera test

Multiple correlation coefficient	Determination coefficient	Adjusted coefficient	determination	Watson Camera
0.25	0.06	0.06		2.01

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Table 3: Univariate variance analysis of employee performance

Sig	F	Mean square	Df	Sum of square	
0.000	13.29	5.15	1	5.15	Regression
		0.38	188	72.87	Reminder
			189	78.02	Total

Table 4: Significance level of independent variable on the dependent variable

	B	Beta	t	Sig
Intercept	3.11		9.61	0.000
Adornment system	0.26	0.25	3.64	0.000

According to table (2), employee performance is expected through adornment system variable. Thus, thus according to table (4), this variable has prediction power with a 0.06 amount to determining the employee performance.

Subsidiary Hypothesis

The First sub-hypothesis: organizing influences on employee performance.

-Watson Camera test

In order to assess the independence of errors, the Watson Camera test is used. And according to table (5) and the amount of Watson Camera d statistic (1.55) that is placed between 1.5 and 2.5, the hypothesis of lack of correlation between errors will be confirmed.

Table 5: The results of Watson Camera test

Watson Camera	Adjusted coefficient	determination	Determination coefficient	Multiple coefficient	autocorrelation
1.95	0.06		0.07	0.26	

Table 6: Univariate variance analysis of employee's performance

	Sum of squares	df	Mean Squares	F	Sig
Regression	5.61	1	5.61	14.58	0.000
Reminder	72.20	188	0.38		
total	78.02	189			

Table 7: The table of significant level of independent variable on the dependent variable

	B	Beta	T	Sig
Intercept	3.33		31.23	0.000
communication	0.22	0.26	3.81	0.000

According to table (7), employee performance is predicted through organizing variable. Thus, this variable based on table (5) has prediction power with the amount of 0.06 in determining employee performance.

The second Sub-Hypothesis: ordering influences on employee's performance.

-Watson Camera test:

In order to assess the independence of errors from each other, the Watson Camera test is used. And according to number (8), according to the amount of Watson Camera d statistic (1.98) that are between 1.5 and 2.5, the hypothesis of lack of correlation between errors will be confirmed.

Table 8: The results of Watson Camera test

Multiple coefficient	correlation	Determination coefficient	Adjusted coefficient	determination	Watson Camera
0.23		0.05	0.05		1.98

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Table 9: Univariate variance analysis of employee performance

	Sum of squares	df	Mean Squares	F	Sig
Regression	4.15	1	4.15	10.57	0.001
Reminder	73.87	188	0.39		
total	78.02	189			

Table 10: The significance level of independent variable on the dependent variable

	B	Beta	t	Sig
Intercept	3.38		12.11	0.000
Discipline	0.20	0.23	3.25	0.000

According to table (8), employee performance is predicted through discipline variable. Thus, based on table (10), this variable has a prediction power with 0.05 amount in determining employee's performance. The third sub-hypothesis: cleaning influences on employee's performance.

-Watson Camera Test

In order to assess the independence of errors from each other, Watson Camera test is used. And according to table (11), according to the amount of Watson camera d statistic (2.01) that is between 1.5 and 2.5, the hypothesis of correlation between errors is confirmed between errors.

Table 11: The results of Watson Camera test

Watson Camera	Adjusted coefficient	determination	Determination coefficient	Multiple coefficient	correlation
2.01	0.04		0.05	0.21	

Table 12: Univariate variance analysis of employee's performance

	Sum of squares	df	Mean Squares	F	Sig
Regression	3.71	1	3.71	9.40	0.002
Reminder	74.31	188	0.39		
total	78.02	189			

Table 13: The significant level of independent variable on dependent variable

	B	Beta	t	Sig
Intercept	3.42		11.99	0.000
Cleaning	0.19	0.22	3.06	0.002

According to table (13), the employee's performance is predicted through cleaning variable. Thus, according to table (11), this variable has prediction power with 0.04 value that determine the employee's performance.

The Fourth Sub-hypothesis: the standardization influences on employee's performance.

-Watson Camera test: to assessing the independence of errors, Watson Camera test is used and based on table (14) and according to the statistic amount of Watson Camera d (1.97) that is between 1.5 and 2.5, the hypothesis of lack of correlation between errors will be confirmed.

Table 14: The results of Watson Camera test

Watson Camera	Adjusted coefficient	determination	Determination coefficient	Multiple coefficient	correlation
1.98	0.03		0.03	0.18	

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Table 15: Univariate variance analysis of employee's performance

	Sum of squares	df	Mean Squares	F	Sig
Regression	2.60	1	2.60	6.48	0.012
Reminder	75.42	188	0.40		
total	78.02	189			

Table 16: The significant level of independent variable on dependent variable

	B	Beta	t	Sig
Intercept	3.56		12.50	0.000
Cleaning	0.16	0.18	2.54	0.012

According to table (16), employee's performance is predicted through standardization variable. Thus, according to table (14), this variable has a predictive power with 0.03 amount in determining employee's performance.

Fifth secondary hypothesis: Discipline influences on employee's performance,

-Watson Camera Test: to assess the error's independence, Watson Camera test is used. And according to table (17), and due to the amount of statistic d of Watson Camera (1.99) which is between 1.5 and 2.5, the hypothesis of lack of correlation between errors will be confirmed.

Table 17: The results of Watson Camera Test

Watson Camera	Adjusted coefficient	determination	Determination coefficient	Multiple coefficient	correlation
1.99	0.03		0.03	0.17	

Table 18: Univariate variance analysis of employee's performance

	Sum of squares	df	Mean Squares	F	Sig
Regression	2.45	1	2.54	6.11	0.014
Reminder	75.56	188	0.40		
Total	78.02	189			

Table 19: Significant level of independent variable on the dependent variable

	B	Beta	t	Sig
Intercept	3.58		12.43	0.000
Cleaning	0.15	0.17	2.47	0.014

According to table (19), the employee's performance is expected through discipline variable. Thus, this variable according to table (17) has prediction power with 0.03 amount in determining employee's performance.

The Results of Research

The Main Hypothesis

The obtained results suggest that from the staff's perspective of Mobin petrochemical factory located in Assaluyeh, the adornment system influences on employee's performance. So, this variable has a predictive power 0.06 in determining staff's employee. These findings are consistent with the researches of Masror (2008), Huang et al (2014). In explaining this finding, we can say that adornment system has an effective role in implementing maintenance system and its performance and it led to forming positive attitudes and beliefs about staffs and in contrast, unsecured and distorted workplaces provide negative perspective about themselves and others. And in addition, we should say about interpreting this finding that in environments that are managed by implementing adornment system, saving and safety increase in the workplace and this leads to increase the employee's performance and realizing employee's objectives.

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So, applying any policing and planning requires the attention to adornment system to improve employee's performance.

First Secondary Hypothesis

According to table (7), the employee's performance is predicted through organizing variable. Thus, according to table (5), this variable has 0.06 prediction power to determining employee's performance. these findings is consistent with the results of research of Mohammad and Noushin (2012), Pour (2002). The findings indicate that organizing means separation of essential from non-essential, decision making and applying priorities management for emancipation of non-essential. And it is a more difficult work than locating objects in a corner and the goal of its implementation in the organization is to create an optimal and desirable discipline.

The Second Sub-Hypothesis

Linear regression obtained from this hypothesis indicates that from the employee's perspective, discipline influences on their performance and based on obtained results, the employee's performance is predicted through discipline variable. So, this variable has a predictive power with the amount of 0.05 to explaining the employee's performance. This finding is consistent with the research's findings of Masrour (2008) and Pour (2002). In realizing this finding we can say that when everything is placed in an appropriate and special place according to its performance and quality and security. The workplace will be always neat and tidy. So, we should identify all required tools, accurately and specifying the function of each of them, so we can improve the performance.

The Third Sub-hypothesis

To evaluate the effect of cleaning predictive variable on employee's performance criteria, linear regression model is used and the results show that employee's performance is predicted through cleaning variable. Thus, this variable has predictive power with 0.04 amounts in explaining the employee's performance. These findings is consistent with the results of researches of Pour Samimi (2002) and Mohammad and Noushin (2013).

Fourth Sub-Hypothesis

Based on the obtained result, testing this hypothesis by using linear regression, standardization variable has predictive power with the amount of 0.03 and it can determine the employee's performance. These results are consistent with the results of Pour (2002) and Mohammad and Noushin (2013). In determining the findings of results, we should state that standardization can lead to create standard and controlled environment. In maintaining the used tools, this principle has a tremendous effect in organization and it increases the productivity. The main hypothesis in standardization is about management and by using innovation; it manages the workplace by a standardized and controlled method.

The Fifth Sub-Hypothesis

According to the results of linear regression about investigating the effect of discipline on employee's performance, employee's performance can be predicted through discipline variable. So this variable has a predictive power with 0.03 in determining employee's performance. These findings are consistent with the results of Pour (2002) and Mohammad and Noushin (2013). Particular emphasis in implementing this principle is on return and practice and most importantly trying to get right habits among employees is the most important factor in achieving decent environment and it leads to faster access to organization's goals and performance improvement of organization.

Suggestions

In order to become familiar with the principles of Five S system and awareness of its benefits in an organization, necessary training should be provided in the field of employee's familiarity with adornment system. Due to the effect of organizing component on employee's performance as a part of adornment system, it is suggested that by organizing and developing working conditions both internal and external environment and individual morale, we can improve the employee's performance. Due to the effect of discipline component on employee's performance, it is suggested that this context should be considered in both public sector of petrochemical and private sector which is related to employees and their appearance, for example, all employees of various departments should wear clean uniform. Cleaning influences on

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employee's performance, so it is better that working place is clean and also employees with their everyday personal hygiene help to improve their performance. According to the positive effect of standardization on employee's performance, it is recommended that standardization of used devices should be investigated to improve the employee's performance.

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