



COUNSELING AND MENTORING OF KAIZEN MANAGEMENT IMPLEMENTATION AT SRIJAYA CAR REPAIR SHOP SURABAYA

Yahya, Anton Eko Yulianto

Indonesia School of Economics (STIESIA) Surabaya

Abstract

The purpose of community service activities (PKM) is carried out through the activity of "Counseling and Mentoring in the Application of Kaizen Management at Srijaya car repair shop Surabaya" is to improve the quality of services to consumers. Companies will be introduced to the concept of how to make continuous improvements, conducting improvements in small steps but consistently carried out on an ongoing basis. The implementation of Kaizen management with 5S principles (Seiri, Seiton, Seiso, Seiketsu, Shitsuke) which means Concise, Neat, Clean, Caring, Diligent by utilizing the workplace which includes equipment, documents, buildings and space to train the habits of workers to improve discipline and work productivity. The Methods used are through four stages, namely: preparation, Kaizen management counseling, monitoring and evaluation. The results of this counseling and coaching activity show that there are still many step-by-step observations that must be addressed in this workshop to maximize the quality of services to consumers.

ARTICLE INFO:

Article history:

Received : 6 December 2021

Received in revised form 28 December 2021

Accepted 29 December 2021

Available online : 31 December 21

Keywords:

Kaizen Management, 5 Steps Kaizen Management

* Corresponding author.

E-mail addresses: yahya@stiesia.ac.id

1. Introduction

One of the efforts made by the company in achieving company goals is to create a good work culture that can improve employee performance. In Japan, there is one culture that can increase productivity and consumers comfort, namely the kaizen culture. According to Hardjosoedarmo (2001), kaizen is a continuous process improvement to always improve the quality and productivity of the resulting output. Kaizen philosophy holds that our way of life (whether it be work life or social life or home life) should focus on continuous improvement efforts. In addition, kaizen is a small improvement in continuous effort. On the other hand, kaizen emphasizes human effort, morals, communication, training, cooperation, empowerment and self-discipline, which is a common sense, low-cost approach. Kaizen improves space utilization, product quality, capital use, communication, production capacity and employee retention. Kaizen is based on the belief that people who do certain jobs will become more aware of things than other people, including their superiors, how the work can be improved, and that they should be held accountable for making improvements. Every department in a company can make continuous improvements in its operations by making small changes every day.

Kaizen culture is a culture that originates from Japanese companies which means continuous improvement by involving all members of the company by creating a way of thinking that is not only oriented to results but to processes and a management system that supports and appreciates the efforts of employees for improvement (Nurma et al. , 2017). Furthermore, Kaizen culture also teaches work discipline that must be obeyed; a job if done with full discipline will produce something regularly and well. With the kaizen culture, the company hopes that the management system can develop better, especially on employee performance which is the key to success in the company's success (Pamungkas and Franksisk, 2018).

ASTRA's Kaizen culture and innovation are deeply rooted. This is also transmitted to small and medium enterprises (SMEs) fostered by the Astra Group through the Dharma Bhakti Astra Foundation (YDBA). As a group that has the largest automotive business line, most of the SMEs that have received support from the Astra Group are also from the automotive-related sector. The effort to transmit this spirit of innovation begins with implementing a workflow pattern that meets the requirements of Seir (Concise), Seiton (Neat), Seiso (Clean), Seiketsu (Treat), and Shitsuke (Diligent). In the automotive field, the application of 5S is absolute because it does not only involve effectiveness and efficiency, but also work safety.

The challenge in improving and innovating SMEs is the absence of a record-keeping tradition. In fact, to produce improvements, you must start by noting every time a problem occurs, so you can see the facts and find a solution. If there is no record, it cannot be detected where the problem lies. This problem can happen again if you don't find a solution immediately. Improvements that occur must also be recorded properly for evaluation and continuous improvement.

IMPLEMENTATION

The counseling and mentoring activities consisted of 4 main activities, namely:

- a) Preparation of counseling and mentoring
- b) Counseling and mentoring activities
- c) Monitoring
- d) Evaluation

1. Preparation of counseling and mentoring

Before the counseling and mentoring activities are carried out, preparatory activities are carried out in the form of:

- a. Initial survey of the object of activity
- b. Preparation and manufacture of counseling and mentoring materials
- c. Data collection on counseling participants from the Srijaya car repair shop Surabaya

2. Counseling and mentoring Activities

This activity was held in the Srijaya Car repair shop, Jalan Patemon Barat 94 Surabaya on December 15, 2020. The activity was started from 10.00 AM to 2:00 PM, with the schedule as follows:

- a. Session Material 1 - KAIZEN Basics
- b. Break
- c. Session material 2- Application of KAIZEN at the Srijaya car repair shop Surabaya.

The number of participants in this counseling activity was 10 people with the following details:

- a. 1 Director
- b. 1 administrator
- c. 5 Technician

In this activity, participants were given the basics of KAIZEN, which was then followed by application in the Srijaya car repair shop Surabaya. Counseling materials are delivered in the Office of administrator, Stock Warehouse, equipment and service car repair shop locations. The method used is the application of all the KAIZEN steps that have been conveyed in the KAIZEN Basics material.



Training Participans

3. Monitoring

Monitoring was carried out for one week, on January 16 – 24, 2020, together with the Director of Srijaya car repair shop Surabaya, coordinating and monitoring the Kaizen steps that had been discussed in the basic Kaizen material to be implemented in their daily activities. Monitoring is done using WA media.

4. Evaluation

Then on January 30, 2021, an evaluation was held between extension workers and program assistants with the Director of Srijaya car repair shop Surabaya on the implementation of counseling and mentoring activities that have been carried out.



FINDING AND DISCUSSION

From the results of counseling and mentoring which was carried out starting from counseling, monitoring, and evaluation activities at the Srijaya car repair shop Surabaya, the following results were obtained:

1. For Step SEIRI (Concise)

Monitoring results show that it is necessary to put the items in a good order in the shop, such as the residual of the used spare part materials, oil and packaging materials, tires, etc. so it will not disturb the customer's comfort.

2. For Step SEATON (neat)

The monitoring results show that the work areas that need to be improved are the admin desk, waiting room, stock warehouse and vehicle parking.

3. For the SEISO (Clean) step

Monitoring results show that technicians often neglect to clean the equipment used in repairing customers' cars. If they do clean the equipment regularly, the performance of the equipment will remain good for a long time.

4. For Step SEIKETSU (Treat)

Here, technicians do not carry out inspections (recheck) and carry out preventive and corrective maintenance on machine service facilities such as machine scanners, spring and balancing, lathes, etc. If the maintenance is done well, it will extend the life of the production facility.

5. For Step SHITSUKE (Diligent)

The monitoring results show that employee discipline is quite good. However, it must be driven by motivation so that self-awareness can make continuous improvements from mistakes that have the potential to harm customers and reduce customer productivity.



CONCLUSION

Based on the results of the counseling and mentoring which was carried out at the Srijaya car repair shop Surabaya, the following conclusions can be drawn:

- 1) 5R is an acronym for Concise, Neat, Clean, Treat, Diligent or in Japanese 5S is Seiri, Seiton, Seiso, Seiketsu, Shitsuke. In the implementation of Kaizen in this workshop, it must always be carried out continuously and consistently. So that there is continuous overall improvement.
- 2) This implementation is not only applied by the workshop management but must be fully supported by all employees, technicians, admins and marketing.
- 3) Among the 5 steps of Kaizen, Step Seiso, Seiketsu must be focused on continuous improvement in the management of Srijaya Mobil Surabaya.
- 4) In Step Seiso, the workshop management must pay attention to:
 - a. Removing trash and residual material to get a cleaner workplace. Cleaning as a means of inspection.
 - b. In Step Seiketsu, the workshop management must pay attention to Maintaining goods in an orderly, neat, clean manner, also in the personal aspect and its pollution.
- 5) The thing that must also be considered so that the implementation of Kaizen can be done properly is the application of a good and fair compensation system.
- 6) For individuals who have practiced Kaizen well, they must be given fair and adequate rewards.

REFERENCE

- Hardjosoedarmo, S. 2001. *Total Quality Management*. Yogyakarta: Andi Offset.
- Mangkunegara, A.P. 2013. *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya. Bandung.
- Nurma, Harjono, dan Hariyani. 2017. Analisis pengaruh budaya kaizen terhadap kinerja karyawan di PT Bank Central Asia, Tbk Kantor Cabang Utama Pangkal Pinang. *Jurnal Progresif Manajemen Bisnis (JPMB)*. Vol 18 (2)
- Pamungkas, E. dan R. Franksiska. 2018. Analisa Pengaruh Budaya Kaizen Terhadap Kinerja Karyawan Dengan Reward Sebagai Variabel Moderasi Dalam Rangka Penguatan Daya Saing Bisnis. *Daya Saing Jurnal Ekonomi Manajemen Sumber Daya*. Vol. 20 (1).
- Simamora, H. 2012. *Manajemen Sumber Daya Manusia*. Edisi 1. STIE YKPN. Yogyakarta.