

# STRENGTHENING IMPLEMENTATION 5SWORK

*by* USER DOSEN

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**STRENGTHENING IMPLEMENTATION 5S WORK CULTURE TO FINANCIAL PERFORMANCE AND PRODUCTIVITY AT PT PETROKIMIA GRESIK****Windy Frecelia Putri<sup>1\*</sup>, Sriyono<sup>1</sup>, Wisnu Panggah Setiyono<sup>1</sup>**<sup>1</sup>Faculty Of Business Law And Social Sciences,

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**ABSTRACT**

**Introduction:** The preliminary, applying Japanese housekeeping, namely the 5S such as Seiri, Seiton, Seiso, Seiketsu, and Shitsuke, is one way to achieve these five qualities. 5S is a procedure that controls and standardizes the workplace by ensuring the efficiency of business processes to provide a safe and high-quality workplace. **Aims:** This research was a case study that aimed to observe how the 5S was implemented as a work culture and how it influenced organizational performance. **Method** The research was qualitative research using an ethnography approach through the description of the data collected through field observation. The data analysis included data reduction, data presentation, and drawing conclusions. It was found by observing indicators that activities that needed development were found, such as: Sort Out = 4, Set in Order = 1, Sweep = 1, Standardize = 2 and Sustain = 1. **Results** Findings show that the previously unfavorable working conditions of employees have now improved and can be further improved by implementing 5Ss. The results show that if the subsidiary has an increase in financial performance, it can be seen from the overall average value of Assets = 0.00103 and the GPM value = 0.547 is higher than before. **Conclusion** Increased work efficiency and effectiveness are well-coordinated and work quality and safety are well-maintained. Then the financial performance changed greatly, which initially declined due to the weakness of the 5S work culture, has now drastically improved thanks to the 5S work culture that was successfully strengthened.

**Keywords:** Implementation, 5S, observation**INTRODUCTION**

Business actors must adapt to increased market competition, they must pay attention to supporting elements that contribute to productivity, such as work culture (Luturmas, 2017) To make work more accessible and enjoyable, it is vital to establish a work culture. A well-organized work environment might result in a positive line output for the business (Saidi et al., 2019). The work environment must be conducive to all activities during the workday. Additionally, the work process must highlight other factors, such as efficiency and effectiveness, productivity, and safety, to meet acceptable requirements.

To better understand the impact of the work culture toward the effectiveness of the work performed (Soni, 2019) in a business operation could be seen from how

a well-established company conducts their activities in a systematic and well-organized manner. Many big and well-established companies adopt the already suited work culture to ensure their productiveness (Cherian, Gaikar, Paul, & Pech, 2021). Many types of research have been conducted toward the organizational culture in many diverse aspects within the company to establish the importance of it from the perspective of the company management (Tulcanaza-Prieto, Aguilar-Rodríguez, & Artieda, 2021). The organizational culture and work values are receiving increasing research attention in the global firm context nowadays (Hong, Joseph, & Kureethara, 2018). Companies in Indonesia have also been putting importance on the work culture to ensure their work performance as well as

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establish the company's competitiveness in the global markets (Muriithi, 2021).

Indonesia as an agricultural country makes the fertilizer industry one of the competitive business fields (Wahyuningdyah, Sucherly, Soemaryani, & Komaladewi, 2021). This makes many companies vying to become quality fertilizer producers. Due to a large demand for fertilizers, the fertilizer industry is trying to provide good quality products to ensure customer satisfaction. In addition to improving product quality, fertilizer producers in Indonesia also strive to improve environmental management system aspects as an effort to implement ISO 14001:2015. One of the largest fertilizer producers in Indonesia meeting that standard is PT Petrokimia Gresik (Fardiansyah & Sidjabat, 2021). PT Petrokimia Gresik is a state-owned enterprise that operates by international and corporate quality standards. PT. Petrokimia Gresik has not integrated the four supporting sectors into its operation, particularly the portfolio sector. This unit's workflow involves document processing activities such as converting financial reporting data from Excel to time series, conducting monthly performance assessments, doing business reviews of subsidiary companies, and sending letters. Operationally, it is still not well-organized. The main problems with business portfolio units are: Each table has not been tidied, and some items are rarely used on the table; The secretariat of the unit is not in order, the documents are not

neat, and the things in the closet are still messy, making it difficult to find items; The trash can in the room is tiny. If the trash can is full, then the trash can't be put in it; Rooms are not tidy, and sometimes documents are messy; Have not implemented and recognized the 4R culture: a simple, neat, caring, and clean work environment. The most basic units in the management and documentation process are the environment and workspace. The workspace is where strategies and documents are managed to produce assessments and results to summarize the documents required by the company and the conditions. Within the business portfolio unit, there are document processing processes such as importing financial reporting data from Excel to time series, conducting monthly performance reviews, conducting business reviews of subsidiaries and writing letters. Based on these assumptions, it is necessary to have a project to change and implement a work culture that will positively impact the work business unit. This study aims to learn how PT Petrokimia Gresik's 5S implementation focuses on increasing productivity, efficiency, effectiveness, and work safety. Therefore, implementing 5S is the scope of the work. This financial report data were taken in August when financial performance was not optimal and the implementation of the 5S work culture had not yet been implemented. The samples taken are Assets, Profit, GPM and NPM in five of the 16 subsidiaries in PT. Petrokimia Gresik. Financial performance data can be seen in the following table:

**Table 1.** Financial Performance Report

Subsidiary	PKY	PST	PSG	PGM	PJA
Asset	720,844,116,818	154,555,010,013	1,072,393,043,902	208,048,000,000	216,830,000,000
Profit	4,469,630,078	82,370,422	502,129,313	1,017,000,000	(354,000,000)
GPM	30%	10%	15%	1%	-1%
NPM	8%	-1%	1%	4%	4%

Source : PT Petrokimia Gresik

Within the business portfolio work unit, there is a decline in financial performance due to the weak implementation of the 5S applied by the company. To maintain a competitive edge, manufacturing firms have devised a range of management systems that are intrinsically linked to the two factors of efficiency and effectiveness (Kabiesz & Bartnicka, 2019). One approach to accomplish these four goals is implementing a domestic service from Japan, specifically the 5S, or Seiri, Seiton, Seiso, Seiketsu, and Shitsuke. 5S is a procedure that controls and standardizes the workplace by assuring the efficiency of corporate processes and by fostering a healthy, safe, and productive work environment (Sultana, 2019). Many researches have been conducted toward the implementation of 5S in various sectors of industry, including manufacturing (Houa, Haslinda, Muliati, Miri, & Rahim, 2018) in regard to workplace management (Gupta, 2021) as well as infrastructures (Akinwole & Tunji, 2019).

In Indonesia, the concept of 5S is being adopted, which stands for sort out, set in order, shine/sweep, standardize, and sustain (*Ringkas, Rapi, Resik, Rawat dan Rajin*). One way to create a comfortable working atmosphere is for the company to apply the 5S work attitude where 5S is the stage to regulate workplace conditions that have an impact on work effectiveness, efficiency, productivity and work safety (Purwanto, 2018). According to a preliminary study at PT Petrokimia Gresik, researchers see that the 5S in business portfolio units have not been executed or coordinated. While it appears to be relatively simple to adopt, it is extremely tough, and knowledge of the value of 5S has not been thoroughly appreciated. It is still not adequately organized operationally (Sugiarti & Aliyah, 2015).

Several earlier studies on implementing the 5S culture to achieve efficiency have been conducted. Liliana (2018) found in her study "Implementation

of 5S Culture in Government Institutions K Jakarta" that the 5S program at KPPN Jakarta I is governed by the Inspector General Regulation Number PER-05/IJ/2014 issued by the Ministry of Finance. All employees must become acquainted with the 5S culture by adhering to office regulations that have been tailored to the values of the Republic of Indonesia's Ministry of Finance. According to the findings of Gunawan (2020) in "Analysis of 5S Applications at PT Sukun Transport Logistik," the benefits of this implementation include assisting organizations in improving workers' mindsets toward 5S habituation in the workplace. The findings of Nelfiyanti's (2018) research, titled "Implementation of 5S at Sasa Homestay Teluk Jambe Karawang," conclude that implementing the 5S concept at Rukost Sasa Homestay will result in a clean, orderly, and pleasant atmosphere that is pleasing to the sight and delivers a new sense. Rahma (2020) conducted research titled "Assisting the Implementation of the 5S Program in the Unida Cafe Business Unit (U3)," and concluded that counselling about the importance of 5S in the Unida Kafe Business Unit was well carried out, where cooking, food serving, and storage areas became neatly arranged, there are table names on the shelves and cooking ingredients, and there is a divider between the trash can and the place for serving food. According to Apriliani's (2020) findings in "Implementation of 5S Culture as an effort to improve facility maintenance and train personal discipline in Bekasi City LKS," the 5S culture is a good housekeeping practice as an entry point to integrated facility maintenance management. The 5Ss are technical procedures that strive to build attitudes and behaviors that, in turn, form a disciplined culture in all aspects of life.

According to various research findings, the adoption of 5S has a favorable impact on employee performance. As a result, in this study, an



analysis of 5S implementation will be conducted to determine its effect on employee performance in the business portfolio department at PT Petrokimia Gresik.

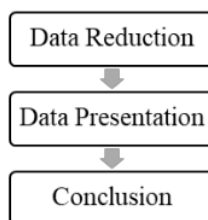
## METHODS

The research adopted the qualitative research as multi-method focus that involves an interpretive, naturalistic approach to the subject. This means that qualitative researchers study things in their natural setting, trying to understand, or interpret, phenomena in terms of the meanings that people bring to them. Qualitative research involves the study of the use and collection of various empirical materials – case studies, personal experiences, introspection, life stories, interviews, observational, historical, interactional, and visual texts – that describe routine and problematic moments and meanings in an individual's life (Aspers & Corte, 2019).

This research used an ethnography approach to conduct the study toward the work culture. The ethnography approach was assumed to be suitable for studying work culture as questions and observations of this approach are generally related to social and cultural processes and shared meanings within a given group of people. The data collection method used an observation through a case study (Pathiranage, Jayatilake, & Abeysekera, 2020) toward the state of the determined research object (Barrett & Twycross, 2018), in this case the business portfolio department of PT Petrokimia Gresik, during before and after implementation of the 5S work culture.

The case study was carried out from January-February 2022 at PT Petrokimia Gresik's business portfolio division with a total of seven employees, Jl. General Ahmed Yani – Gresik 61119, Gresik Regency, East Java. This study aims to learn how PT Petrokimia Gresik's 5S implementation focuses on increasing

productivity, efficiency, effectiveness, and work safety. Data analysis techniques carried out in descriptive research include data reduction, data presentation, and drawing conclusions (Febriati & Akhyar, 2019). In this research, the researcher conducted data reduction, namely going into the field to find out the initial conditions for the implementation of 5S at PT Petrokimia in which it was later found that the portfolio business unit was still lacking in the implementation of 5S. Then, from the initial findings, data are presented from the 5S implementation project to the 5S implementation achievement, and conclusions are drawn.



**Figure 1.** Data analysis

Researchers monitored individuals and examined event-based problem-solving strategies (Upadhyay & KC, 2014). The researcher observes the participants at the event and creates a problem-solving framework: the employee work environment and the business portfolio department. The implementation of the 5Ss is investigated through observational steps, which are: Understand how to apply 5S activities and 5S work unit competency. Investigating business processes, issues, and places for improvement in units that have not implemented 5S to the greatest extent possible. Evaluate findings and consult with management. This study has obtained ethical approval as issued by the Health Research Ethics Commission of the Faculty of Dentistry, University of Islam Sultan Agung (No. 357/B.1-KEPK/SA-FKG/III/2022).

## **RESULT**

### **Profile of PT Petrokimia Gresik**

PT Petrokimia Gresik is a state-owned company that has complied with international and corporate quality standards located on Jl. Jendral Ahmad Yani – Gresik 61119. PT Petrokimia Gresik (PG) is a highly competitive producer of fertilizers and other chemical products and the products most demanded by consumers with superior and sustainable performance, through the implementation of the Mut Management System, Environmental Management System, Health and Safety Management System Work (SMK3) in an integrated manner. PT Petrokimia Gresik has several leaders from the board of commissioners and the board of directors. The board of commissioners consists of the President Commissioner, independent commissioner and commissioner and on the board consists of the main director who oversees the director and general affairs as well as the director of operations and production. Each director has responsibilities to supervisors and departments under them. The following is the organizational structure of the PT Petrokimia Gresik company which consists of: President Director: The president director is the highest position in the company. The President Director is responsible for the company's business and the maintenance of employees of PT Petrokimia Gresik. The President Director oversees two boards: the director of finance and general affairs, and the director of operations and production; Director of Finance and General Affairs: The Director of Finance and General Affairs has the responsibility and authority to manage costs and empower employees at PT Petrokimia Gresik. Sections under the general and finance director are administration, business planning and control, general, human resources, and engineering. In running, the Director of Finance and General Affairs is responsible to the President Director; Director of Operations

and Production: has the responsibility and authority in planning, managing, and regulating as well as developing the operation and production processes at PT Petrokimia Gresik. Sections under the Director of Operations and Production are factory I, factory II, factory III, business partners, planning and control, factory services, technology, and development. In running these, the Director of Operations and Production is responsible to the main director; SVP or General Manager: In general, SVP at PT Petrokimia Gresik has the task of assisting the board in running it by supervising, directing, and coordinating several departments led by a VP or manager; VP or Manager. VP at PT Petrokimia Gresik has the task of supervising, directing, and coordinating the employees in the department in order to achieve company goals. In running this, the VP is responsible for the SVP; AVP or Head of Section: AVP at PT Petrokimia Gresik has the task of supervising, directing, and coordinating the employees within the department. In running this, the AVP is responsible for VP. The Business Portfolio Department consists of seven employees who have different duties and responsibilities

### **The Nature of Implementation**

Implementation is a process that must be carried out to attain the benefits or goals that have been created and planned. The purpose of implementation is to put the strategy into action. Implementing a system is as crucial as, if not more important than, the strategy itself. Implementation is an activity that involves the use of facilities (tools) as a means of completing work to accomplish the desired goals and outcomes. The company's use of the 5S work culture will result in a work culture that is efficient, effective, pleasant, relaxed, efficient and promotes high work safety (Wiyanto & Salafudin, 2019). The implementation of 5S based on Liliana (2018) will benefit organizations in a

number of ways, including: increased productivity due to more efficient workplace arrangements; increased comfort due to the workplace being always clean and spacious/airy; decreased workplace hazards due to the good/good quality of the workplace; and increased savings due to the elimination of various workplace wastes. Then, according to Patel and Thakker (2014) and Kareem and Talib (2015), there are many benefits that can be obtained from implementing a 5S work culture such as: reducing unnecessary activities, reducing human errors and work accidents, reducing time in finding the right tools or equipment and reducing training and coaching time for employees. Based on those explanations, the goals of the implementation of 5S based on Liliana (2018) are:

**Table 2.** The Goal of 5S

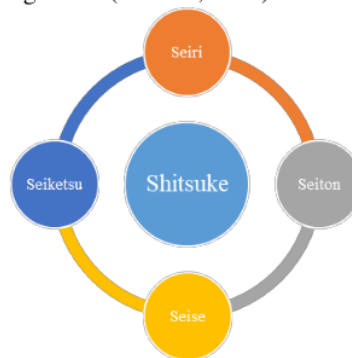
Term	Meaning	Objective
Seiri	Sort	To decrease waste and loss
Seiton	Set in order	To increase efficiency (A place for everything and everything in place)
Seiso	Shine/Sweep	To observe, inspect and correct (Prepare the rules to follow)
Seiketsu	Standardize	To standardize the way of maintaining (Prepare the rules to follow)
Shitsuke	Sustain	To maintain and train (Daily activity)

**5S as Work Culture**

5S culture is one of the elements of work culture that must be used in the industrial sector. This concept is quite

simple to comprehend and disseminate throughout the corporate sector, but it is quite tough to apply. 5S stands for simplicity, neatness, cleanliness, care, and diligence; 5S, which stands for Seire, Seiton, Seiso, Seiketsu, and Shitsuke, is well-known in Japan and has demonstrated its ability to manage industry; it is now widely utilized in Indonesia (Sakti & Kusmindari, 2021).

The 5S methodology enables firms to sort and segregate undesired commodities, tools, and materials, eliminating excess (Qowim, Mahbubah, & Fathoni, 2020). Adopting 5S increases workflow productivity improves the work atmosphere, reduces traffic flow, and creates more order after removing undesirable objects. The conclusions of this study offer valuable enterprise information (Adam & Sati, 2019). A sixth step, "safety," is occasionally regarded in a Japanese setting. However, effectively applying the 5S system ensures a safe working environment. However, when safety is compromised in order to preserve cleanliness, a hazard increases. Caution should be exercised to avoid persuading any 5S system that is defective. Essentially, Kaizen does not advocate for large-scale changes but rather for incremental improvements that have a far-reaching effect (Sultana, 2019).



**Figure 2.** 5S by Kaizen

Everyone, from top management to workers/operators, must be involved in the manufacturing process. The senior

management is accountable for establishing the organization's goals, implementing the 5S system inside the organization, and familiarizing employees with the 5S system. They specify the procedures to be followed to accomplish organizational goals using the 5S approach. Supervisors are accountable and need to educate and train employees on the 5S methodology. Employees are exclusively accountable for execution of the 5S technique, as they constitute a vital component of an organization's operation. Essentially, the manager keeps an eye on the employees' part in executing the 5S technique (Sultana, 2019).

The 5S approach, which Kaizen pioneered, is an efficient office administration solution widely used in various businesses. Prepare only what the workplace truly needs with a superficial culture. Being neat entails arranging items to make them easily accessible when needed. Cleanliness is defined as maintaining everything in the office free of odors, dust, and grime. Prudence is a culture that successfully achieves simplicity, tidiness, and neatness, the 3Rs that existed before standardization or standardization, and which, of course, operate best when all employees support them. Additionally, the concept of persistence is attained through the development of positive employee habits and their improvement, namely doing what needs to be done (Liliana, 2018). While the concept of a 5S plan is straightforward to follow, in practice, it remains challenging to implement within a business. A business without a 5S strategy will be unable to operate in an ordered and uniform manner, as 5S is the basis upon which the industry is formed in Japan (Suprayitno, Rahadi, & Rusdianto, 2021): a facility or workplace that is small, neat, clean, caring, and hardworking. The 5S plan's implementation lays a firm foundation for developing corporate entities necessary to usher in the industrial era.

### 5S Program at PT Petrokimia Gresik

A 5S plan is a culture that governs how an organization or individual treats a workspace or location responsibly and properly. A well-organized, nice, and clean workstation will make it easier for individuals to perform their job functions. There are four primary industrial objectives: efficiency, productivity, quality, and workplace, AKHLAK itself is an abbreviation of the daily performance of BUMN employees. It stands for Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative; the idea is critical in state-owned enterprises. The five primary objective areas are as follows: trust, competence, alignment, loyalty, adaptation, and collaboration, all of which are essential industrial criteria for the development of the globalization period. At PT Petrokimia Gresik, the implementation of AKHLAK has been going well but has not been matched by the implementation of the 5S work culture.

### 5S The Procedure of Project Implementation

The 5S project is implemented by tracing and monitoring the scope of work of the business portfolio work unit, by observing some of the significant challenges the unit faces, then redeveloping it to find the best answer. For proposed solutions to the challenges of PT Petrokimia Gresik. It is proven in the financial performance report that it can increase significantly because of the conducive place and atmosphere for every employee in the room. And for work safety, there are no more greedy cables, now they have a special place

### Initial Circumstances

The execution of PT Petrokimia Gresik's 5S, particularly in business portfolio management, has not been adequately coordinated. At the same time, the implementation is relatively simple. It is rather complex and understanding the



relevance of 5S is still insufficient. It is still not adequately organized operationally.

The following is a suggested system for researchers to complete: Non-essential or infrequently used items are stored in the closet, ensuring that each table remains nicely organized and does not obstruct work activities; Reorganize the closet layout to appear friendly and spacious when searching for stuff; Purchase a giant garbage can to accommodate more rubbish while maintaining a clean appearance in the space; Provide cable clamps and cable boxes to organize cable channels and minimize workplace safety issues properly; Become accustomed to the 5S culture in the workplace, establish a designated snack area, and maintain a neat appearance.

### 5S Project Outcomes

The 5S strategy is one method for coordinating the climate and conditions that affect efficiency, effectiveness, productivity, and workplace safety. The best method to create a friendly and comfortable work environment is to adopt the 5S work mentality (Jahja, 2009). With the application of 5S at PT Petrokimia Gresik, particularly in the business portfolio, previously unpleasant working circumstances for employees can be

addressed. The 5S program can be implemented in businesses with a practical and modern workspace theme or background consisting of a clean, comfortable, relaxed, and modern layout that facilitates the alignment of work quality standards for business portfolio units with a company and international standards. Observation data are arranged into several compliance assessment indicators that can be used as a reference to see the condition of 5S use indicator as a measuring tool of a variable is very necessary; it is related to provide an easy means of understanding the meaning. So that it is scientifically acceptable and accounted for the truth as an appropriate indicator to measure the variable (Sudiyanto & Puspitasari, 2010).

This indicator contains activities of Sort Out, Set in Order, Sweep, Standardize and Sustain, in each of these aspects it is observed how the conditions were before the implementation of the 5S work culture and what aspects require improvement and development, The criteria that will be used are derived from survey data in other work units that become a reference for the implementation of strengthening the 5S work culture carried out by the person in charge of the business portfolio work unit.. The results are shown in the following table:

**Table 3.** 5S Compliance Assessment Indicators in Portfolio Business Department

No	Activity	Total of criteria	Total activities that have met the criteria	%	Total activities that need improvement	%
1	Sort Out	4	0	0.0	4	100.0
2	Set in Order	3	2	66.7	1	33.3
3	Sweep	4	3	75.0	1	25.0
4	Standardize	3	1	33.3	2	66.7
5	Sustain	2	1	50.0	1	50.0
	<b>Total</b>	<b>16</b>	<b>7</b>	<b>45.0</b>	<b>9</b>	<b>55.0</b>



Figure 3. Chart Indikator 5S

Table 4. Before and After the Implementation of 5S

	PKY	PST	PSG	PGM	PJA	
<b>Asset</b>	Before	720,844,16.818	154,555,010.013	1,072,393,043,902	208,048,000.000	216,830,000.000
	After	876,465,000.000	131,856,000.000	984,600,000,000.00	159,581,000.000	205,570,000.000
<b>Profit</b>	Before	4,469,630,078	82,370,422	502,129,313	1,017,000,000.00	(354,000,000.00)
	After	8,431,000,000	30,000,000,000	14,070,000,000	1,173,000,000.00	1,693,000,000.00
<b>GPM</b>	Before	30%	10%	15%	1%	-1%
	After	35%	13%	13%	12%	13%
<b>NPM</b>	Before	8%	-1%	1%	4%	4%
	After	7%	1%	2%	4%	10%

Source : PT Petrokimia Gresik

In the financial performance data report before the implementation of the 5S work culture which resulted in low monthly financial performance, the sample

data included assets, profits, GPM and NPM. Sample data were taken from five of the 16 subsidiaries, namely: PT. Petrokimia Kayaku, PT. Puspetingo, PT.

Petrosida Gresik, PT Graha Medika and PT Jordan Abadi. From the performance of PT Petrokimia Gresik it experienced a very drastic decline due to a work environment that was less conducive, effective and efficient.

Therefore, there is a need for research and observation on business portfolio work units to help support strengthening financial performance through the implementation of a 5S work culture so as to create an efficient work environment. And the work environment itself can increase productivity and reduce work accidents. In the financial report data, there are several financial performances that are not affected by strengthening the implementation of 5S work culture because the results of the study show that in the aspect of assets owned by a company which can be tangible or intangible objects (Soemitro & Suprayitno, 2018) in the subsidiary PT Petrokimia Gresik, on average, they have more intangible assets so they are not affected by the implementation of the 5S work culture

**The effect of 5S implementation on the financial performance of a subsidiary**

Fitriani (2013) concluded that environmental performance has a positive effect on financial performance; the better is responded positively by investors through fluctuations in the company's stock price can improve the company's financial performance. In addition, consumers or the public will be more interested in buying goods or services offered as a form of appreciation for companies that have carried out CSR. This will affect the company's income and profit which is an indicator of financial performance. The results of this study support the results of research by Djuitaningsih and Ristiawati (2011), which states that environmental performance has a positive and significant effect on financial performance because companies with good environmental performance will

also receive good responses from stakeholders and have an impact on increasing company revenues in the long term. BUMN companies are companies that have good environmental performance; this is indicated by the environmental performance of BUMN by 66% above the average market environmental performance of 64%. This research is also reinforced by research by Darnall (2005), which states that companies with high growth rates, environmental performance has a positive effect on financial performance because companies with high growth rates have a more organic management style and can take additional benefits by going beyond compliance with laws such as investing through environmental performance, which has an impact on future financial performance.

**PT. Petrokimia Kayaku**

PT Petrokimia Kayaku experienced an increase in financial performance after implementing the 5S work culture, namely in assets worth Rp. 876,465,000,000 which were initially only worth Rp. 720,844,116,818. Then the GPM also increased by 35% which was initially 30%

**Table 5.** Financial Performance PT. Petrokimia Kayaku

Financial Performance	Asset	GPM
Before	720,844,116,818	30%
After	876,465,000,000	35%

**PT. Puspetindo**

PT Puspetindo experienced a significant increase in financial performance after implementing the 5S work culture, namely the Profit of Rp. 30,000,000,000 which was initially only worth Rp. 82,370,422. Then the GPM increased by 13% which was initially 10%. And the NPM also experienced an increase which was initially -1% and now to 1%

**Table 6.** Financial Performance PT. Pusetindo

Financial Performance	Asset	GP M	NP M
Before	82,370,422	10%	-1%
After	30,000,000,000	13%	1%

**PT Petrosida Gresik**

PT Petrosida Gresik showed a significant increase in financial performance after implementing the 5S work culture, namely the Profit of Rp. 14,070,000,000 which was initially only worth Rp. 502,129,313. And the NPM also increased from 1% to 2% at first.

**Table 7.** Financial Performance PT. Petrosida Gresik

Financial Performance	Asset	NPM
Before	502,129,313	1%
After	14,070,000,000	2%

**PT. Graha Medika Gresik**

PT Graha Medika experienced a significant increase in financial performance after implementing the 5S work culture, namely the GPM or Gross Profit Margin of 12% which was initially only 1%.

**Table 8.** Financial Performance PT. Graha Medika Gresik

Financial Performance	GPM
Before	1%
After	12%

**PT. Jordan Abadi**

**Table 9.** Financial Performance PT. Jordan Abadi

Financial Performance	Asset	GP M	NP M
Before	(354,000,000)	-1%	4%
After	1,693,000,000	13%	10%

PT Graha Medika, there was a significant increase in financial performance after implementing the 5S work culture, namely in profits which initially suffered a loss of Rp. 354,000,000 now get a profit of Rp. 1,693,000,000. Then the GPM or Gross Profit Margin increased by 13% which was initially only -1%. And the NPM also experienced an increase which was initially 4% and is now 10%. From the sample data on financial performance reports, the average values for the whole of the aspects most affected by the implementation of the 5S work culture are:

**Before total asset:**

$$Asset = \frac{720,844,116,818 + 82,370,422 + 502,129,313 - 354,000,000}{4} = 237,836,138.25$$

**After total asset:**

$$Asset = \frac{876,465,000,000 + 30,000,000,000 + 14,070,000,000 + 1,693,000,000}{4} = 230,557,000,000$$

So that the results from the comparison of assets are: 0.00103; it can be concluded that implementing a 5S work culture affects an increase in assets as much as 0.00103 higher than before.

**Before and After Total GPM:**

$$GPM = \frac{30 + 10 + 1 - 1}{4} = 10$$

$$GPM = \frac{35 + 13 + 12 + 13}{4} = 18,25$$

The results from the comparison of GPM are: 0.547, so it can be concluded that implementing a 5S work culture affects an increase in GPM as much as 0.547 higher than before. It can be seen from the overall average value of Assets = 0.00103 and the GPM value = 0.547 is higher than before.



## DISCUSSION

The 5S approach is being implemented successfully within the business portfolio unit. The following sections detail the outcomes and discussion of each of the 5Ss implemented in the portfolio work unit:

### Sort Out

While the business portfolio work unit's 5S side, Concise, is progressing well, each workstation initially has a problem; it is still unorganized. Then, there are rarely used objects now crammed onto the table. Existing goods are neither necessary nor superfluous. This change was part of a kaizen effort to reduce additional labor and sort out, which involves looking at the workplace from a new perspective and removing unneeded stuff (Sultana, 2019). By making everything sorted out and organized, it helps to finish job more efficiently and easier to inspect (Subburaman, 2019).

### Set in Order

There are also issues in the business combination work unit's secretariat, as seen by the storage drawers that are still not adequately organized. However, by carefully rearranging the closet, the suggested method has been implemented to make it appear friendly and easy to find items. This improvement allows for the elimination of errors as well as greater speed in selecting the correct tool. The fact that it is now positioned vertically/diagonally makes the job safer and allows for more ergonomic and less tiring (Costa, Ferreira, & Silva, 2018). It also makes the appearance more pleasing and gives an orderly vibe that makes workers more enthusiastic in doing their jobs efficiently (& Reena Pant, 2019).

### Shine/Sweep

The 5S element of the business portfolio work unit is that cleaning is going

well; initially, the trash can in the work area is relatively small, to the point where it cannot be filled; nevertheless, the proposed remedy, for now, is to purchase a giant trash can. Large enough to store additional rubbish, so that the area constantly appears clean. Task is established to the maintenance of a clean environment as an ongoing, continuous program. Some time should be set for cleaning each day or each shift (Morey, 2020).

### Standardize

The 5S part of the work unit's business portfolio, namely the maintenance work, proceeded successfully; however, some erroneous wiring configurations in the early stages elevated production safety hazards; however, the system is now well-maintained. Supply cable channels with cable clamps and cable boxes and a well-organized organization, thereby lower the risk of a work-related injury. Standardizing also includes a constant place for things, constant rules of organization, storage and keeping cleanliness. It ensures control and consistency and basic cleanliness standards that will be applied throughout the facility. Make sure that everyone knows their responsibilities as well as taking care of them is part of the regular job (Surya & Sundaram, 2021).

### Sustain

The 5S characteristics include being diligent, performing well, not performing under adverse conditions, and being habituated to simplicity, neatness, care, and cleanliness. However, the solutions proposed can be applied by establishing a 5S culture in the workplace. What is visible in the work area is functional and is always kept clean and in good condition. This is also evident in the refreshments on the table, which had previously been deemed unnecessary. Now, create a designated snack area to keep the place looking nice. One of the

benefits from implementing the 5S is that everyone who uses the workshop can voice out, suggest and co-operate with fellow employees. The essence of implementing this in the workplace has shown greater results in a sense that everyone is involved and participated (Khumalo & Gupta, 2019).

## CONCLUSION

The conclusion drawn from the results and discussion is that by offering the appropriate solution based on observed concerns, all components of the 5S that are designed and planned may operate effectively, and all existing problems can be addressed appropriately. The business portfolio units have been standardized around four key industry targets: efficiency, productivity, quality, and safety.

Work efficiency increases due to the existing work environment, work efficiency and effectiveness are well-coordinated and work quality and safety are well-maintained. Then the financial performance which initially decreased due to the weakness of the 5S work culture has now increased drastically due to the 5S work culture which has been successfully strengthened. When adopting the 5S plan, it is envisaged that staff members in the business portfolio units will continue to operate and implement, allowing the 5S plan to positively affect the overall work environment, enhancing productivity, assuming that space is maintained. Maintain a clean and tidy work environment.

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