

## **Madura Enterprise Journey of Growth with 5S**

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### **Abstract**

Mr. Madura's implementation of the 5S practices in his grocery shop led to remarkable transformations in efficiency, cleanliness, and customer satisfaction. Inspired by the success, he expanded the practices to his other outlets, creating a culture of order and harmony within his business. Customers noticed the improvements, attracting more people to his shops and fueling his determination to sustain the 5S practices. Continuous training and monitoring ensured that the practices remained a priority. Mr. Madura organized refresher sessions, conducted inspections, and provided feedback to his employees, fostering a culture of accountability and continuous improvement. His personal growth as a leader and problem-solver was evident, and he became a role model for other entrepreneurs in the community. As the years went by, Mr. Madura's grocery business thrived and expanded, with new outlets implementing the 5S practices. His success gained recognition in the business community, and he was invited to share his experiences at conferences and seminars. The journey that began with his determination to improve his shop had evolved into a transformational experience that left a lasting impact on the community. Reflecting on his journey, Mr. Madura felt grateful for the opportunities and lessons he learned. The implementation of the 5S practices revolutionized his business and shaped him into a resilient and resourceful entrepreneur.

**Keywords:** Grocery shop, 5S practice, Personal growth, Sustainable success

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### **INTRODUCTION**

Mr. Madura owns a grocery shop in Kampung Simpang Manjung, Perak. He has been running the grocery shop for 30 years. His family did not have any business but worked in a

rubber plantation nearby in the Manjung town. The plantation company provided housing for the workers.

His family did not initially choose to work in a rubber plantation. They had aspirations of finding employment in a factory. However, when they sought opportunities in nearby factories, they discovered that the factories were primarily seeking skilled workers with specific technical abilities. Unfortunately, without the necessary skills or formal training, they were unable to secure jobs in the factory setting.

In their search for employment, they came across an opportunity to work in a rubber plantation located in the Manjung town. The plantation company offered housing facilities for their workers, which provided a significant advantage for Mr. Madura's family. Although it wasn't their first choice, they recognized that the plantation offered a stable income and the opportunity to sustain their livelihoods.

While the work in the rubber plantation required physical labor and perseverance, Mr. Madura's family adapted and committed themselves to the job. They understood the importance of hard work and embraced the challenges that came with the occupation. Over time, they gained experience and became skilled in the tasks associated with rubber tapping.

Since Mr. Madura wanted to earn some pocket money for his daily expenses after school hours, he decided to work. In the rubber plantation estate where Mr. Madura's family resided, it was a common practice for children to seek casual employment either within the estate or in the nearby shops. Given the close proximity of the estate to Manjung town, opportunities for part-time work were readily available.

As the 6th child among his 13 siblings, Mr. Madura shared the responsibility of contributing to the family's income. Understanding their financial constraints, he embarked on a journey to find employment after school hours. With his determination to earn pocket money for his daily expenses, he set out to explore the various opportunities within reach.

Some of his older siblings had already discovered employment as kitchen helpers in a nearby restaurant. This position not only provided them with wages but also offered the additional benefit of receiving free meals, which was a significant support for their dinner. Recognizing the advantage of such a role, Mr. Madura was inspired to follow in his siblings' footsteps and find suitable employment to contribute to the family's financial stability.

Driven by the desire to shoulder his own expenses and ease the burden on his parents, Mr. Madura actively sought employment options within the estate or neighboring shops. The plantation estate provided several avenues for work, be it assisting in maintenance tasks, supporting administrative duties, or engaging in other casual labor that was required on-site.

### **EARLY INTEREST**

Simultaneously, nearby shops in Manjung town became another source of opportunity. Retail outlets, food establishments, and small businesses sought individuals who could assist with various tasks during peak hours. This allowed young individuals like Mr. Madura to acquire valuable work experience while earning some income.

Embracing the concept of hard work and self-reliance instilled within the community, Mr. Madura took on these after-school jobs with dedication and a strong work ethic. His commitment to contributing to the family's financial well-being helped shape his character and propelled him toward future endeavors.

Although he only passed his SPM (Sijil Pelajaran Malaysia), which was not enough to continue to Form 6, the school was conveniently located near his family's estate house. Mr. Madura, along with other children of his age in the plantation estate, faced challenges in their academic pursuits. Despite attending school regularly, they found it difficult to pay full attention to their studies. Due to various circumstances and responsibilities, their academic performance suffered, resulting in less-than-desirable exam results.

While Mr. Madura passed his SPM (Sijil Pelajaran Malaysia), it was not a stellar achievement, and he realized that it would not be sufficient to pursue further education in Form 6. However, a stroke of luck came in the form of a stoppage in his educational journey. The school he attended was conveniently situated near his family's estate house, allowing him to continue his education without having to travel far.

Although he did not secure excellent grades in the UPSR (Ujian Pencapaian Sekolah Rendah) and SRP (Sijil Rendah Pelajaran) exams, the school did not stop from continuing the school until SPM.

Recognizing that formal education wasn't the only pathway to success, Mr. Madura sought knowledge and skills outside the traditional classroom setting. He embarked on a journey of self-improvement, attending various entrepreneurship courses, financial management training, and other programs offered by the district office. Through these initiatives, he acquired practical skills, enhanced his business acumen, and expanded his understanding of financial management.

Although his academic qualifications were limited, Mr. Madura's determination, resilience, and willingness to learn set him apart. He understood that education went beyond the confines of a school curriculum and that continuous self-improvement played a vital role in personal and professional development.

The proximity of the school to his family's estate house provided him with the convenience of attending classes without undue travel or time constraints. This enabled him to balance his commitments, contribute to the family's income, and pursue his entrepreneurial aspirations simultaneously.

In hindsight, Mr. Madura realized that while academic success is important, it does not solely determine one's future. Mr Madura's family continued to live in the estate housing since some of his elder siblings also worked on the plantation and were provided with housing. They didn't have to apply for a new house but continued to reside in the same house. Another nearby house that their parents used to stay in when they were estate workers was also secured by one of his elder siblings. When their parents retired, they were supposed to return the house to the estate.

His parents purchased a house not far from the estate in the new township of Manjung, where there were many housing areas. Unfortunately, there was no grocery shop in their new area,

making it difficult for them to access grocery items. Although Manjung town was nearby, the traffic situation discouraged people from going there.

### **OPPORTUNITY FOR GROCERY BUSINESS**

Mr. Madura saw this as an opportunity and decided to open a small grocery kiosk at his parents' house. He registered his business with the Companies Commission of Malaysia (SSM) and obtained a kiosk license from the Manjung Municipality. As a youth, he received entrepreneurship training from the Manjung Youth and Sports Office. Additionally, he obtained seed funding from the district economic action office to start the kiosk. He chose not to pursue further studies but attended entrepreneurship courses, financial management training, and other programs offered by the district office.

Despite being a non-Malay, he received equal opportunities for entrepreneurship and financial assistance from the district office. However, the small kiosk couldn't meet the growing demands of customers. Therefore, he rented a shop lot not far from his parents' house. With a special rental rate as a local youth entrepreneur, he transformed his small kiosk into a proper grocery shop. Instead of labeling his shop as an "everyday low-cost shop," he positioned it as an affordable grocery shop catering to people from all walks of life in his community.

Mr. Madura was also actively involved in charity work. He provided free grocery packs to poor families in the community. After a few years, he managed to purchase his own house, not far from his parents' place. It was not a new house but one that had been auctioned by a bank. He also acquired a used van, a used 1-tonne lorry, and two motorcycles, all registered under his grocery business.

Starting with one unit of a shop, he eventually rented the entire building block. Initially, it was a rental, but the building owner offered him a special price, and he decided to purchase the building with his siblings. Currently, he runs a mini-market and acts as a wholesaler, supplying grocery items to kiosks and other grocery outlets, including his old kiosk managed by his niece, his grocery shop operated by his nephew, and some of his other nieces and nephews with his mini-market and wholesale business.

As his business grew, Mr. Madura encountered delays, inefficiencies, and operational challenges. Seeking solutions, he visited the district office to inquire about efficient management practices for his growing business. The officers suggested that he attend 5S training, a Japanese concept of operations. Unfamiliar with the training, he volunteered one of his grocery outlets as a model to simulate the 5S practice.

During the training, the trainers explained how implementing the 5S practice at a grocery shop could greatly enhance efficiency, organization, and cleanliness in the workplace. Mr. Madura realized that the 5S methodology focuses on five key principles: Sort, Set in Order, Shine, Standardize, and Sustain.

As the officers demonstrated the application of the 5S practice at Mr. Madura's grocery shop, he found himself fully engaged and motivated to implement the principles. This hands-on approach resonated with him, as he had always been someone who struggled with conceptual classes during his school days.

## **SORT (SEIRI)**

The first step of the 5S practice, Sort (Seiri), proved to be particularly appealing to Mr. Madura. The practical nature of sorting and separating items in his shop to eliminate clutter resonated with his preference for tangible, hands-on tasks. He enthusiastically reviewed the inventory, carefully identifying expired or damaged products and promptly removing them from the shelves. The trainers emphasized the importance of categorizing items appropriately and grouping similar products together, a task that Mr. Madura found both logical and satisfying.

Having experienced challenges in conceptual classes during his academic journey, Mr. Madura discovered that the 5S practice offered a refreshing alternative approach to learning and problem-solving. It provided him with a tangible and visual framework to organize his shop effectively, enabling him to apply his practical skills and attention to detail.

Throughout the demonstration, Mr. Madura embraced the opportunity to apply his hands-on approach to his grocery shop. He actively participated in the sorting process, taking pride in his ability to categorize items effectively, ensuring a streamlined shopping experience for his customers. The trainers' guidance and emphasis on appropriate grouping further enhanced his understanding of the importance of organization in the retail environment.

By acknowledging his preference for practical tasks and leveraging his skills in a tangible setting, Mr. Madura discovered a newfound enthusiasm for the 5S practice. This shift in approach not only increased his level of engagement but also enhanced his commitment to implementing the remaining steps of the methodology.

## **SET IN ORDER (SEITON)**

Fired up by his newfound enthusiasm for the 5S practice, Mr. Madura's spirit to implement it in his grocery shop burned bright. He saw the potential of the methodology to transform his business operations and elevate the overall shopping experience for his customers.

Eager to continue the momentum, Mr. Madura wasted no time in taking action. He gathered his team of dedicated employees, sharing with them the insights he gained from the demonstration and the positive impact he envisioned for their shop. With passion and determination, he conveyed his belief that the 5S practice would not only enhance efficiency but also create a cleaner and more organized environment.

Together, they embarked on the implementation journey, starting with the sorting process. Mr. Madura and his team meticulously assessed each product, ensuring that only necessary items remained on the shelves. They removed expired or damaged goods promptly, making room for fresh and high-quality products.

As they progressed to the next step, Set in Order (Seiton), Mr. Madura's eye for detail and practical mindset came to the forefront. He strategically arranged the remaining items, considering factors such as popularity, shelf life, and expiration dates. By placing frequently purchased items in easily accessible locations, he aimed to improve the shopping experience for his customers and boost overall efficiency.

Driven by his commitment to cleanliness, Mr. Madura led his team in the Shine (Seiso) step. They established a thorough cleaning schedule, ensuring that every corner of the shop was

spotless. The implementation of proper cleaning techniques and the provision of necessary tools and supplies further emphasized their dedication to maintaining a tidy and appealing shopping environment.

To standardize the operations, Mr. Madura developed clear Standard Operating Procedures (SOPs) and guidelines for his team. These protocols covered various aspects of the grocery shop, including stocking shelves, arranging products, managing inventory, and upholding cleanliness. By establishing uniform practices, Mr. Madura aimed to minimize confusion, improve consistency, and empower his team members to take ownership of their responsibilities.

### **SHINE (SEISO)**

As Mr. Madura delved into the third step of the 5S practice, Shine (Seiso), he recognized that this aspect extended beyond the physical cleanliness of the store. It represented an opportunity for personal growth and development, both for himself and his team.

Understanding the significance of maintaining a tidy and appealing shopping environment, Mr. Madura established a comprehensive cleaning schedule. This schedule encompassed various areas of the store, including floors, shelves, display cases, and restrooms. By designating specific times and tasks for cleaning, he ensured that every aspect of the shop received the attention it deserved.

To uphold high cleanliness standards, Mr. Madura provided his staff with proper training on cleaning techniques. He emphasized the importance of attention to detail, proper handling of cleaning tools, and effective use of cleaning products. Through these training sessions, his team members not only developed valuable skills but also gained a sense of pride and ownership in maintaining the shop's cleanliness.

In addition to training, Mr. Madura ensured that his team had access to the necessary tools and supplies. He invested in high-quality cleaning equipment, ensuring that they were readily available to his staff. By providing them with the right resources, he empowered them to carry out their cleaning responsibilities efficiently and effectively.

Regular inspections played a vital role in maintaining cleanliness standards. Mr. Madura took the initiative to conduct frequent checks to identify any cleanliness issues. This proactive approach allowed him to address any problems promptly, fostering a culture of continuous improvement within the shop.

The focus on cleanliness went beyond the physical appearance of the store. It instilled a sense of discipline and attention to detail in Mr. Madura and his team. Through the practice of Shine (Seiso), they learned the importance of maintaining order and cleanliness in all aspects of their work, not just in the physical environment.

For Mr. Madura personally, the Shine (Seiso) step became a catalyst for personal growth. It taught him the value of discipline and consistency in maintaining a clean and appealing space for his customers. He developed a keen eye for detail and an unwavering commitment to excellence. This dedication to cleanliness and attention to detail extended beyond the shop, positively impacting other areas of his life as well.

Moreover, Mr. Madura's leadership in implementing the Shine (Seiso) step inspired personal growth within his team. They not only honed their cleaning skills but also cultivated a sense of pride in their work. The focus on cleanliness instilled a heightened sense of responsibility, professionalism, and attention to detail among the staff members.

### **STANDARDIZE (SEIKETSU)**

Recognizing the importance of consistency and efficiency, Mr. Madura eagerly embraced the fourth step of the 5S practice, Standardize (Seiketsu). He understood that establishing standard operating procedures (SOPs) and guidelines would be instrumental in streamlining operations and promoting a seamless workflow within his grocery shop.

With determination, Mr. Madura embarked on the task of developing SOPs for various critical tasks within the shop. He began by focusing on stocking shelves, as this was a fundamental aspect of ensuring that products were readily available to customers. He meticulously documented the proper procedures for organizing and replenishing stock, taking into account factors such as product rotation, expiry dates, and placement consistency.

In addition to stocking shelves, Mr. Madura recognized the need for standardized practices in arranging products throughout the shop. He formulated guidelines on the logical placement of different categories of items, considering customer preferences, ease of navigation, and strategic positioning to optimize sales. These guidelines ensured that the products were displayed attractively, making it convenient for customers to locate what they needed.

Handling inventory efficiently was another area where Mr. Madura established standardized procedures. He created a systematic process for monitoring stock levels, conducting regular stock counts, and facilitating timely reordering. This standardized approach enabled better inventory control, reduced the risk of stockouts, and facilitated smoother supplier interactions.

Mr. Madura was equally meticulous when it came to implementing cleaning routines. He developed a comprehensive cleaning SOP that covered all areas of the shop, specifying the frequency, techniques, and products to be used. By setting clear expectations and guidelines for cleaning, he ensured that the shop maintained a consistently clean and appealing environment.

The implementation of SOPs brought numerous benefits to Mr. Madura's grocery shop. The clear instructions and guidelines reduced confusion among employees, enabling them to perform their tasks efficiently and effectively. The SOPs also promoted uniformity in operations, ensuring that each employee followed standardized practices. This consistency enhanced productivity, minimized errors, and fostered a cohesive team environment.

As part of the Standardize (Seiketsu) step, Mr. Madura recognized the importance of regular training and communication. He conducted training sessions to familiarize his team members with the SOPs, providing them with the knowledge and skills needed to execute tasks accurately. Open lines of communication were established to encourage feedback and suggestions for improvement, enabling the refinement of SOPs based on practical insights from his team.

Through the implementation of standardized procedures, Mr. Madura witnessed a significant improvement in the overall efficiency of his grocery shop. The consistency in operations not

only reduced wastage of time and resources but also improved the customer experience. Customers benefited from a seamless shopping experience where products were consistently available, the layout was intuitive, and the shop was clean and well-maintained.

The establishment of SOPs not only enhanced the operations of the grocery shop but also instilled a sense of professionalism, structure, and accountability among Mr. Madura and his team. The adherence to standardized practices created a sense of order and reliability, reflecting positively on the shop's reputation within the community.

With the implementation of Standardize (Seiketsu), Mr. Madura had successfully elevated his grocery shop to a higher level of efficiency, consistency, and customer satisfaction.

### **SUSTAIN (SHITSUKE)**

As Mr. Madura approached the final step of the 5S practice, Sustain (Shitsuke), he couldn't help but feel overwhelmed and excited by the possibilities that lay ahead. The journey of implementing the previous steps had already brought significant improvements to his grocery shop, and he eagerly anticipated the long-term impact of embedding the 5S practices into the daily routines and culture of his business.

To ensure the sustainability of the 5S principles, Mr. Madura recognized the importance of continuous training for his employees. He organized regular training sessions to reinforce the importance of maintaining cleanliness, organization, and efficiency. By providing ongoing education, he aimed to keep the 5S practices at the forefront of their minds and encourage them to actively contribute to the shop's success.

In addition to training, monitoring played a crucial role in sustaining the 5S standards. Mr. Madura set up systems to track and evaluate the adherence to the practices. Regular inspections and audits were conducted to assess how well the SOPs were being followed and whether any areas required improvement. By actively monitoring the implementation of the 5S practices, he ensured that the shop maintained its high standards consistently.

One of the key elements of the Sustain (Shitsuke) step was motivating employees to take ownership of their workspaces. Mr. Madura fostered a sense of pride and responsibility among his team members, encouraging them to care for their respective areas and maintain the 5S standards independently. By empowering his employees, he created a culture where everyone was invested in upholding the practices and took pride in contributing to the shop's success.

To further incentivize and recognize their efforts, Mr. Madura implemented a system of rewards and recognition. Individuals or teams that consistently demonstrated adherence to the 5S standards were acknowledged and rewarded. This recognition not only encouraged employees to maintain the practices but also fostered healthy competition and a positive work environment.

As Mr. Madura embraced the Sustain (Shitsuke) step, he understood that it was not just a one-time effort but a continuous journey of improvement. He felt a sense of excitement knowing that the shop's culture was evolving, and the 5S practices were becoming ingrained in the daily routines of his employees.



The overwhelming feeling stemmed from the realization that the efforts put into implementing the 5S practices had yielded tangible results. Mr. Madura witnessed how the principles had transformed his grocery shop into a well-organized, efficient, and customer-friendly establishment. The 5S practices had not only enhanced the physical aspects of the shop but also fostered a positive work environment, where employees took pride in their roles and customers enjoyed an exceptional shopping experience.

As Mr. Madura and his team embraced the Sustain (Shitsuke) step, they embarked on a path of continuous improvement. They remained committed to the 5S practices, understanding that the journey towards sustained excellence required ongoing dedication, training, and vigilance. With excitement and determination, Mr. Madura looked forward to the future, knowing that the 5S practices would continue to shape the success of his grocery shop.

After 5S training

Motivated by the training, Mr. Madura wasted no time and began implementing the 5S practice with his workers. He observed improved organization, increased productivity, better customer service, and a cleaner, visually appealing shopping environment in his pilot implementation of 5S in his old grocery shop. His customers were pleased with the improvements.

### **DISCUSSION QUESTIONS**

1. How did Mr. Madura's background and previous experiences shape his approach to implementing the 5S practice in his grocery shop?
2. How did Mr. Madura's preference for practical tasks and hands-on learning influence his enthusiasm and commitment to the 5S methodology?
3. What challenges did Mr. Madura face in implementing the 5S practice, and how did he overcome them?
4. How did the implementation of the 5S practice contribute to Mr. Madura's personal growth as an entrepreneur and business owner?
5. In what ways did the sustainability of the 5S principles contribute to the long-term success and growth of Mr. Madura's grocery shop?