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

By Mr. A. G. Imam Mohamed Ithrees, Mr. Ibnu Suhood Narsheeth  
& Ms. M. A. C. Fathima Aroosiya

*Hardy Advanced Technological Institute*

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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.

**Keywords:** '5S' system, divisional secretariat, sort, set in order, shine, standardize, sustain.

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STUDY ON IMPLEMENTATION OF 5S CONCEPT FOR THE OFFICE PERFORMANCE AT DIVISIONAL SECRETARIAT IN NINTAVUR

*Strictly as per the compliance and regulations of:*



RESEARCH | DIVERSITY | ETHICS

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

Mr. A. G. Imam Mohamed Ithrees <sup>α</sup>, Mr. Ibnu Suhood Narsheeth <sup>σ</sup> & Ms. M. A. C. Fathima Aroosiya <sup>ρ</sup>

**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. This study is aimed to examine the level of 5S system in Divisional Secretariat, Nintavur. The sample size was 100 employees in the Divisional secretariat in Nintavur. The measuring tool was a modified questionnaire of Asphipaloye and Menez (2013), as cited in Albarico et al. (2016), which consisting of 25 questions. Data were subjected to descriptive statistics. The results of the study revealed that the overall mean score for 5S system is 3.5144. It's meant that level of 5S system implementation is in moderate level at Divisional Secretariat, Nintavur.

**Keywords:** '5S' system, divisional secretariat, sort, set in order, shine, standardize, sustain.

## I. 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

**Corresponding Author α:** Lecturer in Management, Hardy Advanced Technological Institute, Sri Lanka Institute of Advanced Technological Education, Ampara, Sri Lanka. e-mail: ithrees.fm@gmail.com

**Author σ:** Senior Assistant Registrar Uva Wellasa University of Sri Lanka. e-mail: narsheeth@gmail.com

**Author ρ:** Senior Assistant Registrar, Swamy Vipulananda Institute of Aesthetic Studies, Eastern University, Sri Lanka. e-mail: fathimaaroosiya@gmail.com

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.

## II. 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 should maintain on-time, effective, efficient, and quality services to the public since the Divisional secretariat offices provide essential services to the public.

(Sati, 2019) indicated that 5S is an integrated way to improve productivity. It is a complete culture that increases productivity, improves quality, reduces cost, makes on-time delivery, improves safety, and improves morale.

Therefore, 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.

## III. LITERATURE REVIEW

5S can be seen as a set of rules for the workplace designed to create a healthy and productive work atmosphere and to carry out business activities

efficiently and effectively. It is expected to minimize errors, improve efficiency, increase employee safety and morale, and improve the productivity of employees (Todorovic & Cupic, 2017).

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

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

- Sort - the first step in making things cleaned up and organized.
- Set in Order- organize, identify and arrange everything in a work area.
- Shine- regular cleaning and maintenance.
- Standardize - make it easy to maintain- simplify and standardize.
- Sustain- maintaining what has been accomplished.

The 5S concept is easy for understand because: It does not require the understanding of difficult terminologies. It is simple, driven by logic and natural to human behavior. It is within the reach of all types and sizes of industries or organizations. (Singh & Ahuja, 2014).

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

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

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

the organization through the constant involvement of the staff.

#### IV. OBJECTIVES OF THE STUDY

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

#### V. METHODOLOGY

##### a) *Population and Sampling Design*

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

##### b) *Description of Sample*

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

##### c) *Description of the Tool Used*

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

##### 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.

##### e) *Scope*

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

#### VI. ANALYSIS

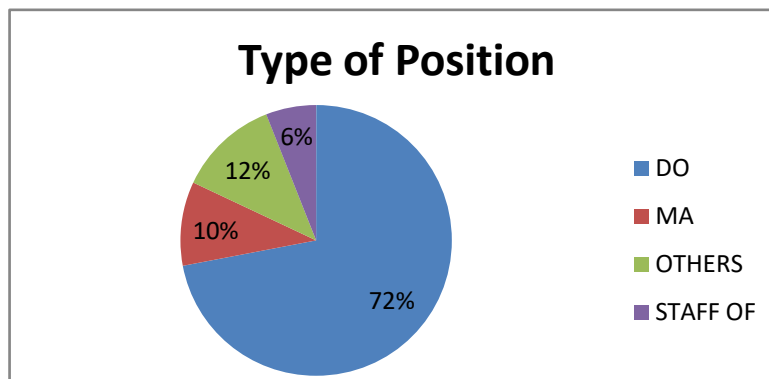
As soon as the data collection was completed through questionnaire survey, each questionnaire was carefully scrutinized and confirmed that all the questionnaires received back had been filled properly. All returned questionnaires were transferred to worksheets by assigning scores. In coding data, response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

*Table 1:* Scores for Response Categories (Variables Measured on Interval Scales)

Response Category	Very High Extent	High extent	Moderate extent	Low extent	Very Low Extent
Scores	5	4	3	2	1

Each question with numerical values were transferred to worksheets of computer for analyzing with Statistical Package for Social Science (SPSS) version 20.

#### 1. Personal Information

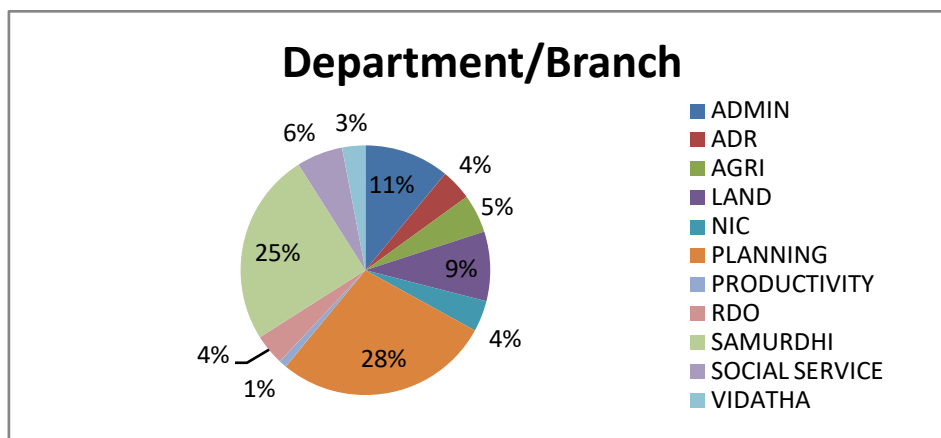
*Figure 1:* Distribution of respondents based on Type of Position of respondents

One hundred respondents of this study have been described in table-2 below. Based on the analysis carried out among 100 respondents, 72% of respondents are Development Officer, 10% of

respondents are Management Assistant, 6% of respondents are staff Officer, 12% of respondents is other staff at Divisional Secretariat.

*Table 2:* Distribution of employees of Divisional Secretariat in the Sample based on Type of Position of respondents

Type of position	Frequency	Percentage
Development Officer at Divisional Secretariat	72	72%
Management Assistant at Divisional Secretariat	10	10%
Staff Officer at Divisional Secretariat	6	6%
Other staff at Divisional Secretariat	12	12%
Total	100	100%

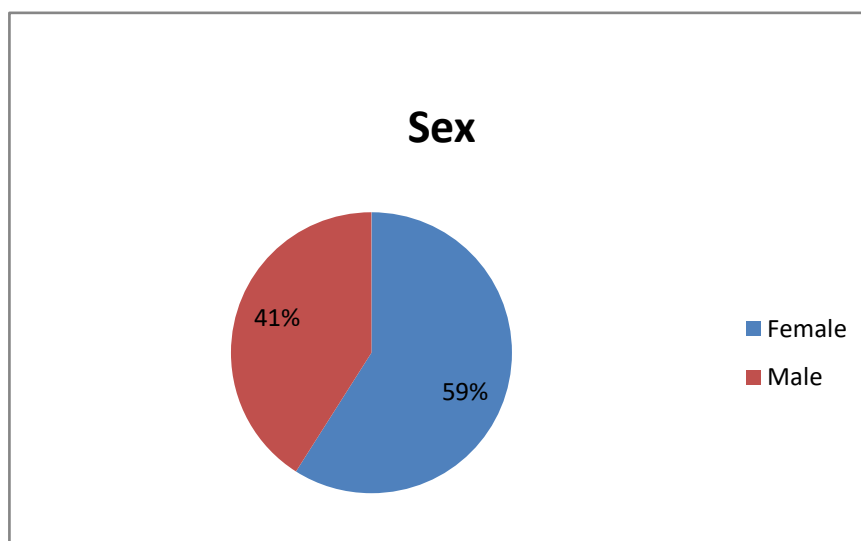
*Figure 2:* Distribution of respondents based on Department/Branch of respondents

100 respondents of this study have been described in table- 3 below. Based on the analysis carried out among 100 respondents, Administration (ADMIN)-11%, Assistant District Registrar (ADR) Division-4%, Agriculture Division (AGRI)-5%, Land

Division (LAND)-9%, NIC Division-4%, Planning Division-28%, Productivity-1%, Rural Development Officer(RDO) Division-4%, Samurdhi Division-25%, Social Service Division 6%, Vidatha-3% at Divisional Secretariat.

**Table 3:** Distribution of employees of Divisional Secretariat in the Sample based on Type of Position of respondents

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:** Distribution of respondents based on Sex

One hundred respondents of this study have been described in table - 4 below. Based on the analysis carried out among 100 respondents, 59% of

respondents are females and 41% of respondents are males at Divisional Secretariat.

**Table 4:** Distribution of employees of Divisional Secretariat in the Sample based on Sex

Sex	Frequency	Percent
Female	59	59.0
Male	41	41.0

## 2. Mean and Standard Deviation

In this analysis, the level of existence or degree of occurrence or level of each variable in the sample was analyzed in terms of degree of responses given by

the respondents with descriptive statistics. The researchers used a Mean and Standard deviation as the measures of this analysis. A mean and standard deviation of responses (based on agreement of

respondents) for each statement in the checklist are tabulated as below.

*Table 5:* Mean and Standard Deviation

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	100	3.74	1.107
5 'S' System			3.5144	.45826



## VII. 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 and 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 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.

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

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

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

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

## VIII. RECOMMENDATIONS

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

- Conducting the 5S system awareness program for employees
- Progress of the 5S system execution should be continuously observed.
- Conducting competition and awarding ceremony among the employees who execute the 5S system effectively and efficiently
- Providing staff with adequate training to understand the 5S system
- Providing each division with appropriate cleaning service
- Encourage staff to include new creative ideas to change the set-up of the workplace.
- Providing urgent repair facilities when any equipment is harmed.
- Setting up first aid services Motivating teamwork for improving 5S system in office set-up
- Providing machinery or equipment for the destruction of waste without any delay.

## IX. CONCLUSION

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

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