

5Ss Based Planning at the Bintang Anugrah Toy Store Semarang

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Abstract

The 5Ss (Seiri, Seiton, Seiso, Seiketsu, and Shitsuke) work attitude is one of the attitudes in work activities applied in almost all work environments. This work attitude was first discovered and implemented in Japan to build good, effective, efficient, discipline, responsible, and comfortable work environment system for carrying out the activities. This research aims to implement 5Ss at the Bintang Anugrah Toy Store in Semarang. This research used a qualitative descriptive method with observation, interviews, and documentation applied for the data collection methods. The results show that Seiri sorted toys that are still appropriate and inappropriate for sale, Seiton organized toys and store items for being easily found, Seiso cleaned dust, dirt, and unwanted things in each room in the store, Seiketsu strengthened the activities of Seiri, Seiton and Seiso using visual and color management, and Shitsuke familiarized 5Ss activities without coercion but personal awareness in creating a suitable, clean, neat, and comfortable environment. By implementing this 5Ss plan directly and gradually, the owner of the Bintang Anugrah Toy Store can possibly minimize losses it experienced in the toys stock.

Key Word: *5S, seiri, seiton, seiso, seiketsu, shitsuke*

INTRODUCTION

Many small and medium-sized enterprises (MSMEs) in Indonesia are gradually recovering from the economic crisis caused by the COVID-19 pandemic that affected all countries worldwide. This recovery has positively impacted the Indonesian economy with significant improvements resulting from successful pandemic management and the strengthening of various national economies. Evidence of this can be found on the official website of the **Coordinating Minister for Economic Affairs of the Republic of**

Indonesia reporting that the national economic growth was 5.03% in 2024 that slowed down from the previous year amounted 5.05%. Retail that has been the leading indicator of improvement grows 15.42%, a high rate compared to other indicators (ekon.go.id, 2022).

Retail business is a business or managerial activity that focuses on retail trading for meeting and satisfying target market's needs more effectively and efficiently than the competitors do (Mudzakkir & Suharso, 2015). Indonesia boasts a multitude of retail businesses designed to cater to the needs of household consumers, ranging from primary to secondary needs. High demand for retail products has led a surge number of retail businesses in Indonesia including toy store.

A toy store usually offers a wide array of toys ranging from educational to creative ones that are specifically designed for children and teenagers and intended to develop motoric and sensory skills. Some toy stores also offer collection toys in which some adults purchase them for personal or household use. For attracting buyers, a toy store creates visually appealing store layouts to make consumers feel comfortable and are interested to purchase.

Bintang Anugrah is a highly preferred toy store in Semarang City offering a vast selection of toys at affordable prices. However, the store had issues on set in order and cleanliness as shown in figure 1.



Figure 1. The Working Conditions at the Bintang Anugrah Toy Store

It is apparent that numerous piles of cardboard were disorganized and various toys were stacked together with personal items. These blocked the access of consumers to the store and defected many toys which could not be sold. To prevent the store working environment getting worse, the store must be neatly arranged, comfortable, and attractive to consumers and can increase effectiveness and efficiency of work activities. Implementation the 5Ss work attitude culture is an alternative.

The 5Ss (Seiri, Seiton, Seiso, Seiketsu, and Shitsuke) is a five-step technique for changing the mindset of staff and involving improvement of the entire organization to identify and eliminate wastes in the workplace and help build and maintain a productive and qualified environment in an organization. Even though this quality practice is simple, it has a strong impact in its implementation (Sarkar, 2005). The 5Ss work attitude culture was first put forward and implemented by Takashi Osada at a company in Japan in 1980. The implementation was to help the company increasing work effectiveness and efficiency, as well as reducing wastes during the company improvements.

Considering importance of effectiveness and efficiency for the Bintang Anugrah Toy Store, Semarang, this research aims to create a plan based on the 5Ss work attitude for the Bintang Anugrah Toy Store in Semarang intended to maintain quality of the toys sold

and to increase work effectiveness and efficiency. The plan is limited to the front and back store areas, employee pantry, and warehouse in which the main obstacles happen.

LITERATURE REVIEW

Definition of retail business

The word "retail" comes from the French "*ritellier*" which means to cut or break something. It was then translated into the English as "*retail*". In the KBBI, retail can also be interpreted as joint venture in selling things in small quantity to end users. Retailing is an effort to break down goods or products produced by manufacturers or companies in large quantities or on a large scale and sold in bulk so that they can be consumed by final consumers in small quantities according to their needs or all activities involved in selling goods or services directly to final consumers for personal use and not for business use (Mudzakir & Suharso, 2015). In simple way, retail business can be interpreted as the final stage of distribution that is formed in a business, both goods and services from producers to final consumers.

Definition of the 5Ss

The 5Ss are taken from the first letters in Japanese comprising Seiri (sort), Seiton (set in order), Seiso (shine), Seiketsu (Standardize), and Shitsuke (sustain). As the name suggests, 5Ss is a five-step technique for changing the mindset of staff and involving the entire organization in improvement so that it helps identifying and eliminating wastes in the workplace, building and maintaining a productive and qualified environment in an

organization. This quality practice is simple but has a powerful impact on its implementation (Sarkar, 2005).

The 5Ss means distinguishing between necessary and unnecessary items, making firm decisions, and implementing statistical management to dispose unneeded things (Osada, 2004). In general, 5Ss is a 5-step technique to help improving the organization's work scope so that there is no more waste and change the mindset of staff/employees to recreate an effective and efficient work environment.

Benefits of the 5Ss

Implementing the 5Ss work attitude can bring several benefits to a company or organization as follows: (Hirano, 2009)

- a) Lower costs and increased capacity due to reduced waste
- b) Fewer work accidents
- c) Less damage to work tools
- d) Decreased number of defective products, resulting in improved product quality
- e) Increased efficiency in work operations
- f) Reduced delay time
- g) Fewer complaints from customers or product consumers
- h) Enhanced trust from customers, leading to significant growth for the company.

The concept of 5Ss

The 5Ss concept can be interpreted as a process for changing attitudes and habits by implementing cleanliness, organization, and discipline in the workplace so that every

member of the organization is accustomed to working in a clear standard environment (Hirano, 1995) and is included in the Kaizen concept which means consistent improvement sustaining personal life, family, social environment, and workplace (Imai, 1992 in Anjani, 2020). The 5Ss concept also comprises a culture of how someone treats their workplace well. If the workplace is neatly arranged, clean, and orderly, it help individuals to work more easily (Herlambang, 2021).

Seiri (sort)

Seiri is defined as sorting, It is the concept of distinguishing between what is needed and what is not needed and discarding what is not required. Generally, this term is interpreted as organizing everything and sorting it according to definite rules or principles. Table 1 presents the principle in sorting. In carrying out *Seiri*, it is necessary to make decisions in choosing which products/items are really important and still suitable for use and which products/items should be thrown away (see table 2).

Seiton (set in order)

Seiton is defined as a set-in order. Generally, the application of *seiton* relates to storing goods in the right place or the correct layout so that they can be found in sudden situations. The set-in order means arranging goods correctly and quickly and implies all the necessary procedures. In its implementation, the priority in implementing the *seiton* concept is functional management and eliminating the search process.

Table 1. Principle of Sorting

Degree of Need (Frequency of Use)	Storage Method (Stratification)
Low	1. Items that were not used last year 2. Items that are only used once within 6 – 12 months
Average	1. Items that have only been used within the last 2-6 months 2. Items that are used more than once a month
High	1. Items that are used once a week 2. Items that are used every day 3. Items used every hour

Source: Osada (2018, 44).

Table 2. Storing Necessary Items

No.	Items	Storage
1	Frequently used items	Store it in an easily accessible place
2	Items that are always used	Save it so it's easy to take, easy to store, and easy to understand where to store it
3	Items that are used occasionally	Make sure to store it back in its original place, which means there must be a board with pictures, color codes, etc
4	Files	Give numbers and color codes on the shelves and in the binder

Source: Osada (2018, 44).

Maintaining a tidy workplace by keeping everything in its designated place is essential for quality and safety. This arrangement aims to increase efficiency, which is why it's important to study time refinement and proper application during the improvement process. To properly achieve this, it is recommended to follow the following steps:

1. Analyze the condition
2. Determine the right place

3. Determine how goods should be stored
4. Teach everyone to obey the storage rules

***Seiso* (shine)**

Seiso is defined as shine. In general, it means cleaning things so that they are clean. However, this term can also be interpreted as removing rubbish, dirt, and foreign objects and cleaning everything. Shine is a form of inspection or inspection to obtain a cleaner workplace, so *seiso* is one of the most important bases for 5Ss activities. In general, *seiso* has a three-step approach or three correct cleaning steps, namely:

1. Macro level activities: This activity aims to clean up everything and find ways to deal with the causes of the whole thing.
2. Individual level activities: Activities aimed at handling specific workplaces and significant machines.
3. Micro level activities: Activities aimed at cleaning special tools discovering the cause of dirt and repairing it.

***Seiketsu* (standardize)**

Seiketsu means standardize. Unlike the previous 3Ss (*seiri*, *seiton*, and *seiso*), *seiketsu* refers to a situation. It focuses on continuously sort, set-in order, and shine that makes it a difficult stage as its aim is to maintain the previous three stages constantly. There are two main focuses/strategies that must be considered for *seiketsu* runs as expected in implementing 5Ss:

1. Visual Management: Be aware of abnormalities in the work environment by using all of the body's senses, especially the sense of sight, so that you can take correct, appropriate, and quick action to overcome these abnormalities.

2. Color Management: Color coding helps effectiveness and efficiency in the work environment, and can help provide a conducive situation for workers in carrying out their work activities.

***Shitsuke* (sustain)**

Shitsuke is defined as sustain which generally means training and the ability to do what you want to do even though it is difficult to do. In the 5Ss concept, *shitsuke* is defined as the ability to do something in the right way. Thus, the purpose to implementing *shitsuke* is to create a workplace with good habits and behavior by forming a discipline in habits and responsibilities in maintaining the other 4Ss program already underway. To assist workers in carrying out their respective responsibilities in maintaining the 5Ss activities, a special checklist table for each individual is created. Table 3 is an example of the checklist.

METHOD

This research used a qualitative descriptive method conducted at the Bintang Anugrah Toy Store located in Semarang. Three data collection techniques comprising observation, interviews, and documentation were used to obtain primary data and secondary data. The data collected were processed using the 5Ss method as the framework and analyzed using descriptive analysis.

Table 3. Individual Specific Responsibility Checklist

Name:								
Motto: Streamlining to a one-time process								
Problem	Responsibility	Target	Result					
			Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Quality	Check the initial, intermediate, and final stages so no one is rejected during inspection.	Zero defects per month	0	0	0			
			0	0	0			
			0	0	0			
			0	0	0			
Production	Change tools so that turnaround time is reduced, with the goal of a one-time process.	Start working on a process into a one-off process every quarter.	0	0	0			
			0	0	0			
			0	1	0			
			0	0	0			
Maintenance	Carry out daily surveys and other checks regularly so that sudden problems do not arise.	Zero surprises per month	0	0				
			0	0				
			0	0				
			0	0				
The 5Ss	Maintain 5S in this area and always try to make things better.	80% or better at level 5	85	95	95			
			90	85	95			
			95	100	100			
			90	100	100			
Security	Avoid accidents due to carelessness (especially paying attention to your fingers when placing something).	Zero loss per month	0	0	0			
			0	0	0			
			0	0	0			
			0	0	0			

Act as soon as you find something wrong.

Source: Osada (2018, 158)

RESULT AND DISCUSSION

General description of research objects

Bintang Anugrah Toy Store is a retail store selling children toys. It was founded by Mrs. Ratna in 2007 and took place at Gg. Pinggir No.60, Kranggan, Kec. Central Semarang, Semarang City, Central Java. The store's main products are a vast variety of children toys ranging from small to old school toys that are viral or trend which are sold to other retailers, wholesalers, and end consumers at very affordable prices.

The toys order process

The product order process carried out by the store before it resells them is as follows:

1. Order via telephone or Whatsapp

The owner orders the toys from importers in Surabaya or Jakarta via telephone or WhatsApp.

2. Determine the number of orders

Orders of toys are determined based on those that are run out of stock or unavailable in the store. The order of each type of toy can be one piece or the number equivalent to 2000 to 5000 pieces of toy.

3. Load and unload the products ordered

The products arrived will be checked for their quantity and quality before to be stored and sold to consumers.

The initial condition of the store

Figure 2 presents the initial condition of the store. The store area functions as a space for selling the products. It is worth noting that the product arrangement is disorganized and piles of cardboard are visible. The pantry used by employees to prepare food and drinks during break time and access to the warehouse and rear store are cluttered as cardboards are stacked due to insufficient storage space. This condition creates a slight access.



Figure 2. The Condition of Areas in the Store

The warehouse area used for storing the products appears to be congested due to its malfunctions. There are piles of cardboard and toys randomly placed, making it difficult to navigate. The wholesale area at the back of the store is also full, has narrow access, and is blocked by products placed on the floor. This congestion is due to the storage space that is being full and is unable to accommodate the remaining products.

5Ss planning for the store

Seiri (sort)

To make it easier for the store owner to sort the products for getting the desired results, a basic sorting planning table based on frequency of use was applied (see table 4). In order to *Seiri* activities run well and do not interfere with sales activities in the store, they were conducted when the store does not operate, which was Saturday or Sunday on the third week in every three months for a period of 1 until the first two years and the after year if the Bintang Anugerah Toy Store employees were used to carrying out *Seiri* activities, they would be given a break by doing them at the same time but with a difference of 1 month from the previous year, namely once every four months, and so on.

Table 4. The Product Selection at the Bintang Anugerah Toy Store

	Degree of Need (Frequency of Use)	Storage Method (Stratification)	Types of Toy Products
Low	1. The toy product is defective or damaged and is not suitable for sale	1. Throw away	1. Mini wardrobe and Lego of rocket bombik
	2. Toy products that have not been in demand for more than six months	2. Sold at half price	2. Black snake sticky toy
	3. Toy products that have damage to the packaging (toy wrapper)	3. Give it for free	
	4. Toy products are rare or have a high selling value but are likely to be in demand by consumers or would be a shame to throw away	4. Store it on a specific storage shelf in the back of the Toy Store area.	3. Mini magic rainbow toy and birthday party balloons 4. Kilo of dinosaur statue toy

	Degree of Need (Frequency of Use)	Storage Method (Stratification)	Types of Toy Products
Average	<ol style="list-style-type: none"> 1. Toy products where within 1 week or 2 weeks there is a purchase request from consumers 2. Toy products that are general in nature and still sell well on the market 	Store them on specific storage shelves that have been categorized based on each product type and level of need.	<ol style="list-style-type: none"> 1. Rubik 2. Spinning Top toy 3. Surprise gift box 4. Lego 5. Paper toy 6. Bom Bag 7. Drawing Toy
High	Toy products are currently popular and highly sought after by consumers.	Store them on specific storage shelves for trending products or storefront storage shelves.	<ol style="list-style-type: none"> 1. Lato –lato 2. Viral Sticker 3. Inflatable balloon

Seiton (set-in order)

One of the factors why toy stores and warehouses are not set in order properly is because every employee or consumer is allowed to freely enter and exit the toy store (except the warehouse on the 2nd floor that only permits toy store employees to enter) to pick up every toy product they want themselves purchased, resulting in many toy products not being rearranged correctly. By seeing this situation, the researcher made several plans based on Seiton's work attitude for the Bintang Anugrah Toy Store as follows:

1. Steel shelf

New steel shelves can be placed in the toy warehouse to arrange large and high piles of cardboard, and old steel shelves can still be placed in the front and back of the toy store area as a place to store stock of toy products that will be or are ready to be sold to consumers/customers (figure 3).



Figure 3. Steel Shelf Design for Warehouse and Old Steel Shelves Placement Plan at the Back of the Store Area

2. Elbow support shelf

The aim of installing elbow shelf is to place boxes containing a stock of toys that will be sold in bulk to consumers (figure 4). Some shelves will be installed in the warehouse area and those in other areas are kept and maintained since they are already in the position as needed by the store.



Figure 4. Elbow Support Shelf Design

3. Steel pallet or wooden pallet

The pallets function as a protective base for cardboards containing products when they are placed on the floor in the back area (figure 5). This is to prevent direct contact the

products with the store floor. The damaged bottom of the cardboards can possibly make the toys inside the cardboards become damaged/deformed. The pallets are also to place several supporting equipment for the store. This becomes an alternative in case the warehouse and storage shelves are full.

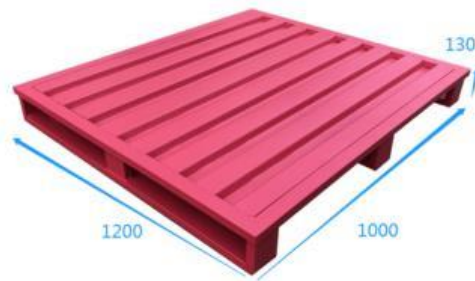


Figure 5. Steel or Wooden Pallet Design

4. Plastic basket rack

The plastic baskets are set in the front of the store area as a storage area for the products sold. They are placed according to the color which include white, blue, green, orange, and pink (figure 6).



Figure 6. The Color of Toy Basket Racks

5. Iron hanger

To hang the owner' and employees' personal items such as helmets and bags and the cleaning equipment, hangers made of iron are installed (figure 7).

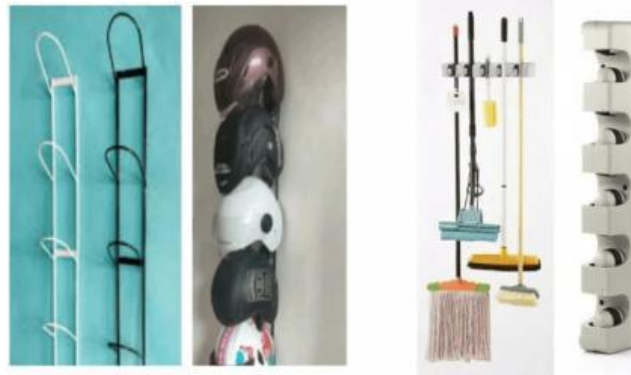


Figure 7. Iron Hanger for Helmet and Cleaning Equipment at the Store

6. Mini storage plastic shelf

As a place to store supporting equipment, such as duct tape, and pens, mini storage plastic shelf is provided (figure 8). This way is to find small things easily and to put them in a predetermined place.



Figure 2. Mini Storage Plastic Shelf

Based on the results of the set-in order design comprising arrangement of the steel shelves and the storage shelves, a layout design for the Bintang Anugrah Toy Store is illustrated as in figure 9. The number on the label indicate the following items:

- a) Label number 1: New steel rack for warehouse (figure 3)
- b) Label number 2: Old steel shelf owned by Bintang Anugrah Toy Store (figure 3)
- c) Label number 3: Steel or wooden pallet (figure 5)

d) Label number 4: Elbow support shelf (figure 4)



Figure 9. The Layout Design for the Bintang Anugrah Toy Store

Seiso (shine)

The Bintang Anugrah Toy Store has only three permanent employees. Prior to implementing the 5Ss activities, the employees used to clean up the store after work hours or when the store is closed. Based on the current work environment, a chart was created to plan cleaning activities at the store as presented in table 5.

Table 5. The Cleaning Activity Planning of the Bintang Anugrah Toy Store

No	Name of Cleaning Activity	Checking and Implementation Time	Person Responsible
1	Sweeping floor	Every day – before the store closes	E1
2	Clean basket shelves and display walls with a duster	Every day – before the store closes	E2
3	Wipe the steel shelves with a chamois or rag	Once a week – before the store closes	E3
4	Mopping the floor	Once a week – before the store closes	E1
5	Throwing trash in the trash can outside the toy store	Every day – before the store closes	E2
6	Arranging used cardboard to be sold	Every day – before the store closes	E3
7	Get rid of termites	Once every 2 to 3 weeks – before the store closes	All take turns

Source: Primary Data (2023) that has been processed

The picket schedule is not created as the employees are only three people and good habits in cleaning activities have already existed among the employees. The implementation of *seiso* activities such as cleaning the store will be carried out every day or once a week after the working hours or before the store is closed. The prevention of eradicating termites will be carried out once every two or three weeks according to time and person in charge that have been predetermined in the cleaning activity planning chart.

***Seiketsu* (standardize)**

The *seiketsu* plan for the store is to support the implementation of the 3Ss activities as discussed earlier. The plan is implemented by using visual and color management.

1. Visual management

Visualizing the message and images (figure 10) can help the employees to remember and to maintain the previous 3Ss activities.

2. Color management

The use of color codes helps the store employees remember where a toy should be placed and provides the store a refreshing atmosphere, beautiful looks, and comfortable for the eyes. Color coding assistance will be done based on the color code on products sold at the store in the *Seiton* arrangement, and the following is the color code determination:

- a. White basket rack: to place toys that are currently viral or trending such as lato-lato and inflatable balloons. White basket shelves will be placed on top of the iron shelf with 5 to 6 baskets per product.

Visualization	Message	Location
	“Don't forget to put it back in its place” 😊	<i>Front and back areas</i>
	Do not stack them haphazardly! Arrange and tidy up properly!	<i>Warehouse area</i>
	Keep clean	<i>Employee's pantry</i>

Figure 3. Writing and Color Management

- b. Blue basket shelf: to put routine toys made of fragile materials such as Lego Bombik, Spring Magic Mini, Spinning Toy, etc. Blue basket shelves will be placed in the second row of iron shelves at the front of the store with 2 to 3 baskets per product.

- c. Green basket rack: to put regular toys made from papers such as puppets, comic books, paper dolls, coloring pencils, and played money. Green basket shelves will be placed in the second row of iron shelves at the front of the store with 2 to 3 baskets per product.
- d. Orange basket rack: to place routine toys made from durable materials such as balls, plasticine, bomb bags, balloons, and Rubik's cubes. Orange basket shelves will be placed in the third row of iron shelves at the front of the store with 1 to 2 baskets per product.
- e. Pink basket rack: to store the remaining stocks available in the warehouse and those that are still suitable for being sold. Pink basket shelves will be placed in the first row of iron shelves at the front of the store with 2 to 3 baskets per product.

To accentuate the colors and the arrangement for being eye catching, several ornamental plants such as *lidah mertua* (snake plant) and *pucuk merah* (red shoot) will be put around.

Shitsuke (sustain)

For the implementation of previous 4Ss activities runs well, the store employees need to familiarize the activities continuously for a sense of discipline and responsibility to the tasks can be created. Table 6 is a plan on responsibilities of each employee.

Table 6. The Planning on Responsibilities of the Employees

No	Substance	Employee's Responsibilities
1	Quality	<ul style="list-style-type: none"> a) Ensure that each toy in the front store, back store, and warehouse areas is not damaged or defective. b) Ensure that no packaging of product stocks including cardboards is damaged, c) Throw away defective or damaged products that are no longer sold able immediately
2	Cleaning	<ul style="list-style-type: none"> a) Check whether dust or other foreign objects are lodged around the product storage shelves. b) Check and prevent if termite nests appear in every corner of the room at the store c) Clean the store room and product storage shelves from dust and foreign objects before finishing the work or the store closed. d) Throw immediately the rubbish into the bin outside the store.
3	Maintenance/ Set in Order	<ul style="list-style-type: none"> a) Ensure that every product in the store is neatly placed and properly arranged. b) Maintain the set-in order of the fillings of the steel shelves and of the color of the basket shelves. c) Always tidy and organize the products stored on the steel shelves, elbow support shelves, and displays.
4	Security	Supervise, maintain, and ensure that none of the products in each room of the store are lost.

Source: Primary Data (2023)

To make the store employees to remember easily and can carry out their responsibilities well, a special planning chart for the store employees is created (table 7). The chart contains a checklist on responsibilities must be carried out by the employees either at the end of work time or before the store is closed. They are done once a month at the end of the month for not interfere with the store activities since there are only three permanent employees.

Table 7. Employee Planning Checklist

Name:									
Motto:									
Substance	My Responsibility	Target	Result						
			Jul	Aug	Sep	Oct	Nov	Des	
Quality	a) Make sure there are no defect/ damaged toys. b) Throw away defective/ damaged toys unable to be sold.	Zero defects per month							
Cleaning	Ensure the steel shelves and toy baskets are free from dust and dirt	Maximum 5% of dirt level							
Maintenance	Ensure that boxes and products are arranged correctly and neatly on storage shelves.	No mess or zero mess per month							
Security	Ensure no products in the store are lost.	Zero loss per month							
Act as soon as you find something wrong.									

Source: Primary Data (2023), processed

Each employee is responsible for checking each main room in the store with the following example:

a) E1 is responsible for checking the front of the store area

- b) E2 is responsible for checking the back of the store area
- c) E3 is responsible for checking the store warehouse area and the border aisle between the front store and the back store.

By creating this responsibility, the employees of the Bintang Anugrah Toy Store can understand and do the tasks given well and can enjoy the results of what they did in creating a comfortable and safe atmosphere in the store.

CONCLUSION AND RECOMMENDATION

The research on 5Ss planning (Seiri, Seiton, Seiso, Seiketsu, and Shitsuke) at the Bintang Anugrah Toy Store in Semarang concludes that

1. *Seiri* relates to sorting toys into those are suitable for sale and should be thrown away using the sorting principle.
2. *Seiton* is to arrange all rooms in the stores to look neat and well-organized
1. *Seiso* is to clean up regularly as scheduled to keep the store clean and free from pests
2. *Seiketsu* is to confirm and strengthen previous 3S activities for employees using visual management and color management
3. *Shitsuke* is to familiarize employees with all 5S activities by providing clear and detail responsibilities.

Referring to the results, the Bintang Anugrah Toy Store can do the following to be more effective and efficient:

1. Start creating awareness of each individual, the owner and the employees, to give attention to the work conditions by implementing the 5Ss (*Seiri, Seiton, Seiso, Seiketsu, and Shitsuke*) work culture.
2. Correct the abnormality around the work environment (messy cardboard, toys scattered on the floor, etc.) immediately and try not to delay this action before it causes more significant problems later.
3. The owner of the Bintang Anugrah Toy Store should be firm or give encouragement to the employees in case they are lazy or neglect their responsibilities in carrying out the 5Ss activities while working.

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