Analysis of 5S Work Culture to Prepare Modeling Design and Building Information Students' Competency in Industry

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INFO ARTIKEL	ABSTRAK
	Abstract: Vocational High Schools have a great responsibility in preparing a competent, skilled, creative, disciplined, and professional workforce to enter the labor market. Students' abilities can be developed through education and internships, both in the classroom and workplace. Work quality and productivity can be improved by adopting the 5S culture (Seiri, Seiton, Seiso, Seiketsu, and Shitsuke). Students' performance in modeling design and building information (MDBI) competencies will be evaluated in their ability to apply the principles of the 5S work culture in the workplace. The research was conducted at the Department of Housing and Settlement Areas and the construction company CV. Cahaya Mandiri. However, due to a lack of structure and SOPs, implementing the 5S work culture in the two locations was not consistent with the accredited 5S concept. As internship students, they will give the industry the experience of habituation it needs, but this depends on their motivation and discipline. **Abstrak:** Sekolah Menengah Kejuruan memiliki tanggung jawab yang besar dalam menyiapkan tenaga kerja yang kompeten, terampil, kreatif, disiplin, dan profesional untuk memasuki pasar kerja. Kemampuan siswa dapat dikembangkan melalui pendidikan dan magang, baik di kelas maupun di tempat kerja. Kualitas dan produktivitas kerja dapat ditingkatkan dengan mengadopsi budaya 5S (Seiri, Seiton, Seiso, Seiketsu, dan Shitsuke). Kinerja mahasiswa dalam kompetensi Desain Pemodelan dan Informasi Bangunan (DPIB) akan dinilai kemampuannya dalam menerapkan prinsip-prinsip budaya kerja 5S di tempat kerja. Penelitian dilakukan pada Dinas Perumahan dan Permukiman dan perusahaan konstruksi CV. Cahaya Mandiri. Namun karena kurangnya struktur dan SOP, penerapan budaya kerja 5S di kedua lokasi tersebut tidak sesuai dengan konsep 5S yang terakreditasi. Sebagai mahasiswa magang, mereka dapat memberikan pengalaman pembiasaan yang dibutuhkan industri, namun hal ini tergantung pada motivasi dan disiplin mereka sendiri.
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INTRODUCTION

One of a Vocational High School (VHS) goal is to help students prepare for and enter the workforce by teaching them the required skills and attitudes (Billett, 2011; Jones, 2006). Students' abilities can be honed through

classroom instruction and real-world experience in the workplace. Reliable skills and an ability to respond to all challenges are essential for the industry's Human Resources (HR) (Azman et al., 2020). Schools' roles and responsibilities must be to improve the relationship between vocational schools and industry (Husein, 2019). Therefore, the internship program is essential for vocational education's effort to better prepare students for life after graduation (Hari & Basri, 2020).

SMK Negeri 3 Boyolangu as a reference school and independent Adiwiyata school with five skill programs with eight skill competencies. The modeling design and building information (MDBI) expertise competency are one of the Construction and Property Engineering Expertise Programs, Technology and Engineering Expertise Fields at SMK Negeri 3 Boyolangu. This expertise studies the planning of house design drawings, buildings, calculating building costs, carrying out construction, and maintaining building construction. Moreover, SMK Negeri 3 Boyolangu is implementing an environmentally cultured school, namely implementing a 5S work culture, according to its vision of being a superior school and environmental culture.

5S work culture is a work culture that focuses on changing attitudes and character by applying a pattern of arrangement and cleanliness of the place or work environment. According to (Sartono et al., 2012), 5S work culture is a culture of treating the workplace in a neat, clean, orderly, and correct manner and making it easier to work to create the main industrial goals, namely efficiency, productivity, quality, and work safety. Schools realize that the role of work culture will affect the formation of student character (Silkyanti, 2019). Applying a sustainable work culture can increase effectiveness and efficiency, create highly disciplined people, respect time, hardworking, conscientious, thrifty, success-oriented, and invest.

The 5S work culture is critical to improving work quality and productivity so that the industry can increase high levels of efficiency and effectiveness (Gumilar, 2020). Even the current 5S work culture is a company culture that is recognized as the most superior in the world (Pangestu & Negara, 2019). Therefore, it is essential to develop a work character based on an industrial work culture integrated into the learning process in schools and the implementation of street vendors in the industry. Because, currently the competition for vocational graduates to enter the labor market is getting tighter and more competitive so that vocational graduates are very much needed as human resources who have good character and attitude, commitment, and habituation of work culture.

According to reearchers (Maryati, 2014; Suwondo & Asmi, 2012), the concept of a 5S work culture is: (1) Seiri or Sort is the first step in implementing a 5S culture. For example, getting rid of items that are no longer used for landfilling; (2) Seiton or Straighten, the activity of sorting all items or files that are no longer used, making sure everything must be placed in the specified position, so that it is always ready to be used when needed; (3) Seiso or Shine, is activities to clean the workplace, workspace, equipment and work environment; (4) Seiketsu or Standardize is also known as standardization and consistency of each individual to carry out the previous stages; (5) Shitsuke or Sustain, is perform an activity in the office properly as a habit.

The success of implementing a 5S work culture is influenced by several factors, including top management support, good planning, the establishment of an effective management structure, continuous training for all employees, effective communication, and building interpersonal/departmental communication (Suwondo & Asmi, 2012). All factors that influence the successful implementation of a 5S work culture are included in the management principles, namely implementation, organization, implementation, and supervision (Khoiri, 2019). Likewise, Erhamwilda (2005) states that the success of an organization/institution is also determined by the extent to which the leader can create a good work culture/organizational culture. In addition, the lack of training and awareness of employee discipline also greatly affects the success of the 5S work culture (Soekresno & Rahardjo, 2016).

The benefit of implementing a 5S work culture, especially at SMK Negeri 3 Boyolangu, is that it can provide support and habituation of a 5S work culture in the school environment so that it can increase productivity, quality, cost-efficiency, and time effectiveness and reduce the risk of work accidents and other environmental impacts. Also, it can shape the work attitude and character of better students, disciplined, committed, responsible, and understand and get used to industrial work culture.

Aside from the fact that internships provide students with professional skills education, they also serve as an opportunity for students to put their education into practice in the real world through internships. Internships must be implemented according to the plans made by Vocational Schools and the industries, such as the curriculum and the implementation time of street vendors as well as capacity and guidance (Wibowo et al., 2017). Internships are carried out to meet the needs of the labor market (Damayanti, 2014). Consequently,

an internship is an educational collaboration between educational institutions and the business world in order to ensure that graduates are prepared for the workforce's demands.

Based on the research background, the focus of this research is: (1) Planning the implementation of 5S work culture; (2) Implementation of 5S work culture; (3) Evaluation of the implementation of 5S work culture; (4) Factors supporting and inhibiting 5S work culture; and (5) the impact of implementing the 5S work culture in order to prepare the performance of MDBI skill competency students in the industry as school partners in the internship program.

METHOD

Qualitative research is a series of scientific activities carried out in detail and in-depth about the implementation of the 5S work culture. This research is a multi-case study. The research was carried out at the Department of Housing and Settlement Areas and the construction company CV. Cahaya Mandiri. This study relied on interviews with data sources or informants that the researchers selected for each location. On the other hand, secondary data is gathered from documents that support the primary research question, such as photographs, photographs, notes, or other writings.

Observations, interviews, documentation, and triangulation/combination are the data collection methods used in this study (Sugiyono, 2017). It is a goal of in-depth interviews to gather both verbal and nonverbal information as well as observations to understand the attitudes and actions that occurred. Data triangulation is the practice of obtaining data from multiple sources using the same method. The interviews in this study were conducted systematically.

Data collection, data reduction, data display, and conclusion are used in this study (verification). This data analysis begins with a period of data collection and ends with a unified conclusion based on the grouping of the data. Next in the data analysis process is creating coding categories and using a coding system. Credibility is used as a method of verifying the data in this study.

RESULT

Department of Housing and Settlement Areas

Planning of the 5S work culture

Several aspects influence implementing a 5S work culture, including strong planning, top management support, active roles, and effective communication. Planning is produced by combining multiple inputs or suggestions from the elements below. Formulate the needs encountered always to innovate to meet the goals. Individuals might be inspired and motivated by the leadership's full support. So that individual conduct always functions following the goals to be reached. Similarly, active participation and efficient communication of all aspects are critical to a plan's success. All aspects must recall and communicate well to assist each other.

Implementation of the 5S work culture

The initial stage in implementing the 5S work culture is the Seiri work culture, which removes items that are no longer used from the workplace. Only items that are needed are in the workplace, and the amount is not excessive. In practice, it can be described as in Figure 1.

It involves sorting all goods depending on the frequency of use, whether they are frequently used, occasionally used, or seldom used, and where they are placed, as shown in Figure 2. The Seiton work culture groups items to form a storage system that makes them easily identifiable, findable, and returnable.
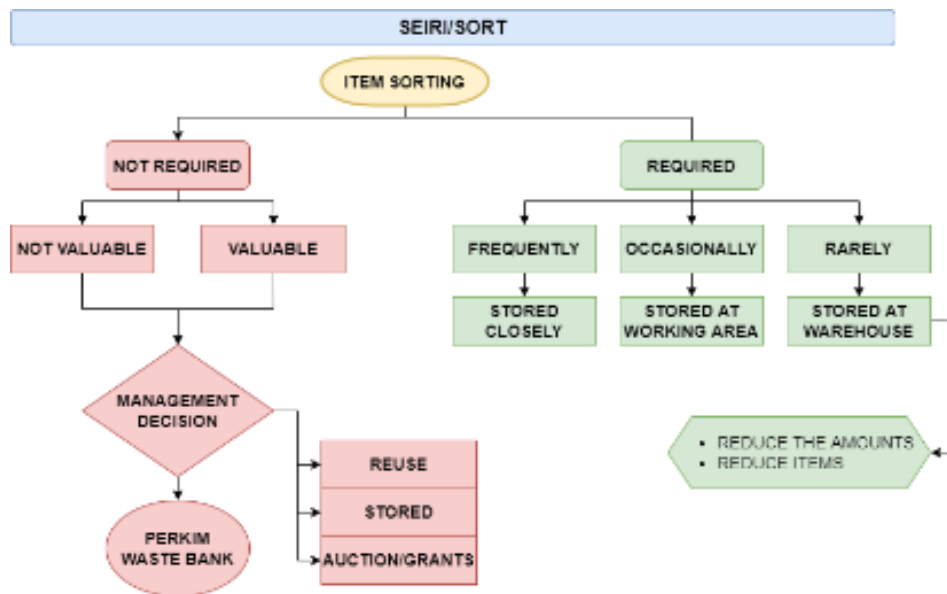
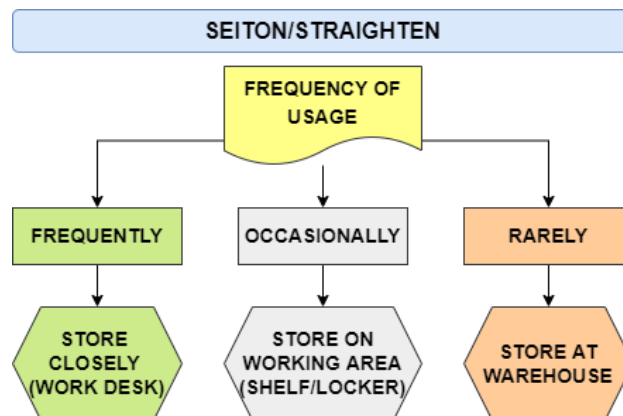Figure 1. Stages of Application of Seiri

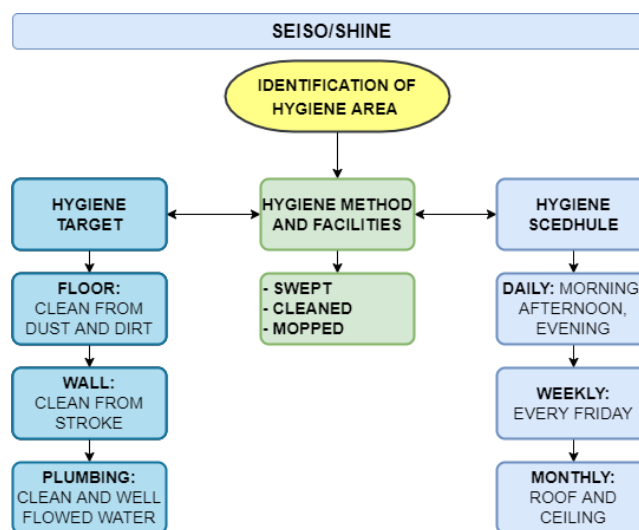Figure 2. Stages of Implementing Seiton

Figure 3. Stages of Implementing Seiso

Then the third stage is the Seiso/Resik work culture, which is the activity of cleaning the workplace, workspace, and work environment from dirt, dust and foreign objects to create a clean environment. Figure 3 explains the goals of cleanliness, cleaning methods and facilities, and a cleaning schedule.

Then the next stage is the Seiketsu, this stage is also known as standardization and consistency of everyone to perform the previous stages. The aim is to prevent the deterioration of environmental conditions in the earlier stages and to maintain the habit. The application of the Seiketsu stage can be depicted in Figure 4.
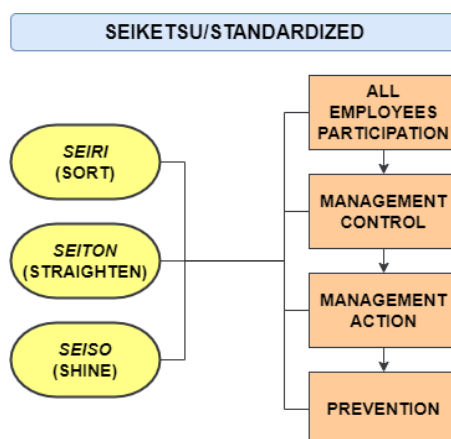

Figure 4. Stages of Implementing Seiketsu

The last stage is the implementation of the Shitsuke/Diligent work culture. At this stage is the maintenance of the personal discipline of everyone in carrying out all stages of 5S. As shown in Figure 5, it can be explained that everyone is accustomed to maintaining a concise, neat and tidy culture and developing positive active and innovative habits.
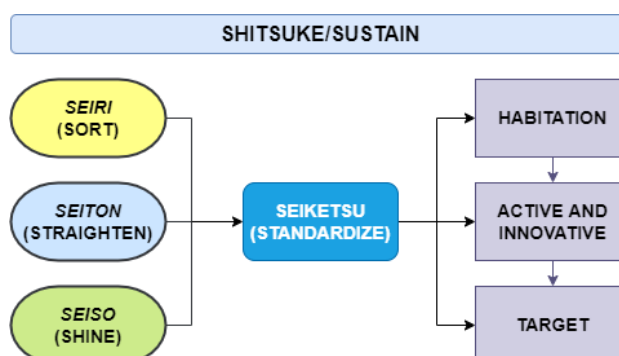

Figure 5. Stages of Implementing Shitsuke

Evaluation of the 5S work culture

The Seiri work culture has been achieved successfully, all items have been sorted and grouped according to need, specifically needed and no longer needed. Then the things needed are sorted into three categories: frequently used, occasionally used, and rarely used, with the number and type being reduced. We group these products to make taking or storing them easier. Whether the commodities still have worth and may be utilized in other regions,

The Seiton work culture is succeeding because everyone is aware of properly organizing and storing objects in their work environment. According to Singh, Rastogi & Sharma's research (2014), the work area may be used efficiently to increase productivity. When someone intentionally or unintentionally causes chaos or disorganization, it is usually resolved by reminding each other.

The Seiso work culture is progressing well. A janitor on duty in rotation with morning, midday, and evening shifts to keep the work area clean throughout the day. Cleaning the work environment with regular clean Friday activities and treating garbage in a well-managed waste bank is also produced.

The Seiketsu work culture is doing fairly well. No formal norm exists for the implementation stage, which acts as a guideline to prevent the degradation of environmental conditions in the preceding stages and to preserve the habit.

Shitsuke work culture has been thriving. The leadership's motivation and commitment to continue building awareness and discipline of all elements in forming beneficial habits so that a common goal can be reached. One way is to recognize and reward employees who excel while sanctioning those who fail to meet commitments.

Factors supporting and inhibiting 5S work culture

The internal aspects that enable the adoption of the 5S work culture are (1) leadership commitment, (2) Human Resources, (3) employee support and engagement, and (4) a great culture of cooperation among employees. External variables that support the 5S work culture include local government financial and infrastructure support. It is required for all program activities. Internal issues that hamper include (1) personnel who lack motivation, thus working less efficiently and with less discipline, and (2) employees that are difficult to deal with. External factors include (1) local government budgeting that is not always in line with the concept or program produced and (2) leadership lack of control. There are three strategies to overcome obstacles: (1) regularly evaluate your performance, 2) self-awareness to always discipline yourself to complete all responsibilities or chores to the best of your ability, and 3) mutual support or motivation between friends. Each month, the leadership policy is to hold an evaluation meeting with the staff. The discussion covered all outstanding tasks, issues, and upcoming program activities. For unfinished programs, the leadership offers answers and sometimes even a warning for future improvements.

The impact of implementing a 5S work culture

5S work culture has been implemented in the Housing and Settlement Areas Service, among others. It can help improve organization, productivity and create a safe and comfortable workplace. With a well-managed PERKIM Peduli waste bank, the PERKIM service is also seen as a clean environment by the community. This can be achieved with the concern of all parties.

The impact of implementing the 5S work culture for students who carry out Field Work Practices include: (1) being able to instill a disciplined, orderly and diligent work attitude; (2) can provide insight and real work experience that we do not get at school; (3) can train how to interact and communicate with many people in the work environment; (4) can train a sense of responsibility to complete all the work according to the target set; (5) can increase the sense of togetherness, mutual respect; (6) accustomed to maintaining cleanliness and health because the work environment is clean and comfortable; (7) can train to work well and solidly in a work team; and (8) can add to the skills or skills obtained at school.

CV. Cahaya Mandiri Construction

Planning of the 5S work culture

The success of planning the implementation of a 5S work culture is influenced by several factors, including high discipline from all employees, a sense of belonging, the strong kinship between management and employees, solid cooperation, and mutual cooperation to create a comfortable, productive, safe and beneficial work atmosphere for many people. By supporting each other and trusting each other to strengthen the company, the company is growing every year and winning the trust of the wider community.

Implementation of the 5S work culture

The initial stage in implementing the 5S work culture is the Seiri work culture, which summarizes unnecessary items so that all items at the worksite are only items that are needed in work activities. In practice, it can be described as in Figure 6.
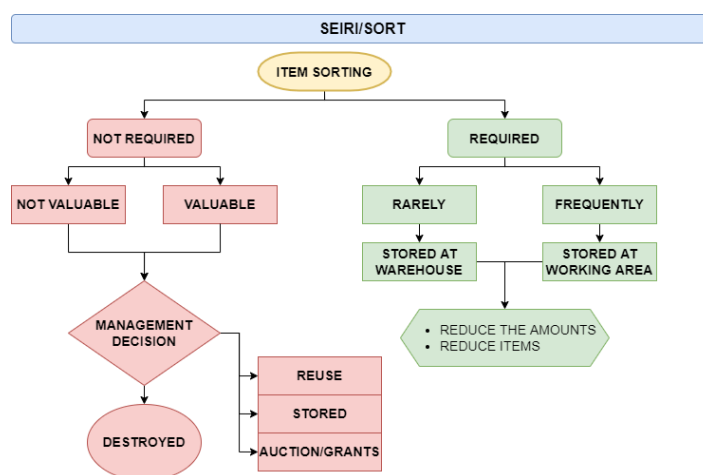
Figure 6. Stages of Application of Seiri

The next stage is Seiton work culture, which determines the layout so that all items are neatly arranged and, most importantly, easy to find again if needed. The steps in implementing the Seiton/(Neat) culture are as described in Figure 7.
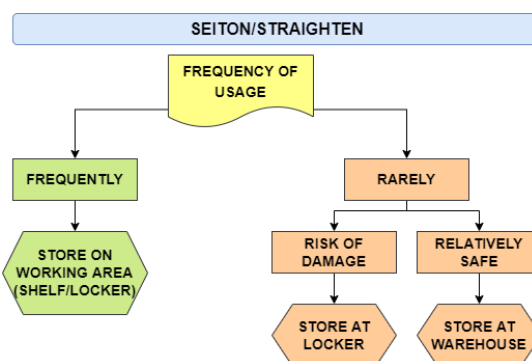

Figure 7. Stages of Implementing Seiton

The layout is decided by usage frequency and task requirements. Daily-used objects are put near the work area or on shelves nearby so they can be conveniently reached. Products that are rarely used are kept in a separate area, while easily destroyed items are kept in a safe, huge closet that is not too unsafe to keep in a warehouse. The next stage is the Seiso work culture, which involves cleaning equipment and work environments to keep them in good shape. Figure 8 explains cleaning operations based on hygiene targets, cleaning methods and facilities, and cleaning schedules.
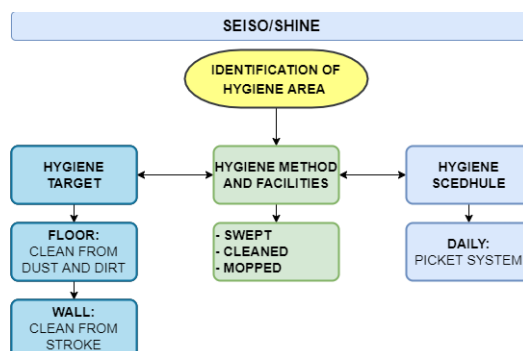

Figure 8. Stages of Implementing Seiso

Then comes the Seiketsu culture, which involves activities to keep a decent workplace. To maintain this culture, everyone must be able to apply the three prior cultures, and the director is always in charge as top management. So that harm to the company can be avoided.
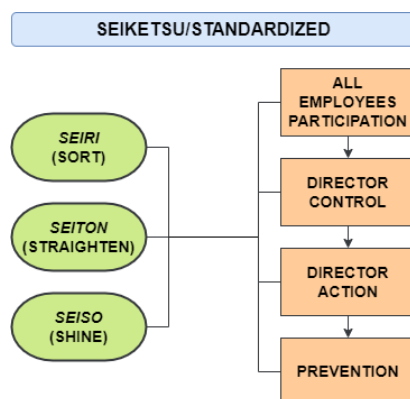

Figure 9. Stages of Implementing Seiketsu

Achieve awareness and discipline of everyone to carry out the prior work culture Shitseku work culture. Habituation will be fostered aggressively and creatively in daily actions to meet organizational aims by raising awareness and individual discipline.

Evaluation of the 5S work culture

The Seiri work culture is progressing well, though not totally, as old tools are occasionally discovered in the cupboard. Because there are more work areas in the field or building projects, the equipment is not always neatly put in a designated spot. The Seiton work culture is coming along nicely. The work desk is always neat, not dirty, and clean, but because our work environment, especially the office, still requires enlargement, the layout of inventory items is still not optimal. The picket cleans the office every morning before starting work and before going home, so it is always clean. The office is elementary to clean due to its small size.

Employees always take good care of office equipment or inventory, but employee care must be strengthened to always care for the items needed for work. The Shitsuke work culture is being achieved because all employees actively participate in the 5S work culture: Work without being told, disciplined without being overseen, and responsible without being asked.

Factors supporting and inhibiting 5S work culture

The following internal variables support the 5S work culture: (1) all employees' support to always work and cooperate, (2) all employees' togetherness and kinship that makes the organization strong, (3) all employees' responsibility and desire to advance forward. External variables that support a 5S work culture include (1) constructive peer support, (2) consumer satisfaction with the company's work, and (3) positive relationships with the community and coworkers. Internal issues include lack of discipline and motivation, reckless attitude and work attitude. External variables affecting the company's performance include unfair competition from other enterprises.

To overcome hurdles, efforts should be made to (1) continuously coordinate, (2) personally address less disciplined personnel, and (3) increase leader motivation and attention. Each month, the leadership policy is to hold an evaluation meeting with the staff. During the meeting, all unfinished tasks, difficulties, and future are discussed. For unfinished programs, the leadership offers answers and sometimes even a warning for future improvements.

The impact of 5S work culture in CV. Cahaya Mandiri Construction

The impacts of implementing the 5S work culture include: (1) the creation of comfort in work because the work environment is neat, clean, safe; (2) increased work safety; (3) the company's work productivity increases

according to the target; (4) efficiency of working time can be improved; (5) the company is increasingly recognized by the wider community; and (6) have high competitiveness.

Moreover, the impact of implementing the 5S work culture for students who carry out Field Work Practices include: (1) being able to train to be more responsible, disciplined, orderly, and diligent in all daily activities; (2) can add experience for my future work; (3) can train how to interact and communicate with many people in the work environment; (4) can increase togetherness, kinship, mutual respect for fellow employees; (5) can train to always maintain cleanliness and health because the environment is clean and comfortable; and (6) can add skills or skills obtained from the school.

DISCUSSION

Planning for the Implementation of 5S Work Culture

Preparation in planning the implementation of 5S work culture requires several aspects, including policy, understanding, dedication, and participation. The leadership policy is a step to strengthen and promote high morale Human Resources (HR) and create a more conducive, clean, neat, ordered work environment to increase productivity. The leadership policies are shared with all levels below them to ensure everyone is on the same page. Then comes a common resolve to support the policy.

A common commitment demands awareness of all factors. The most difficult aspect of creating a 5S work culture is dedication (Citra & Hephzy, 2019). The active participation of all aspects, from leadership to employees, is critical to achieving the desired objectives. Good planning will help an organization or corporation execute its work culture successfully including (1) full leadership support, (2) active roles of all elements, (3) excellent communication, (4) high discipline, (5) mutual support and trust, and (6) a strong sense of family.

Implementation of 5S Work Culture

They were sorting things or files at the workplace to decide which goods or files are still needed and no longer needed. During sorting, the number and types of commodities or files in the work area are decreased. Objects or files no longer required are re-sorted, whether or not they still have value. To dispose of no longer usable goods, they might be placed in a trash bank or destroyed (Suwondo & Asmi, 2012). So that only items and files essential for everyday work are in the work area (Maryati, 2014). The Seiri work ethic can lead to better room use, faster file retrieval, and a safer and more comfortable work environment (Sati & Adam, 2019).

Organizing items or files after categorizing them is known as Seiton work culture. The frequency of use determines how items or information are stored. Work-related objects and files are kept close to the user to make retrieval and return easy. Rarely used products or files are stored away from the user, on a shelf, cupboard, or in a warehouse. The seiton work culture involves arranging or storing things in a predetermined spot so it may be used when needed. The goods are labeled with a code and an inventory list is generated. The Seiton work ethic can help to increase employee discipline, speed up the work process, and reduce lost items.

Seiso's work culture involves cleaning the workplace, workspace, work environment, and equipment of filth, dust, and foreign items. The seiso culture involves cleaning equipment and work areas to keep them in good shape. Cleaning is identified by: (1) hygiene targets, (2) cleaning procedures, and (3) cleaning schedules. Using the Seiso work culture can reduce equipment damage, increase work performance, and increase a sense of togetherness.

Aiming to prevent a reduction in the conditions of the work culture environment that has been attained and sustain habits, the work culture of Seiketsu is constantly strengthening and repeating the three preceding cultures, namely Seiri, Seiton, and Seiso (Suwondo, 2012). There are two actions to take: (1) create criteria for cleanliness, placement, and arrangement; and (2) convey to all employees. This stage is also known as maintenance, standardization, and consistency. There is no formal standardization that must be followed, and thus usually, there are still employees who are not disciplined in implementing this Seiketsu culture. Whereas success is judged by all employees actively participating in standardizing controls to preserve workplace conditions. The Seiketsu work culture can increase staff productivity, educate employee discipline, reduce

operational expenses, and increase public trust in the organization or corporation. According to study (Martínez Sánchez et al., 2015), improved performance leads to better production and product/service quality.

Shitsuke's work culture is developing positive habits in applying the 5S work culture. Muharromah & Siswanto (2013) state that this stage directs everyone's awareness and discipline to do the previous culture continuously. Leaders in inspiring employees always to be disciplined become acclimated to the 5S work culture running, among others, by rewarding excellence and sanctioning indiscretion. Implementing a 5S work culture improves quality, productivity, security, and organizational culture (Martínez Sánchez et al., 2015).

Evaluation of the Implementation of 5S Work Culture

The Office of Housing and Settlement Areas' examination of the Seiri work culture is going well. However, it may be enhanced by routinely filing documents that pile up on the desk. Similarly, the Seiri work culture examination in CV Cahaya Mandiri Construction went well; however, there are still unused/damaged things on warehouse shelves. Also, the work area is too small, and the workload is increasing, so it must be expanded. According to Czifra's research (2017), good waste management can increase work area sustainably. Rizkya, Hidayati, Sari & Tarigan (2019) summarize the 5S culture's evaluation efforts that emphasize the Seiri culture.

The Seiton work culture has been implemented well in the Office of Housing and Settlement Areas because commodities are sorted and stored according to the frequency of usage. Aside from periodicity, things are stored based on size and vulnerability. In order to improve search and administration, these things have been labeled. In the CV Cahaya Mandiri Construction environment, items are stored based on job specifications, namely work done in workshops and work done on the field/project.

Workplaces that are clean, healthy, and comfortable are created when the Seiso work culture is adopted. The control, supervision, and standards system needs to be strengthened in the Office of Housing and Settlement Areas and CV Cahaya Mandiri Construction, so that the present culture does not degrade. The lack of a written and well-documented standardization of the 5S work culture has been noted.

Following the findings of Salleh, Zahari, Said & Ali (2016), the Office of Housing and Settlement Areas' leadership is committed to improving employee performance and punishing those who fail to do so. Similarly, CV Cahaya Mandiri Construction has been doing well. Employees are expected to work well without being directed, disciplined without being overseen, and accountable without being questioned.

Factors Supporting and Inhibiting 5S Work Culture

The strong dedication of senior management is one of the enabling reasons for the 5S work culture to prepare students' performance of MDBI expertise skills at the Office of Housing and Settlement Area Service. An organization's success is dependent on the leadership's commitment. Be consistent in enforcing rules and procedures, cooperating, taking responsibility, and communicating. The existence of highly motivated employees who actively participate in their work. Affordability is a key aspect in achieving goals. Randhawa & Ahuja's research (2017) provides an overview for management to implement sustainable performance.

When employees do not have a terrible attitude, such as being less responsible with work, or a control system that is not optimal, it creates a deficit in work culture. Efforts can be made to resolve issues by continuously reviewing and coordinating with employees who are irresponsible in their work. Encourage employee cooperation to create a pleasant working atmosphere. Leadership may motivate employees by praising and rewarding those who excel and keep promises.

The Impact of Implementing a 5S Work Culture

The impact of creating a 5S work culture for the industry can help drive better business operations. A habitual work culture for employees can impact a clean, neat, safe, and comfortable work environment, increasing efficiency, effectiveness, and production. Moreover, this will help students learn how to interact and communicate with a large group of people in a work environment. It will also help students learn to maintain cleanliness and health because the work environment is dirty and unhealthy.

CONCLUSION

In order to prepare student performance of MDBI skill competencies at SMKN 3 Boyolangu in Industry, the results of research and discussion of 5S work culture analysis show that the Office of Housing and Settlement Areas and CV. Cahaya Mandiri Construction has not yet referred to the concept of an accredited 5S work culture because the structure and SOPs that regulate the principles of work culture have not yet been established. Internally and independently, relying on employees individually, thriving work culture has been established. Due to the industry's laws and regulations, the 5S work culture can provide street sellers with industrial-cultured habituation experiences. Using a 5S work culture in the industry can help educate vocational students for industry expectations, but it takes everyone's motivation and discipline.

This study also advises developing SOP and organizational structure of 5S work culture for the Department of Housing and Settlement Areas and CV. Cahaya Mandiri Construction. Then, communicate the culture's vision and mission to all levels. It is also installing posters to encourage staff to adopt a 5S work culture and providing training and experience for street sellers to increase student preparation to enter the labor market.

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