

# Study on Implementation of 5S Concept for the Office Performance at Divisional Secretariat, Nintavur

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## Abstract

Divisional secretariats are the public service organization that provides core public services to the public. The public has a close relationship with Divisional secretariat offices since they are dealing with Divisional secretariat offices for obtaining most of the livelihood services. Also, educated and uneducated people are coming to Divisional secretariat offices to obtain their livelihood services. Therefore, the Divisional secretariat offices should maintain on-time, effective, efficient, and quality services to the public since the Divisional secretariat offices provide essential services to the public. It is essential to adopt the '5S' system in the Divisional secretariat to maintain the quality services within the office system such as filing, storage, cleaning, on-time service, etc. to improve the office performance.

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*Index terms*— 5S system, divisional secretariat, sort, set in order, shine, standardize, sustain.

## 1 Introduction

Divisional Secretariat are service organizations functioning under the Public Administrative rule and regulations of Sri Lanka. The divisional secretariat of Nintavur consists 25 Grama Niladhari sections. The Divisional Secretariat offers services such as civil registrations, issuing licenses, issuing certificates, land, providing social services, issuing tenders and implementing development projects. The divisions of Nintavur divisional secretariat are administrative division, social service division, planning division, land division, account division, registration division and pension division etc.

Becoming successful and pioneer organization in the complex, challenging and technological world is crucial at present. This movement can be achieved by applying best practices and benchmarking procedures. Every organization should select the best practices to achieve their goals and objectives energetically. Also judging and evaluating standards of performance is often important. Such evaluations are assisting to the organizations to consider the shortcomings in the performance and lead to enhance the performance. According to Albarico et al. (2016), an increasing number of companies and organizations that implement 5S practice, as one of the techniques adapted to achieve quality, has to be evaluated to identify the company's position on the implementation. Singh and Ahuja (2014) indicated that 5S is a disciplined approach to keep the workplace clean and organized to improve productivity and quality.

## 2 II.

## 3 Research Problem

Divisional secretariats are the public service organization that provides core public services to the public. The public has a close relationship with Divisional secretariat offices since they are dealing with Divisional secretariat offices for obtaining most of the livelihood services. Also, educated and uneducated people are coming to Divisional secretariat offices to obtain their livelihood services. Therefore, the Divisional secretariat offices

## 9 C) DESCRIPTION OF THE TOOL USED

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42 should maintain on-time, effective, efficient, and quality services to the public since the Divisional secretariat  
43 offices provide essential services to the public. (Sati, 2019) indicated that 5S is an integrated way to improve  
44 productivity. It is a complete culture that increases productivity, improves quality, reduces cost, makes on-time  
45 delivery, improves safety, and improves morale.

46 Therefore, it is essential to adopt the '5S' system in the Divisional secretariat to maintain the quality services  
47 within the office system such as filing, storage, cleaning, on-time service, etc. to improve the office performance.

### 48 4 III.

## 49 5 Literature Review

50 5S can be seen as a set of rules for the workplace designed to create a healthy and productive work atmosphere  
51 and to carry out business activities morale, and improve the productivity of employees (Todorovic & Cupic,  
52 2017).

53 The five 5S pillars are usually referred to as (Sort, Set in order, Shine, Standardize, and Sustain). 5S  
54 systematically and steadily applying the workplace housekeeping process to preserve an organization's structure  
55 and standardization. A well-organized workplace motivates individuals to use diverse tools effectively and  
56 efficiently at all levels of management (Sanmuganathan et al., 2014).

57 Ghodrati and Zulkifli (2013) indicated that 5S is technique. Five Japanese terms are used by organizations to  
58 routinely use 5S; Seiri (sort), Seiton (set in order), Seiso (shine), Seiketsu (standardize), and Shitsuke (sustain).  
59 By controlling a structured environment, this system helps to coordinate a workplace for efficiency and minimize  
60 waste and maximize output and productivity Sanmuganathan et al. (2014) described the 5S concepts as follows;

61 ? Sort -the first step in making things cleaned up and organized. ? Set in Order-organize, identify and arrange  
62 everything in a work area. ? Shine-regular cleaning and maintenance.

63 ? Standardize -make it easy to maintain-simplify and standardize. ? Sustain-maintaining what has been  
64 accomplished. The 5S concept is easy for understand because: It does not require the understanding of difficult  
65 terminologies. It is simple, driven by logic and natural to human behavior. It is within the reach of all types and  
66 sizes of industries or organizations. (Singh & Ahuja, 2014).

67 5S will be needed if the workplace is messy and unorganized. It will also be needed if employees spend extra  
68 time in searching tools, papers, information, etc. (Ennin et al., 2012).

69 Marshettiar and Sang ode (2018) indicated the followings are benefits of "5S" system.

70 ? Discarding the unnecessary items from the necessary items reduces wastage of time due to waiting time and  
71 motion. ? Ensures that components, equipment, tools, machines, people etc. are located in the most ergonomic  
72 and thus efficient safe positions. ? Ensures that the workplace remains neat and clean thereby helping the  
73 operators to identify major faults and reasons for the breakdown in the machine. ? Assures that the work of the  
74 organization is done in a standard way that implements the most efficient work method with clear standards.  
75 ? Ensures that the 5S methodology is implemented for the long run thereby making improvements for the  
76 organization through the constant involvement of the staff.

77 IV.

## 78 6 Objectives of the Study

79 The objective of the study is to examine the level of 5S system in Divisional Secretariat, Nintavur.

80 V.

## 81 7 Methodology a) Population and Sampling Design

82 The Divisional Secretariat includes 262 staff in different categories such as Staff Offices -6, Public Management  
83 Assistant -24, Grama Niladhari -18, Field Staff -26, Development Officer -82, Samurdhi Staff -46, Office Employee  
84 Servant -7, Watcher -3, Driver -1, Graduate Trainees -49.

## 85 8 b) Description of Sample

86 The study was conducted among the employees in Divisional secretariat in Nintavur. One hundred employees  
87 were selected as the sample population using random sampling method.

## 88 9 c) Description of the Tool Used

89 The major tool of data collection of this study was the modified questionnaire of Asphipaoloye and Menez (2013)  
90 as cited in Albarico et al (2016). It consists of 25 statements about 5S system. Three statements were on the  
91 demographic details of the respondents namely sex, department or branch and type of position of respondent.  
92 The responses for each question were provided scores ranging from 1-5 (1-Strongly disagree, 2-disagree, 3-Neutral,  
93 4-Agree, 5-Strongly agree).

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## 10 d) Data Collection

The questionnaire was distributed to the employees of Divisional secretariat in Nintavur. A total of 100 questionnaires were distributed and 100 filled questionnaires were collected giving an overall response rate of 100 percent.

## 11 e) Scope

The scope of the study was limited to the employees from the divisional secretariat, Nintavur.

## 12 VI. ANALYSIS

As soon as the data collection was completed through questionnaire survey, each questionnaire was carefully scrutinized and confirmed that all the questionnaires received back had been filled properly. All returned questionnaires were transferred to worksheets by assigning scores. In coding data, response categories of the Likert Scale provided in the questionnaire were organized in the following way: VII.

## 13 Findings

According to the above table-5, the statement "Office supplies, equipment and other items are properly sorted and stored" (Q1) is found to have a mean score of 4.13. This value falls under the highest level of the above continuum.

The statement "Items not frequently used are appropriately stored" (Q2) is found to have a mean score of 4.03. This value falls under the highest level in continuum.

The statement "Frequently used items are properly stored" (Q3) is found to have a mean score of 4.13. This value falls under the highest level in continuum.

The statement "Only necessary items are found in the workplace" (Q4) is found to have a mean score of 4.20. This value falls under the highest level in continuum.

The statement "Both items needed and not needed are clearly distinguished in the workplace" (Q5) is found to have a mean score of 3.93. This value falls under the moderate level in continuum.

The statement "There are safety signs showing possible hazards in the workplace" (Q6) is found to have a mean score of 3.09. This value falls under the moderate level in continuum.

The statement "Color coding and other visual controls are used to set documents and files in order" (Q7) is found to have a mean score of 4.10. This value falls under the highest level in continuum.

The statement "The use of visual control such as labeling is very visible in the workplace" (Q8) is found to have a mean score of 3.84. This value falls under the moderate level in continuum.

The statement "There are good storage Facilities" (Q9) is found to have a mean score of 3.62. This value falls under the moderate level in continuum.

The statement "Important files are well documented, identified and stored correctly" (Q10) is found to have a mean score of 4.39. This value falls under the high level in continuum.

The statement "There are schedules for cleaning the workplace" (Q11) is found to have a mean score of 3.07. This value falls under the moderate level in continuum.

The statement "Cleaning materials are sufficient enough to clean the work area" (Q12) is found to have a mean score of 3.51. This value falls under the moderate level in continuum.

The statement "Each employee has his or her own cleaning schedules" (Q13) is found to have a mean score of 2.79. This value falls under the lowest level in continuum.

The statement "There are staff assigned to clean particular areas of the workplace" (Q14) is found to have a mean score of 3.79. This value falls under the moderate level in continuum.

The statement "There is a staff assigned to oversee the cleanliness of the work area" (Q15) is found to have a mean score of 3.25. This value falls under the moderate level in continuum.

The statement "Rules and responsibilities are clearly spelt out by the management" (Q16) is found to have a mean score of 4.15. This value falls under the highest level in continuum.

The statement "The different areas of the workplace are distinctly labeled" (Q17) is found to have a mean score of 4.66. This value falls under the highest level in continuum.

The statement "All staff are conversant with 5S program" (Q18) is found to have a mean score of 4.07. This value falls under the highest level in continuum.

The statement "Standardization procedures are being introduced from time to time" (Q19) is found to have a mean score of 3.77. This value falls under the moderate level in continuum.

The statement "Staff are encouraged to maintain a high level of standard in the workplace" (Q20) is found to have a mean score of 3.71. This value falls under the moderate level in continuum.

The statement "Areas for improvement are noted and acted upon" (Q21) is found to have a mean score of 3.93. This value falls under the moderate level in continuum.

The statement "5S checklist is provided during the implementation of the 5S" (Q22) is found to have a mean score of 3.41. This value falls under the moderate level in continuum.

The statement "There is a regular auditing of the department to ensure compliance to 5S" (Q23) is found to have a mean score of 3.69. This value falls under the moderate level in continuum.

153 The statement "There are seminars and trainings conducted from time to time" (Q24) is found to have a mean  
154 score of 3.98. This value falls under the moderate level in continuum.

155 The statement "A staff is assigned to oversee the Compliance" (Q25) is found to have a mean score of 3.74.  
156 This value falls under the moderate level in continuum.

157 To measure 5S system, twenty-five questions were used. Based on the responses of 100 respondents, nine  
158 questions (Q1, Q2, Q3, Q4 Q7, Q10, Q16, Q17, Q18) recorded mean score under the high level, fifteen questions  
159 (Q5, Q6, Q8, Q9, Q11, Q12, Q14, Q15, Q19 Q20, Q21, Q22, Q23, Q24, Q25) recorded mean score under the  
160 moderate level and others (Q13) have fallen under lower level.

161 The overall mean score for 5S system is 3.5144. It's meant that level of 5S system implementation is at  
162 moderate level at Divisional Secretariat, Nintavur.

## 163 14 VIII.

## 164 15 Recommendations

165 Based on the views of divisional secretariat employees, the following recommendations are suggested to strengthen  
166 the 5S concept for office performance.

167 ? Conducting the 5S system awareness program for employees ? Progress of the 5S system execution should  
168 be continuously observed. IX.

## 169 16 Conclusion

170 This study aimed to measure the level of the 5S system in the Divisional Secretariat, Nintavur. Since the  
171 Divisional secretariat office is the government office, the employees have to adapt the 5S system to eliminate  
172 wasted time, wasted space, and wasted inventory raises product quality, and improves work productivity, resulting  
173 in lower costs and higher efficiencies. Adopting the proper 5S strategy allows the Divisional Secretariat, Nintavur  
174 to function at peak capacity with minimal interruptions in service. <sup>1 2 3</sup>

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Department/Branch	Frequency	Percentage
Administration	11	11.0
Assistant District Registrar Division	4	4.0
Agriculture Division	5	5.0
Land Division	9	9.0
NIC Division	4	4.0
Planning Division	28	28.0
Productivity	1	1.0
Rural Development Officer Division	4	4.0
Samurdhi Division	25	25.0
Social Service Division	6	6.0
Vidatha	3	3.0
Total	100	100.0

Figure 3: Table 3 :

4

Year 2021		Sex	
4		Sex	
Volume XXI Issue I Version I		Sex	
()		Sex	
Global Journal of Management and Business Research	Sex	41% Frequency	Percent 59.0
	Female	59 59%	Female Male
	Male	41	41.0

[Note: © 2021 Global Journals]

Figure 4: Table 4 :

## 5

S. No.	Statements	N	Mean	S.D
Q1	Office supplies, equipment and other items are properly sorted and stored	100	4.13	.734
Q2	Items not frequently used are appropriately stored	100	4.03	.926
Q3	Frequently used items are properly stored	100	4.13	.928
Q4	Only necessary items are found in the workplace	100	4.20	.865
Q5	Both items needed and not needed are clearly distinguished in the workplace	100	3.93	.714
Q6	There are safety signs showing possible hazards in the workplace	100	3.09	1.006
Q7	Color coding and other visual controls are used to set documents and files in order	100	4.10	.823
Q8	The use of visual control such as labeling is very visible in the workplace	100	3.84	.884
Q9	There are good storage Facilities	100	3.62	.940
Q10	Important files are well documented, identified and stored correctly	100	4.39	.803
Q11	There are schedules for cleaning the workplace	100	3.07	1.066
Q12	Cleaning materials are sufficient enough to clean the work area	100	3.51	.835
Q13	Each employee has his or her own cleaning schedules	100	2.79	1.297
Q14	There are staff assigned to clean particular areas of the workplace	100	3.79	1.266
Q15	There is a staff assigned to oversee the cleanliness of the work area	100	3.25	1.445
Q16	Rules and responsibilities are clearly spelt out by the management	100	4.15	1.167
Q17	The different areas of the workplace are distinctly labeled	100	4.66	.670
Q18	All staff are conversant with 5S program	100	4.07	.756
Q19	Standardization procedures are being introduced from time to time	100	3.77	.664
Q20	Staff are encouraged to maintain a high level of standard in the workplace	100	3.71	.891
Q21	Areas for improvement are noted and acted Upon	100	3.93	.769
Q22	5S checklist is provided during the implementation of the 5S	100	3.41	1.026
Q23	There is a regular auditing of the department to ensure compliance to 5S	100	3.69	1.116
Q24	There are seminars and trainings conducted from time to time	100	3.98	.910
Q25	A staff is assigned to oversee the Compliance 5 'S' System	100	3.74	1.107
			3.5144	.45826

Figure 5: Table 5 :

Figure 6:



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