

The Effects of Worker Learning, Forgetting, and Heterogeneity on Assembly Line Productivity

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The authors investigate through several simulations how patterns of learning and forgetting affect the operating performance of an assembly line. A unique aspect of this study is that a distribution of learning/forgetting behavior based on an empirical population of workers is used rather than assuming the same learning pattern for all employees. The paper demonstrates that modeling only central tendency and not the variations across workers tends to systematically underestimate overall productivity. The data used to estimate the parameters for the distribution of learning curves were collected from an assembly line that produces car radios.

Analysis of the models fit to a population of workers reveals that higher levels of previous experience are positively correlated with higher steady-state productivity levels and negatively correlated with the learning rate. To further motivate the study, a conceptual model with several factors hypothesized to influence assembly line productivity is presented. Among key factors included in the model are the rate of worker learning, the size of the worker pool, task tenure, and the magnitude of worker forgetting. In controlled computer simulation experiments, each of these factors was found to be statistically significant, as were a number of the two-way interaction terms.

(Learning; Forgetting; Worker Heterogeneity; Simulation)

1. Introduction

A variety of forces are simultaneously creating a new learning environment for shop floor workers. For example, many organizations are shifting from making a few products with long life cycles to managing product families with shrinking life cycles. At the same time, many of these organizations are accelerating their rate of process innovation and improvement, increasing worker flexibility through cross-training, and restructuring or reorganizing work activities. An important implication is that in this new

environment, the individual worker must constantly adapt to changing tasks.

Furthermore, as the frequency with which individual workers are required to master new tasks increases, the amount of time the workforce spends on the steep part of the learning curve increases as new products are introduced, as they are rotated to other jobs, and as their work is restructured (e.g., Uzumeri and Nembhard 1998, Uzumeri and Sanderson 1995, Brown and Duguid 1991). More specifically, in less dynamic environments workers have ample

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Table of Contents The Effects Of Worker Learning Forgetting And

1. Understanding the eBook The Effects Of Worker Learning Forgetting And
 - The Rise of Digital Reading The Effects Of Worker Learning Forgetting And
 - Advantages of eBooks Over Traditional Books
2. Identifying The Effects Of Worker Learning Forgetting And
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an The Effects Of Worker Learning Forgetting And
 - User-Friendly Interface
4. Exploring eBook Recommendations from The Effects Of Worker Learning Forgetting And
 - Personalized Recommendations
 - The Effects Of Worker Learning Forgetting And User Reviews and Ratings
 - The Effects Of Worker Learning Forgetting And and Bestseller Lists
5. Accessing The Effects Of Worker Learning Forgetting And Free and Paid eBooks
 - The Effects Of Worker Learning Forgetting And Public Domain eBooks
 - The Effects Of Worker Learning Forgetting And eBook Subscription Services
 - The Effects Of Worker Learning Forgetting And Budget-Friendly Options

6. Navigating The Effects Of Worker Learning Forgetting And eBook Formats
 - ePub, PDF, MOBI, and More
 - The Effects Of Worker Learning Forgetting And Compatibility with Devices
 - The Effects Of Worker Learning Forgetting And Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of The Effects Of Worker Learning Forgetting And
 - Highlighting and Note-Taking The Effects Of Worker Learning Forgetting And
 - Interactive Elements The Effects Of Worker Learning Forgetting And
8. Staying Engaged with The Effects Of Worker Learning Forgetting And
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers The Effects Of Worker Learning Forgetting And
9. Balancing eBooks and Physical Books The Effects Of Worker Learning Forgetting And
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection The Effects Of Worker Learning Forgetting And
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine The Effects Of Worker Learning Forgetting And
 - Setting Reading Goals The Effects Of Worker Learning Forgetting And
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of The Effects Of Worker Learning Forgetting And
 - Fact-Checking eBook Content of The Effects Of Worker Learning Forgetting And
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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