

**[SV 2] 5S IMPACT TOWARDS ADMINISTRATIVE STAFF FACULTY
SERVICE PERFORMANCE AT COLLEGE OF BUSINESS (COB),
UNIVERSITY UTARA MALAYSIA**

Muhammad Hanis Fadillah¹ & Mohd Norhasni Mohd Asaad²
¹⁻²*School of Technology Management and Logistics, College of Business,
Universiti Utara Malaysia, 06010 UUM Sintok, Kedah
matnih00@gmail.com¹, mnorhasni@uum.edu.my²*

ABSTRACT

Nowadays, 5S is an effective way to use by the organization to provide high quality product and service while maintaining a clean, organize work environment. 5S consist of five Japanese words that is, Seiri, Seiton, Seiso, Seiketsu and Shitsuke which all of them will help to improve service performance towards their customers. This study aims to find out whether the 5S will affect the service performance of the organization for the upcoming year. Next, questionnaire was designed to acquire data from College of Business (COB) administrative staff at University Utara Malaysia (UUM). The survey was carried out to check service performance and try to relate to the 5S concept. Survey also had been distributed via online method to make sure that all staff participated and the method that being used is quantitative. Based on the result that received, it is indeed that 5S have increased service performance of the administrative staff. The number of population is 56 and the method that being used was cross tabulation and correlation analysis. By doing this research, administrative staff should increase their performance in order to achieve good loyalty and gratification.

Keywords: *5S, service performance, administrative staff, customer satisfaction*

INTRODUCTION

The model and concept of 5S was created by a Japanese man called, Hiroyuki Hirano in the late 1980 whereby this approach used to create comforts, safe working environments while maintaining the cleanliness at the office. The 5S consists of Seiri, Seiton, Seiso, Seiketsu and Shitsuke which all of them have their own individual meaning but linked to each other and need to be done precisely to get good results while, it also stands for sincere in doing work and cleanliness in the 5S Japanese code name (Galsworth, 1997). The first is Seiri which mean sorting process and all items in the workplace need to be sort into two separate items such as, wanted things and unwanted things. Second is Seiton which means set in order and every item need to have their identification in order to made thing easier to be find. Third is Seiso which means cleanliness or shine that will make workplace clean and tools need to be put at their original place after use. The fourth is Seiketsu which means standardize and must make a new scope of procedure (SOP) while workers need to follow the according to the SOP and have discipline towards their work. The fifth is Shitsuke which means sustain and the consistency at work must be maintain according to the 5S concept and rules while this method need to be follow accurately to make sure it can have impact to the organization. This study will focus about the impact of 5S towards administration

staff at University Utara Malaysia (UUM) that was located at Sintok, Kedah that related about their service, working environment, and safety at the certain school such as, School of Technology Management Logistic (STML), School of Business Management (SBM), School of Finance and Banking (SEFB), School of Accountancy (TISSA) and lastly, Islamic Business School (IBS).

Many companies are trying their best to maintain their maximum profit while reducing cost in order to compete with the others. As the time goes on, many companies have taken the advantage by using the 5S method and try to implement it in their office. In Malaysia, although the 5S a popular method which were used by many companies in other countries, but companies in Malaysia do not use this kind of approach while some of them have troubled or problems to sustain the method at their office.

STATEMENT OF THE PROBLEM

There are many dimension that can be improve to increase the service performance, student gratification, increase customer and in the service section. Sometimes, student or lecturer complain that staff have difficulty and take so much time to find the important document when they asked about the file. In the certain areas, there are things that can be organized to make sure their work place is following the 5S concept. Based on the previous research, the operational efficiency and productivity can be increase by having the 5S method. (Agrahari, Dangle, Chandratre, 2015). This study aims to see whether the 5S could increase the service performance of the administration staff.

OBJECTIVE

The major of this study is to know whether the 5S have impacts towards administration staff performance and their service towards other people such as students, lecture or other staff from different school. All of the objectives are provide below:

1. To find out the 5S and it relationship with service performance.
2. To see which of 5S feature that will give highest impact to the service performance.

LITERATURE REVIEW

5S definition and method

As we all know that the 5S is a tool that help provide people and organization to organize their workplace management by having a proper method which will improve their productivity, work rate of a worker, human capability and the environment and the first person that invented or created this method was a man from Japan named Takashi Oda in the year of 1980 while the 5S represent each of Japanese word such as Seiri, Seiton, Seiso, Seiketsu and Shitsuke. All of these Japanese words have their own meaning or description which needs to be done accordingly in a proper way so that the effectiveness can be increase and the quality can be perceived so that, the unnecessary movement in the organization and the loss time could be decrease or minimized. If an organization wants to switch their system and use the 5S method, they need to change their way of thinking and practice or implement 5S slowly to their worker and all up towards their top manager as the proverb says, "A journey of thousand miles begins

with a single step". In addition, 5S consist of five Japanese words have their own meaning and stand for its own procedure that will be describe in the list below:

Seiri (Sorting process)

- This process is use to sort all of the activity at the workplace into two separate item such as, wanted things and unwanted things.
- Keep only things that needed and remove the unwanted things.
- When have a doubtful towards thing, throw it out.

Seiton (Set in Order)

- Everything needs to have its identification or label to ensure ease of search.
- Arrange items accordingly so that it is easy to use by others.
- Put back at the proper place after being used.

Seiso (Cleanliness or shine)

- Make sure to clean the workplace.
- Tools must be clean after being used.
- Mark or paint the areas if the important parts.

Seiketsu (Standardize)

- Must prepare a Standard Operating Procedure (SOP).
- Make sure to do thing according to the SOP.
- Must have discipline in your work.

Shitsuke (Sustain)

- Maintain the consistency of the work.
- Always refers to the 5S rules at workplace.
- Always perform the 5S method accordingly.

Service performance

For a company or organization to compete with their competitor they must increase the quality of their production system as well as know their customer while providing a service value that other company cannot offers because some time the customer satisfaction can be measure using service performance or Performance Measurement System (PMS) so that their business can stay ahead and become successful. There are two types of service performance meaning and each of them have their own specific ways to be describe and can be used according to the situation either the first one is, service performance to developers that mean functional requirement need to be meet or to business, it is measuring key performance and agility indicators. In this paper, we can see that the 5S method indeed plays an important role towards the service performance for the organization as it can increase the organization performance and have a good reputation from their customer. Another major thing that will affect the overall customer satisfaction positively is the customer expectations and the perceived quality (Yu, 2005). There are three dimension that will be used to see the relationship of 5S with the service performance such as, productivity, quality and cost while based on the result achieved, it will determine which of these three will give highest impact towards 5S method. Productivity will the make space in the organization become organize and help to staff to find things more efficient and easy. The quality will give a positive impact in the staff workstyle to make it more clean and increase quality of their work. Cost for the machine maintenance can be cut down by using 5S method despite the high cost usage to implement it in the early stage at the organization.

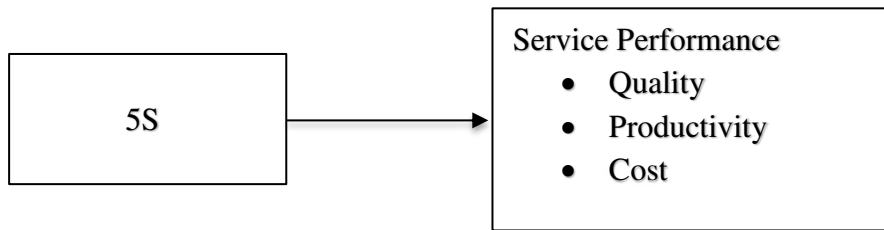


Figure 1
Framework between 5S and service performance

Based on the research, one hypothesis was carried out:

H1: 5S method have a positive relationship with the service performance.

Quality

What is quality actually means? We had heard that many people were talking about quality at every place whether it is in the institute, industry, business, marketing whereas, the term of quality used to differentiate products and services to achieve good results. In order to obtained excellent outcome, workers or employees must imbued themselves with an overwhelming passion to improve their leadership ability, message credibility so that the company can decrease their low products or services quality and reduce the total cost for the quality initiatives (Srinivasan and Kurey, 2014). Next, to improve the quality, quality managers need to be like a coach or mentor to their workers and help them to understand the source of the defect products or services by telling in the proper way that they could understand so that they know the weak spot and try to overcome with the good solution. This is because, we can see that many managers nowadays are in a role that they always enforcing the quality despite of improving it for the end-user requirement at the start of its life, that was the degree of quality begins (ISO 9001). Large number of firm are using this certificate which stands for Quality Management System (QMS) where their priority is to meet the customer expectation and deliver customer satisfaction despite the fact that it only gives a vague reliability and quality which make it a bad reputation as well as, the quality of products and services cannot be redesign.

METHODOLOGY

Introduction

This research is being done in order to seek the improvement of administration staff performance towards the 5S concepts at the College of Business, University Utara Malaysia. The method that will be describe is research design, population and research sample, collecting data method, data tools and lastly, the analysis technique.

Research design

A plan that will describe the details of the method and procedure that use in this research and analysis needed is called research design. With this method, it will make the research focus more towards the research problem. This research used the quantitative approach or research and the information has been examined from the respondent. Next, all of the College of Business administration staff will be the analysis unit of this research and the questionnaire was given among themselves in order to get additional

data. Furthermore, the final data that has been received will be used to acquire result for this research.

Population and research sample

This research need to be used for the administration staff at the College of Business, University Utara Malaysia in 2016 while the population are 56 admin staff and about 55 people was answered the questionnaire. According to the Morgan (1970), it can be considered that when population is 55, the sample size is 48. The respondent in this research is administration staff such as, School of Technology Management (STML), School of Economic Finance and Banking (SEFB), School of Accountancy (TISSA), School Business Management (SBM), and Islamic Business School (IBS). The respond rate of all administration staff.

Research instrument

Questionnaire form is the most important part that was based on the objective that needed to achieve in this research. Method that will be use is the correlation analysis and contingency table analysis (cross-tabulation) that provide significant amount of information and relationship between variables exclusive from one another. In order to use this method, it will need at least two variables and use the basic or expert format such as, banners and “Chi-Square Statistic”. The given questionnaire form in one section that separate into different category that include basic information about 5S and all of this questionnaire will be distribute at all of the administration staff in COB. Questionnaire was taken and edited from the survey of Japanese company by the (Mr. Ito/Ms. Onoda / Ms. Tomita, March 2010) in their research. The first section of the question asked about personal information of the respondent such as position, gender and which faculty they belong to. After that, 5 point Likert scale question was used to get the scale response in order to get the accurate information from the response plus, the customer scale for the question are; 1= Strongly disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= Strongly Agree. All of the questionnaire was given to the administration staff at COB and got their cooperation as a respondent to the questionnaire to answer the question form. The questionnaire form was given via online by using Google site.

DATA ANALYSIS

Background analysis

Table 1
COB School

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	COB-IBS	11	20.0	20.0	20.0
	COB-SBM	12	21.8	21.8	41.8
	COB-SEFB	15	27.3	27.3	69.1
	COB-STML	5	9.1	9.1	78.2
	COB-TISSA	12	21.8	21.8	100.0
	Total	55	100.0	100.0	

Table 2
Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	32	58.2	58.2	58.2
	1	23	41.8	41.8	100.0
	Total	55	100.0	100.0	

Table 2 shows half percentage questionnaire was done by the female and another percentage was done by male while the digit 0 stands for female and 1 was male. It can conclude that female are more likely to answer the questionnaire than the male.

Table 3
Correlations analysis

		SQuality	B
SQuality	Pearson Correlation	1	.925**
	Sig. (2-tailed)		.000
	N	55	55
B	Pearson Correlation	.925**	1
	Sig. (2-tailed)	.000	
	N	55	55

**, Correlation is significant at the 0.01 level (2-tailed).

This analysis being used in order to find out whether the relationship between 5S and service quality is weak or strong. If the value is close to the 1, it can consider as strong relationship and if the value is 0 the relationship is weak. Table 3 shows the relationship between SQuality and B. Next, B stands for 5S and SQuality represent service quality. There is a high significant between these two because the Pearson correlation value is .925**. Based on research (Vipulkumar and Thakkar, 2014), 5S indeed have significant impact towards visual management while my research found that the 5S has strong correlation with Service Quality.

Table 4
Comparison between productivity, quality and cost

	BA	BB	BC
SQuality	.727	.747	.767
Significant (2 tailed)	.000	.000	.000
N	55	55	55

The table 4 shows the relationship between service quality and the three dimension, BA stands for productivity, BB stands for quality, and BC stands for cost. According to journal (Deshpande, Damle, Patel & Kholamkar, 2015), the implementation of 5S give a positive impact towards organization and for this research shows that the cost section has the highest amount of significant level between the others that is .767**. It is indeed that cost is the major factor among the three variables towards the 5S method and showed a positive relationship.

CONCLUSION

In conclusion, the 5S method will give positive impacts towards administrative staff service performance in an organization and continue to increase as long as the organization follows every steps or procedure. 5S concepts indeed will give a benefit to the organization in the long-term such as increase productivity and efficiency of admin staff service. As long as the procedure and method of 5S can be done precisely, the administration staff service performance can be improved. For the next research, it is advisable to use the SERQUAL method in order for researcher to measure the service for their project.

REFERENCES

- Anber Abraheem Shlash Mohammad, S. Y. (2011). Service Quality Perspectives and Customer Satisfaction in. *Middle Eastern Finance and Economics*, 1-13.
- Angelika Höber, E. P.-P. (28 January 2015). Performance Journey Mapping. *The TQM Journal*, 1-18.
- Arash Ghodrati, N. Z. (March,2013). The Impact of 5S Implementation on Industrial Organizations'. *International Journal of Business and Management Invention*, 7.
- Asia and Oceania Division, Overseas Research Department. (March,2010). Survey of Japanese-Affiliated Firms in Asia and Oceania . *Questionnaire*, 17.
- Bresko, M. (2016). *The 5S Method of Improvement - Enhancing Safety, Productivity and Culture*. Retrieved from ReliabilityWeb Logo: http://reliabilityweb.com/articles/entry/the_5s_method_of_improvement_-_enhancing_safety_productivity_and_culture/.
- Lista International Corporation. (n.d.). *Lista White Paper*. Retrieved from LISTA: <http://www.listaintl.com/sites/default/files/whitepapers/pdf/Lista-5S-and-lean-mfg-white-paper.pdf>.
- MORGAN, D. W. (n.d.). Determining Sample Size for Research. *Educational and Psychological Measurement*, 1-4.
- Nash, M. A. (2 October, 2014). *Quality Management for the Future*. Retrieved 17 11, 2016, from Quality Magazine: <http://www.qualitymag.com/articles/92184-quality-management-for-the-future>.
- Nurmazilah MAHZAN, N. A. (2015). Internal Audit of Quality in 5S Environment: Perception on Critical. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 11.
- R. S. Agrahari, P. D. (2015). Implementation Of 5S Methodology in the Small Scale Industry: A case study. *International Journal Of Scientific & Technology Research*, 1-8.

- Rahim Mosahab, O. M. (2010). Service Quality, Customer Satisfaction and Loyalty: A Test of Medication. *International Business Research*, 1-9.
- Samraz Hafeez, B. M. (2012). The Impact of Service Quality, Customer Satisfaction and Loyalty Programs on. *International Journal of Business and Social Science*, 1-10.
- Sany Sanuri Mohd. Mokhtar, A. A. (2011). The Relationship Between Service Quality and Satisfaction. *School of Doctoral Studies (European Union) Journal*, 1-7.
- Shraddha P. Deshpande, V. V. (2015). Implementation of '5S' Technique in a Manufacturing. *International Journal of Research in Engineering and Technology*: <http://esatjournals.net/ijret/2015v04/i01/IJRET20150401023.pdf>.
- Sondalini, M. (2016). *What is Quality? What does Quality Mean? How do You Know When You Have Quality?* Retrieved 17 11, 2016, from lifetime-reliability-solutions (LRS): <http://www.lifetime-reliability.com/cms/free-articles/work-quality-assurance/what-is-quality/>
- Suib, R. B. (2011). Relationship Between 5S Practices and Organizational Performances at Faber Medi-Serve Sdn. Bhd. 1-106.
- Talib, D. (2012). *International Journal of Advanced Quality Management*. Retrieved 13 11, 2016, from Cloud Journals: <http://www.cloud-journals.com/quality-management.html>.
- Vipulkumar C. Patel, H. T. (2014). A Case Study: 5s Implementation in Ceramics. *Bonfring International Journal of Industrial Engineering and Management Science*,, 1-8.