

Penerapan Budaya 5S di Area Kantor PT Indonesia Kendaraan Terminal Tbk

The 5S Culture Implementation in PT Indonesia Kendaraan Terminal Tbk Office Area

Neni Haqnanda Dimi^{*1}, Noeroel Widajati¹, Lydia Elsa Sinta¹, Fitri Yatulaini¹, Gita Rizki Amaliya¹, Juliana Jalaludin, Ahsan Ahsan

ABSTRAK

Latar Belakang: Salah satu program implementasi Keselamatan dan Kesehatan Kerja (K3) untuk meminimalisir kecelakaan akibat kerja dan penyakit akibat kerja adalah penerapan budaya 5R (Ringkas, Rapi, Resik, Rawat, dan Rajin). Hal ini bertujuan untuk menciptakan energi baru dan positif bagi para pekerja dan menjaga lingkungan kerja yang lebih baik. PT Indonesia Kendaraan Terminal (IKT) Tbk merupakan anak perusahaan PT Pelabuhan Indonesia II yang bergerak di bidang jasa ekspor-impor kendaraan. Pada area kantor, yang menjadi pusat pelayanan, masih di temukan tumpukan kertas dan kardus yang tidak tertata rapi.

Tujuan: Tujuan dari penelitian ini adalah untuk menilai implementasi budaya 5S.

Metode: Penelitian ini merupakan studi observasional yang dilakukan di PT Indonesia Kendaraan Terminal Tbk yang beralamat di Jalan Sindang Laut No. 100, Cilincing, Jakarta Utara, 14110 pada bulan Februari hingga Maret 2021. Pengumpulan data dilakukan dengan cara observasi dan penilaian formulir 5R berdasarkan pedoman sesuai surat perintah Pertamina 2011.

Hasil: Pada faktor penggerak, struktur organisasi 5R belum terbentuk tetapi sudah disosialisasikan. Selain itu, hasil penilaian pada 5R aspek ringkas, rapi, resik dan rajin berada pada kategori cukup. Sedangkan pada aspek rawat berada dalam kategori kurang baik.

Kesimpulan: PT Indonesia Kendaraan Terminal Tbk belum maksimal dalam menerapkan budaya 5R karena adanya perubahan struktur organisasi yang menyebabkan perubahan budaya dalam perusahaan yaitu lebih mengutamakan pelayanan secara operasional. Selain itu, penerapan budaya 5R juga dinilai hanya sebagai branding perusahaan sehingga kurang dianggap penting dampaknya dalam proses bekerja.

Kata kunci: area kantor, budaya 5R, keselamatan dan kesehatan kerja

ABSTRACT

Background: One of the Occupational Safety and Health implementation programs to minimize work accidents and occupational diseases is the application of 5S culture (Sort, Set in Order, Shine, Standardize, and Sustain). It aims to create a new and positive energy for the workers and maintain the better work environment. PT Indonesia Kendaraan Terminal (IKT) Tbk is a subsidiary of PT Pelabuhan Indonesia II which is engaged in vehicle import-export services. At office area, there are stack of papers, unneatly box and work station.

Objectives: The purpose of this study is to assess the 5S culture implementation.

Methods: This study is an observational study conducted at PT Indonesia Kendaraan Terminal Tbk which is located at Jalan Sindang Laut No. 100, Cilincing, North Jakarta, 14110 in February until March 2021. Data collection was done by observation and 5S form assessment based on the guidelines according to Pertamina's 2011 command letter.

Results: In driving factors, 5S organizational has not yet formed but had been socialized. In addition, the results of the 5S assessment, at sort, set in order, shine, and sustain aspects are in the enough category. Meanwhile the standardize aspect in not good category.

Conclusions: PT Indonesia Kendaraan Terminal Tbk has not maximally implemented the 5S culture caused by changes in the organizational structure, the company prioritizing in operational services. In addition, the application of 5S culture is only as a branding so it's not considered as important thing in the work process.

Keywords: 5S culture, occupational safety and health, office area, safe working environment, secure work

*Koresponden:

neni.haqnanda.dimi-2017@fkm.unair.ac.id

Neni Haqnanda Dimi

¹Departemen Keselamatan dan Kesehatan Kerja, Fakultas Kesehatan Masyarakat, Universitas Airlangga, Kampus C Mulyorejo, 60115, Surabaya, Jawa Timur, Indonesia

²Department of Environmental and Occupational Health, Faculty of Medicine and Health Sciences, Putra Malaysia University, Malaysia

INTRODUCTION

Every company has its own ways to be the best to not lose to compete with other companies. Nowadays, the technology has evolve fast. The world become more modern. Everything done by technology. Many companies use technology. With technology everything will be easier, no need to spend a lot of energy. In this industrial world, technology can provide considerable benefits for users to increase productivity and efficiency (Putri, 2020). Technology has a lot of advantages, however it's also has some weakness. The complexity of sophisticated machine can cause some hazards and it can endanger the workers.

Every workplace has its own potential hazards and if it's not handled immediately, it can cause a risk impact such as work accidents and occupational diseases (Sari and Suryani, 2018). Work accidents and occupational diseases can be caused by a small thing that may not be realized. The application of Occupational Safety and Health is a preventive activity that is useful for minimizing the occurrence of work accidents and occupational disease (ILO, 2013). The implementation of Occupational Safety and Health in workplace is based on Republic Indonesia Law Number 1 Years 1970 about Occupational Health (Presiden Republik Indonesia, 1970). It said that every worker has the right to get protection for safety in doing work for welfare live and increase national production and productivity.

Based on data obtained from RIDDOR (Reporting of Injuries, Disease and Dangerous Occurrence Regulation) reported 35% of injuries on workers are due to slips, trips, and fall from highness. Labour Force Survey estimates 190 workers experienced slips and trips from 100.000 workers and 1,2 million hours lost work due to tripping and slipping in 2010 and 2011 (Health and Safety Executive, 2011). So it is very important to implement 5S Culture not only in the workplace but also everywhere.

One of the Occupational Safety and Health implementation programs to minimize work accidents and occupational diseases is the application of 5S culture (Sort, Set in Order, Shine, Standardize, and Sustain). The application of this 5S culture aims to create a new and positive energy for the workers. In addition, the 5S culture also aims to maintain a better work environment. A good workplace is a safe workplace, a pleasant and harmonious work environment will support the level of safety and productivity of the workers (Christian, 2018). Based on study that had been done by Anthony (2020), 5S culture can affect to workplace. The workplace become safe, productive, efficient.

The application of 5S culture is one part of housekeeping management. The application of 5S culture was adopted from Japan, that is Seiri (Sort), Seiton (Set in Order), Seiso (Shine), Seiketsu (Standardize), and Shitsuke (Sustain). 5S is a process designed to regulate the workplace in order to keep it clean and maintain an effective and standardized condition (Ennin and Obi, 2012). In addition, the implementation of 5R culture is also based on the Regulation of the Ministry of Labor (Ministry of Labour, 1964) about Health, Hygiene, and Lighting Requirements in the Workplace. Thus good housekeeping maintenance such as the implementation of 5S culture needs to be applied in the workplace (Christian, 2018). 5S is the best practiced for arranging and maintaining proper organization of the workplace. 5S have a lot of benefits, such as improves workers safety and morale, reduces on nonvalue-added "searching" by the workers, improves utilization of area, improves quality and reduces mistakes, etc (Willis, 2016).

The success of many companies in the world in implementing the 5S method has become a fundamental starting point as a part of implementing continuous improvement strategies. Thus placing the 5S method as one of the important elements in the implementation of Lean Management which is currently popular (Wolio, Shopfloor Management and Genba Kaizen Specialist, 2015). Lean Management is a systematic and integrative method that is implemented on an ongoing basis to minimize and prevent waste or non-value added processes by means of continuous improvement through value stream mapping (a map that shows the real process in more detail, containing complete information such as process stages, lead times, queues, etc.), which involves all employees from top management to the lowest levels.

If this culture is applied seriously, systematically and on target, it has a significant role in supporting the creation of a productive work culture to support the improvement of company performance which has an impact on the effectiveness of production capacity, product quality improvement, cost reduction, timely delivery, ensuring the creation of work safety and improve services in several service companies that implement it. The

implementation of 5S also turned out to be able to create a work pattern with high discipline, morals and a controlled work environment with a clean/healthy and comfortable atmosphere so as to create a positive impression on anyone, including the customers (Nuhanna, 2016).

Explanation of 5S, that is Sort (Seiri) is process of removing everything that is not needed anymore in work station. It can help the workers to find the tools or equipment easier. Set in Order (Seiton) is process of arranging tools and equipments in the work station to become more safety and ergonomics. Shine (Seiso) is process of cleaning work station. It provides an atmosphere where the workers are able to use cleaning as a way of inspecting equipment by making it easier to spot the machine that need to repair. Standardize (Seiketsu) is the process to help the work station sets clear, for how the agreed upon things should be kept. One of the key tools used for standardize is audit to improve the previous results. Sustain (Shitsuke) is process to keeps everything from going back to the way it was before 5S. It takes repetition, diligence, and accountability until it become a habit (Visco, 2016).

In the Sort aspect, basically is to separate everything that is needed and remove what is not needed from the workplace. Knowing which items are not being used, which ones to store, and how to store them so that they can be easily accessed can prove to be very useful for a company. Workers can do these easy steps, that is:

1. Check the items in each area.
2. Set categories of used and unused items.
3. Give red labels for unused items
4. Prepare a place to store/dispose/destroy unused items.
5. Move the items labeled red to the designated place.

In the Set in Order aspect, basically is to keep things in their proper place. Neatness is about how quickly we put things down and get them back when needed easily. The company should not be careless in deciding where the objects should be placed to speed up the time to get the goods. To do that, workers can do these steps:

1. Design a method of placing the necessary items, so that they are easily obtained when needed.
2. Place the necessary items to the places that have been designed and provided.
3. Give a label / identification to facilitate use and return to its original place.

In the Shine aspect, basically is to clean the place/work environment, machinery/equipment and goods so that there is no dust and dirt. Cleanliness must be carried out and used by everyone, even with top management should do. The steps that can be taken are:

1. Provision of cleaning facilities.
2. Cleaning the workplace.
3. Rejuvenating the workplace.
4. Preserving that have been done.

In the Standardize aspect, basically is to maintain the results achieved in the previous 3S by standardize it. The company can do these steps:

1. Set standards of cleanliness, placement, arrangement.
2. Communicate to every worker who is working in the workplace.

And the last aspect, Sustain, basically is to create worker personal habits to maintain and improve what has been achieved. It means development of positive habits at work. The following steps that can be taken are:

1. Shared targets.
2. Exemplary superiors or from top management.
3. Relationships/communications in the work environment.
4. Learning opportunities.

(Suprayitno and et al, 2021)

Based on the study that had been done by Sartono and Abduh (2012) obtained 5S program is very impactful on work productivity. With high productivity, company's income will also increase. Besides that, another study find out that there is a significant relationship between the application of the Sort, Set in Order, and Standardize aspect with work accident on construction workers (Umroh and et al, 2019). So it is important to implement the 5S culture in the company. It is not only about the cleanliness, but also work safety and health for all workers.

PT Indonesia Kendaraan Terminal (IKT) Tbk is a subsidiary of PT Pelabuhan Indonesia II which is engaged in vehicle import-export services. PT Indonesia Kendaraan Terminal (IKT) Tbk has a wide work environment ranging from office area, engineering areas, MHP areas, international terminal areas and domestic terminal areas. Based on the results, there are stack of papers, unneatly box and work station. It can cause disruption of work processes and can cause small accidents such as tripping over cardboard, being hit by piles of paper or documents on the table, and so on. The purpose of this study is to assess the 5S culture implementation in PT Indonesia Kendaraan Terminal (IKT) Tbk.

METHOD

This study is an observational study conducted at PT Indonesia Kendaraan Terminal (IKT) Tbk which is located at Jalan Sindang Laut No. 100, Cilincing, North Jakarta, 14110 in February until March 2021. Data collection was done by observation, and 5S form assessments based on the guidelines according to Pertamina's 2011 command letter about POSE Implementation Team, ISO 9001:2008 & 14001:2004, PROPER, Management System Surabaya Group BBM Terminal Security, 5S assessment checklist in the workplace (PT Pertamina, 2011). The 5S assessment based on the guidelines of PT Pertamina (2011) divided into two section. Section 1 is driving factor form and section 2 is 5S form. 5S form assessing each topic, that is Sort, Set in Order, Shine, Standardize, and Sustain. In each topic there are 5 items that must be assessed by category.

Table 1. 5S Assessment Category

Range	Score	Significance	Colour
0-30	E	Not Good	
31-55	D	Less Good	
56-75	C	Enough	
76-90	B	Good	
91-100	A	Very Good	

RESULT AND DISCUSSION

The 5S assessment is using a checklist form from PT Pertamina. In the form, there are two sections, that is the driving factors and the implementation of 5S. The driving factors are consist of management commitment, organization, training and promotion aspects. Meanwhile, the implementations are consist of 5S (Sort, Set in Order, Shine, Standardize, and Sustain) aspects. Here are the results of the assessment:

Table 2. Driving Factors - Management Commitment Form

CRITERIA	ACTUAL CONDITION
Organization Policy (The top management has established company policies/terms/stipulations related to the implementation of 5S in the organization.)	There has been counseling/socialization related to 5S, but it is not sustainable to be applied as a corporate culture. Note: the implementation of 5S is considered only as a company branding, not as a positive and productive work culture.
Top Management Agenda (Top management attends special 5S events, such as kick off, giving directions, awarding etc.)	Because the implementation of 5S has not been implemented, the agenda does not exist.
Organizational Program (Efforts to 5S implementation have been included in the organization's program)	There have been attempts to implement 5S, but they are not sustainable due to changes in the organizational structure that have led to changes in the culture, target focus, goals and objectives.
5S Organization (Involvement of top management members in the 5S management organization)	Less.
Field trip (Top management conducts field visits to find out the progress of implementing 5S)	Nothing.

The Management Commitment aspect is about how top management demonstrate a commitment to the implementation and sustainable development of 5S (5S have been communicated and understood, management review, and ensured resource availability). At PT Indonesia Kendaraan Terminal (IKT) Tbk the implementation of 5S is still not implemented in the corporate culture due to changes in the organizational structure in 2019 until 2020. So they had focused more on changing the structure and the new directors are more focused on operational services.

Table 3. Driving Factors - Organization Form

CRITERIA	ACTUAL CONDITION
5S organization has been formed	Not yet.
Regular meetings of the 5S organization to discuss the 5S	Nothing.

implementation program have been carried out regularly	
The entire organization area has been completely divided into more detailed care areas	Nothing.
Each area of care has been assigned the person in charge of the working group and has a work program implementing 5S for the area of care	Nothing.
Administration of 5S implementation has been well documented	Nothing.

The Organization aspect is about 5S organization being formed, socialized and the organization done its functions well. At PT Indonesia Kendaraan Terminal (IKT) Tbk, the 5S organization has not yet been formed but had been socialized. So, in other Organization criterias it is nothing to do.

Table 4. Driving Factors – Training and Promotion Form

CRITERIA	ACTUAL CONDITION
All organizational personnel have received explanations / training and have understood the 5S	There was once a socialization regarding brief items, especially those on the table, but it didn't work anymore. Note: the use of the floor for storage and placement of goods is not optimal.
There is already visual reinforcement on 5S in the organizational area to socialize 5S (writing, banners, posters, logos, slogans, etc.)	Banners, posters, or writing in the office area have existed but not lasting long and not sustainable.
5S Information Board (Each area has a 5S information board and the contents of the information board are adequate and up-to-date)	Nothing. It's just a general wall magazine in the lower lobby. Note: Mading is only in the form of paper patches measuring about A5, B5, and A4 with laminated. The font size is very small for the size of an information sheet. There are also writings that are not clear so they cannot be read clearly.
Targets and Goals (The targets and objectives of the 5S implementation program have been socialized and understood by all organizational personnel)	It has been socialized, but for understanding of all personnel cannot be measured because there is no further evaluation.
The results / impact / benefits of implementing 5S for the organization and personnel have been socialized to all organizational personnel (Training, 5R audit, work environment, spirit of safety personnel, productivity, quality, equipment, maintenance)	There is filing culture, especially on hardfile documents (Bantex). But only run effectively and productively in a while and it is still not an effective and efficient corporate culture.

The Training and Promotion aspect is about program of training and promotion for all organizational personnel. Is it already exist and implemented properly or not. At PT Indonesia Kendaraan Terminal (IKT) Tbk, promotion has been socialized to the workers, but it is not sustainable. Meanwhile, the training has not yet been implemented.

Table 5. Implementation of 5S - Sort Checklist Form

ASSESSMENT POINTS	SCORE	RANGE
The work station is no longer stores unneeded items/items	D	50
There is already a procedure / procedure for disposing of items that are not needed (valuable and not valuable)	D	50
The items needed are near the work station and the number of items/types are as needed	C	69
No broken items/equipments are left in the work station	C	60
The storage location (including measuring/inspection tools) has been determined and it is easy and fast to get and return	B	80
TOTAL		309
AVERAGE	61.8	ENOUGH

The S1 (Sort) aspect have an average of 61.8. It means that Sort aspect is in enough category. Still available items that are no longer needed in the work station. The procedures for disposing unnecessary items has not been exist yet or maybe exists but not clear.

Table 6. Implementation of 5S – Set in Order Checklist Form

ASSESSMENT POINTS	SCORE	RANGE
Items/goods/documents have been stored in their place according to classification	D	55
The layout of the workplace has been determined and has been clearly demarcated	C	70
All items, goods, storage places, tools, equipments, etc. have a label/identity	C	71
Document storage (files, work standards, daily control, forms, etc.) has been determined and makes it easy for everyone to get it	C	73
All personnel obey the storage and layout rules	C	70
TOTAL		339
AVERAGE	67.8	ENOUGH

The S2 (Set in Order) aspect have an average of 67.8. It means that Set In Order aspect categorized as enough. Still available some items/goods/documents that have not been stored neatly and some items has no label/identity.

Table 7. Implementation of 5S - Shine Checklist Form

ASSESSMENT POINTS	SCORE	RANGE
Cleaning facilities/tools are available according to the type and amount and their placement is accordance with the provisions	A	95
Cleaning of the work station has been carried out regularly and on schedule according to the provisions	A	95
The area of responsibility for the 5S has been determined and its implementation has been in accordance with the provisions	E	26
Occupational safety and health tools are cleaned and inspected regularly and not expired (out of date)	A	90
No pasting, writing, and doodles that are not relevant with the work station	D	55
TOTAL		361
AVERAGE	72.2	ENOUGH

The S3 (Shine) aspect have an average of 72.2. It means that Shine aspect is in enough category. Still no division of the 5S area responsibility because there is no 5S organizational structure in the company. Also, there are some irrelevant patches in the work station.

Table 8. Implementation of 5S - Standardize Checklist Form

ASSESSMENT POINTS	SCORE	RANGE
Standardization 5S (Sort, Set in Order, Shine, Standardize, and Sustain) has been implemented	E	26
Elimination of dirty sources and simplification of processes, procedures have been discussed, implemented, and monitored/evaluated	D	50
Implementation of visual control, anti-fault has been implemented in all areas	C	73
Periodic inspections and evaluations/audits of 5S implementation have been carried out periodically	D	55
Suggestion/Kaizen system has been implemented in all areas and all personnel have implemented it	D	40
TOTAL		244
AVERAGE	48.8	NOT GOOD

Aspects of S4 (Standardize) have an average 48.8. It classified in the not good category. The 5S standard has not been implemented, there is no elimination of dirty sources and simplification of the process, the procedure does not exist, and the brainstorming system or Kaizen is not running optimally.

Table 9. Implementation of 5S - Sustain Checklist Form

ASSESSMENT POINTS	SCORE	RANGE
The work attitude of all personnel has shown positive habits (work attributes, punctuality, discipline, etc.)	A	93
All personnel actively and creatively provide suggestions for improvement, both groups and individually	B	85
Targets/goals /quality objectives of companies, departments, sections, groups, individuals have been socialized and their achievements have been recorded,	B	80

monitored, evaluated, followed up and socialized		
There is already an activity board that presents information on each area (kaizen results, efficiency, productivity, audit results, etc.)	E	26
5S activities/implementation have been included/associated with ISO/ Quality Control Group/PA (Performance Appraisal)/Job description	E	30
TOTAL		314
AVERAGE		62.8 ENOUGH

The S5 (Sustain) aspect have an average of 62.8. It classified as enough category because there is no activity board that provides information about 5S and the implementation of 5S has been included in the Quality Control Group/PA/Job description but has not run optimally.

The office area at PT Indonesia Kendaraan Terminal (IKT) Tbk consists of two floors. The first floor is used specifically as a place for technical and operational, corporate partner offices, and other supporting facilities. While on the second floor, it is used specifically as a place for the board of directors, company secretary, HR (Human Resources) and finance, commercial and business development, company legality, and so on which are part of the administration and support of the company.

The office area, especially on the second floor, is an area that is quite important to get attention because it is used continuously by the workers. Workers are required to do all their work activities in one particular area. So it is necessary to create an ergonomic work environment in order to support the performance of workers, also to prevent workers from work accidents and occupational diseases. According to Suma'mur, (2009) explained that the creation of an ergonomic work environment will create optimal work productivity. Also, ergonomic can prevent injury before it occur (Stack and et al, 2016).

One of the important aspects to be considered in order to create an ergonomic work environment is the role of industrial hygiene. The way industrial hygiene works is technically aimed at the work environment by introducing, identifying, measuring, evaluating, and controlling hazards and risk factors (Suma'mur, 2009). A concrete example that has been done by PT Indonesia Kendaraan Terminal (IKT) Tbk in the application of industrial hygiene is to measure the work environment regularly, analyze risk factors in the workplace as outlined in HIRADC (Hazard Identification, Risk Assessment, and Determining Control).

However, the activities above are less to create an ergonomic work environment because they do not have a psychological effect on each worker. The purpose of the psychological effect is the creation of awareness and discipline in carrying out a positive work culture within the company. This positive work culture is also known as the 5S culture. In an effort to create an ergonomic work environment and increase work productivity for each worker at PT Indonesia Kendaraan Terminal (IKT) Tbk, the 5S culture can be implemented. With hope that the application of this 5S culture, especially in the office area, can create a more positive and productive work culture. Therefore, it is important to pay attention to every aspect needed in preparing for the implementation of a 5S culture.

This can be started from making a strong foundation, that is the driving factors. Starting with establishing an organizational structure and 5S responsibilities. The purpose of the organizational structure is to serve as a information media and operational guidelines for management members, those in charge of the 5S work station and other parties such as the internal or external 5S audit team (Elyanti, 2017). It can contain the duties, responsibilities and authorities of each position which becomes the company's guidelines in the operational implementation of the 5S culture. The format of the organizational structure of 5S generally consists of a 5S leader, 5S coordinator, 5S secretary, 5S auditor team, 5S members, and the person in charge of the area.

According to the 5S Guidelines for the PLN Bakaru Generation Control Implementation Unit (2019), it explained if the organizational structure has been determined, the next step is the 5S implementation stage, which consists of the preparation stage, the socialization stage, the implementation stage, the habituation stage, the continuous evaluation stage, and the civilizing stage. In the preparation stage, it is necessary to have support and commitment from the management. In addition, prepare and make 5S implementation guidelines which include the person in charge of 5S, procedures, and standards used in 5S implementation. The socialization stage focuses on the socialization regarding the implementation of 5S culture to all workers, business partners, and the public through various approaches, such as ceremonial events, declaration of 5S implementation or 5S kick off, through electronic media, posters, stickers, and others. In addition, it is also important to make continuously training for all workers and partners.

The implementation stage includes the distribution of work station. Determine the person in charge of the area, each area must have a personel in charge who control 5S activities. Important to documenting the initial conditions of work station through photos and videos for a comparison before and after the implementation of 5S. The implementation stage is focused on the first 3S, which is sort, set in order, and shine. After determine the person in charge, evaluate the results whether it is already on target or not. If it is not as targeted, it needs to be done by this principle, focused on first 3S. If it is as targeted do the next S, that is standardize and sustain.

The habituation intended to ensure that workers can understand and obey all the provisions to maintain and apply 5S cultures at work. Then the continuous evaluation stage can be done by three main activities, that is the 5S audit system, reward and punishment, and 5S unit competitions. The last stage, or called the civilizing stage, is to make sure the 5S culture it goes well and consistently. The first activities at this stage, that is doing cleanliness (5 minutes clean before and after work, clean Friday, etc). Second, conducting a cultural socialization of 5S which is associated with continuous improvement programs, such as sharing a 5S program with other companies that have successfully implemented a 5S culture. Third, include 5S culture in the company's management system due to strengthen the system foundation in the company. It can include in the form of a company's general policy. The results of 5S are released in the company's SOP (Standard Operating Procedure), performance appraisal, job description, and included in the quality and environmental management system.

The implementation of 5S at PT Indonesia Terminal (IKT) Tbk need to be evaluated and corrected immediately. In the sort aspect, still there are any items that piled up at the corner of the work station. It is necessary to make a colour label information to categorize the status of items in the work station. Green for the necessary items, yellow for items that still hesitant to throw away, and red for items that not needed anymore. In a set in order aspect, the package of documents is not arranged neatly. Classify the items based on the type then make label or different mark in each drawers or storages. In addition, the existence of storage of each document is also needed to get attention in several aspects, such as the rack name written using letters, the rack arrangement written using numbers, and a label on each storage.

In the shine aspect, there are sticky notes and stickers, that not relevant with work. It must be removed so the workers can focus to work. Cleaning checklist is needed to clean the work station and it must be done consistently by all workers. In the standardize aspect, there is a leaked hand sanitizer, and not repaired yet. The repair form is needed on each item and accompanied by a short and clear explanation for the condition before and after repair. And the last, the sustain aspect, the information or activity board in the work station only filled by sticky notes and stickers. The good and right information or activity board are needed.

CONCLUSION

PT Indonesia Kendaraan Terminal (IKT) Tbk is one of the subsidiary of PT Pelabuhan Indonesia II (Persero). PT IKT Tbk focuses on export and import services as well as domestic services in the field of vehicle industry and cargo Rolled on - Roll Off (RO-RO). In support of occupational safety and health in the work environment, PT IKT Tbk has routinely conducted several supporting activities, such as HIRADC analysis, work environment measurement, control and monitoring of work processes, and so on. But, PT IKT Tbk has not maximally implemented the 5R culture. It caused by changes in the organizational structure, so a culture change in the company which is prioritizing in operational services. In addition, the application of 5S culture is only as a company branding so it is not considered as important thing in the process of working. In addition, the results of the 5S assessment, at sort, set in order, shine, and sustain aspects are in the enough category. Meanwhile the standardize aspect in not good category.

The suggestions that the authors can give about the implementation of 5S in the company, that is:

1. Forming a 5S organizational structure, which consists of the 5S leader, the 5S coordinator, 5S secretary, 5S auditor team, 5S members, and person in charge.
2. Pay attention to the stages in the implementation of 5S, such as the preparation stage, the socialisation stage, the implementation stage, the habituation stage, sustainable evaluation stage, and the cultivation stage.
3. Do activities that support each stage in the implementation of 5S.

REFERENCE

- Anthony, M. B. (2020) 'Pengaruh Budaya 5R dan Kinerja Karyawan terhadap Lingkungan Kerja di Sinter Plant PT.XYZ', *Jurnal Media Teknik dan Sistem Industri*, 4(2), pp. 71–78.
- Christian, R. S. (2018) 'Penerapan Evaluasi Ringkas, Rapi, Resik, Rawat, Rajin PT. Inka (Persero) Madiun', *The Indonesian Journal of Occupational Safety and Health*, 7(1), pp. 11–19.
- Elyanti, N. (2017) *Determinan Perilaku 5R (Ringkas, Rapi, Resik, Rawat, Rajin) pada Perawat Kelas III di RSUD Pasar Rebo Jakarta Tahun 2017*. Universitas Islam Negeri Syarif Hidayatullah Jakarta.
- Ennin, Y. C. and Obi, D. (2012) '5S: Good Housekeeping Techniques or Enhancing Productivity, Quality and Safety at The Workplace', *Export Quality Bulletin*, (89), p. 23. Available at: https://www.intracen.org/uploadedFiles/intracenorg/Content/Exporters/Exporting_Better/Quality_Management/AssetPDF/Bulletin EQM 89 - 5S.PDF.
- Health and Safety Executive (2011) *Kinds of Accident*. Available at: <http://hse.gov.uk/statistics/causinj/kind-of-accident.pdf> (Accessed: 19 July 2021).
- ILO (2013) *Keselamatan dan Kesehatan Kerja Sarana untuk Produktivitas Modul Lima, International Labour Office Jakarta*.

- Ministry of Labour (1964) *Peraturan Menteri Perburuhan No. 7 Tahun 1964 tentang Syarat Kesehatan, Kebersihan serta Penerangan dalam Tempat Kerja*.
- Nuhannas, I. S. (2016) 'Implementasi Konsep Budaya 5R (Ringkas, Rapi, Resik, Rawat dan Rajin) sebagai Upaya Meningkatkan Kinerja Perusahaan dari Sisi Non Keuangan', *Jurnal Ekonomi dan Bisnis*, 4(1), pp. 93–106.
- Presiden Republik Indonesia (1970) *Undang-Undang Republik Indonesia Nomor 1 Tahun 1970 tentang Keselamatan Kerja*.
- PT Pertamina (2011) *Surat Perintah Pertamina Tahun 2011 tentang Tim Implementasi POSE, ISO 9001:2008 & 14001:2004, PROPER, Sistem Manajemen Pengamanan Terminal BBM Surabaya Group*. Surabaya.
- Putri, G. D. Z. (2020) *Gambaran Penerapan Sistem Izin Kerja (Working Permit) sebagai Upaya Pendukung Keselamatan dan Kesehatan Kerja di PT Pembangkitan Jawa Bali (PJB) Unit Pembangkitan (UP) Gresik*. Universitas Airlangga Surabaya.
- Sari, D. F. and Suryani, F. (2018) 'Pelaksanaan Kontruksi Oil Dan Gas Dengan Metode Hazard', *IKRAITH Teknologi*, 2(1).
- Sartono, D. and Abduh, M. (2012) 'Pengaruh Program 5R (Ringkas, Rapi, Resik, Rawat, Rajin) terhadap Produktivitas Kerja Karyawan pada Produksi Pemintalan Benang di PT. XYZ', *Jakarta: Universitas Esa Unggul*.
- Stack, T. and et al (2016) *Occupational Ergonomics: A Practical Approach*. New York: CRC Press.
- Suma'mur (2009) *Higiene Perusahaan dan Kesehatan Kerja (HIPERKES) 2nd ed*. Jakarta: Sagung Seto.
- Suprayitno, H. and et al (2021) 'Mencegah Kecelakaan Kerja dengan Budaya 5R', *Jurnal Pengabdian Kepada Masyarakat Bina Darma*, 1(1), pp. 20–29.
- Tim 5R UPDKBKR (2019) *Pedoman 5R Unit Pelaksana Pengendalian Pembangkitan Bakaru PLN*. Bakaru.
- Umroh, A. N. and et al (2019) 'Hubungan penerapan 5R/5S dengan Kejadian Kecelakaan Kerja pada Pekerja Konstruksi PT. PP-Wika Gedung KSO Proyek Bandara X Kalimantan Tahun 2019', *Universitas Islam Kalimantan Muhammad Arsyad Al Banjari Banjarmasin*.
- Visco, D. (2016) *5S Made Easy: A Step-by-Step Guide to Implementing and Sustaining Your 5S Program*. New York: CRC Press.
- Willis, D. (2016) *Process Implementation Trough 5S: Laying the Foundation for Lean*. New York: CRC Press.
- Wolio, Shopfloor Management and Genba Kaizen Specialist (2015) 'Evaluasi Penerapan Metode 5R dalam Peningkatan Produktivitas: Strategi Menerapkan Metode 5R yang Efektif i Perusahaan.', *ITENAS Bandung*, 2.