



# Analysis of the role of the 5r work culture at PT Indospring Tbk

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## ABSTRACT

This study aims to analyze the implementation and role of the 5S work culture on employee performance at PT Indospring Tbk. In this study, researchers used qualitative methods with a case study approach based on the researchers' objectives to determine the impact of 5S culture on employee performance at PT Indospring Tbk. Results to improve the implementation of a successful 5R work culture in improving employee performance, efforts such as providing training and outreach about 5R to employees, providing strong support and commitment from management, and providing adequate facilities and resources to support the implementation of a 5R work culture are needed .

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## INTRODUCTION

As technology advances and develops, demands from companies for work assignments are also increasing. A work culture is needed to meet these demands more efficiently and comfortably. By definition, culture is understood as thoughts, habits, something that has evolved and become a habitual practice that is challenging to change (Indonesia, 1988). Meanwhile, work is a strong obligation moral duty for each individual to contribute to the welfare of his family (Obrenovic et al., 2020). This moral obligation refers to the moral or ethical responsibility of individuals towards their own families, which requires them to contribute to creating the well-being of their families.

Work culture can be defined as the values that become the habits of the group, thus describing work behavior or actions (Sandi, 2022). It describes how members of the group interact and behave in the work environment. Work culture is defined as the values to which the group is accustomed, which in turn influence their behavior and actions in the context of work (Sharma & Aparicio, 2022). In other words, work culture reflects how people work together, collaborate and communicate with each other in the organization. As a result, work culture plays an important role in shaping the characteristics and dynamics within the work environment of an organization or

group. According to Van Laer et al. (2022), Work Culture is a learning process designed to change the ability of employees to perform their duties. In this context, "work culture" refers to the work environment or atmosphere in an organization that enables the development and improvement of employee competencies. This may include training, skills development or work practices designed to empower employees to be more effective in their jobs.

In other words, work culture creates the foundation for positive changes in employee behavior and performance, so that they can be more successful in performing their tasks in line with organizational expectations. This understanding of work culture highlights the importance of human resource development in achieving organizational goals and creating a work environment that supports employees' professional growth. In addition, according to Babu et al. (2020), Work Culture is the process of teaching the skills needed by employees to carry out their work (Ababneh, 2021). In this concept, "work culture" emphasizes the importance of learning and developing human resources in the work environment. This process involves providing training, upskilling and introducing best practices to employees so that they can carry out their tasks more efficiently and effectively. It also suggests that work culture creates a foundation for the development of individual competencies in the context of their work. Thus, this view describes work culture as a tool to strengthen and improve employee performance, as well as create a work environment that supports professional development and success in achieving organizational goals. Therefore, Work Culture is a set of customary values designed to enhance the ability of employees to perform their duties (Taheri et al., 2020). In its implementation, work culture aims to shape human resource behavior to improve performance and function as a strategic effort to face business challenges (Collins, 2021). This culture must be present in a company to facilitate the company's development challenges in the future. In addition, a good work culture will also shape the work environment and mindset of employees so that they are of higher quality (Iis et al., 2022). One example is the coil spring department, which consistently implements a compact culture and 5R coin competition every year. One of the work culture concepts that is often used as a reference is the 5S concept.

The 5S concept (Seiri, Seiton, Seiso, Seiketsu, and Shitsuke) consists of several stages of workplace organization to achieve comfortable and safe work effectiveness and productivity (Shahriar et al., 2022). This concept helps in improving operational efficiency and overall performance in an organization or workplace. The first stage, Seiri, involves sorting out necessary items and removing unnecessary ones, thereby reducing clutter and improving accessibility. Seiton involves organizing the remaining items in a structured and logical manner. Next, Seiso focuses on maintaining the cleanliness of the workplace. The Seiketsu stage leads to creating standards to maintain the previous stages on an ongoing basis. Finally, Shitsuke involves cultivating habits to maintain and renew good working conditions on an ongoing basis. Within this overall 5S concept, the goal is to create a more efficient, productive, comfortable, and safe work environment (Makwana & Patange, 2022). By applying these principles, organizations can optimize resources, reduce waste, and improve the quality of work, which in turn will have a positive impact on productivity and overall organizational performance (Sari, 2019). Often applies the 5S concept (Concise, Neat, Clean, Caring, and Diligent) as a corporate culture that reflects organization, cleanliness, and discipline in the workplace (Gutierrez et al., 2020). In simple terms, 5S or 5R consists of several elements, namely sorting, arseling, cleaning, maintaining, and habituating, which form the mental foundation of employees in striving for quality improvement and awareness.

It is undeniable, work culture is one of the crucial factors that affect employee performance in a company (Mubarok, 2019). This is because the work culture includes values that gradually shape the behavior and performance of employees in the work environment. According to Nugroho and Indahingwati (2020), there are five indicators to measure employee performance: quantity of work, quality of work, punctuality, attendance, and teamwork. Employees achieve the target number of jobs in accordance with the number of activities that need to be completed,

referring to the quantity of work. Quality of work focuses on job specifications or requirements provided. Punctuality refers to meeting the deadlines set for a given task. Attendance relates to employees arriving at work on time, while teamwork involves completing tasks by involving many individuals in a particular type of work. In previous case studies, the 5S work culture has had a positive impact on company performance. Sandi (2022) explains that the work culture applied at PT BPR Nusamba Kubudinding is generally extraordinary and has a significant effect on employee performance.

This shows that in this company, work culture is not just a set of rules or practices that are followed, but an aspect that is valued and seriously nurtured by the entire organization. This "exceptional" work culture reflects a strong commitment from management and employees to follow and maintain the values and norms set by the culture. Sari (2019) conducted a similar study at the Malang Regency Industry and Trade Office, showing that the 5S or 5R work culture has a direct impact on employee performance. This indicates that when organizations implement and maintain a work culture that promotes concepts such as organizing, structuring, maintaining cleanliness, standardization, and continuity, employees tend to work more efficiently and productively. Employees who engage in this kind of work culture tend to be more task-oriented, more aware of their responsibilities, and have higher standards of work quality. Thus, this study provides concrete evidence of the positive relationship between the implementation of a 5S or 5R work culture and improved employee performance in organizations. Research Yudhanto and Purwanto (2020) supports these findings, showing that seiri, seiton, seiso, seiketsu, and shitsuke have a significant effect on employee productivity at PT Samsung Electronics Indonesia.

They found that employees who worked in an environment that implemented the 5S or 5R concept had higher productivity levels compared to those who did not have such a work culture. This reflects that these principles are not just theoretical, but also have a real impact in improving employee performance in such companies. First, these results confirm that a company's investment in the implementation of 5S or 5R principles is a worthwhile investment. By increasing employee productivity, companies can achieve more results with the same resources. This can have a positive impact on operational efficiency and company profits. In addition, this research also highlights the importance of work culture in creating an environment that supports high productivity. When 5S or 5R principles become part of a company's work culture, employees tend to be more engaged and committed to carrying out those principles in their daily work. This creates an organized, clean, and structured work environment, which in turn increases employee comfort and reduces work stress. Aside from productivity, by creating a work culture that supports skill development and the application of 5S or 5R principles, companies can help their employees grow and develop professionally. This can improve employee satisfaction, workforce retention, and the company's image as a good place to work.

PT. Indospring Tbk. is the largest spring manufacturing company in Southeast Asia, producing springs for vehicles such as leaf and coil springs. This automotive company manufactures under license from Mitsubishi Steel Manufacturing, Japan (Indospring). PT Indospring Tbk. has obtained certificates from IATF 16949 (Quality Management System), ISO 14001 (International Organization for Standardization), ISO/TS 22163 (International Railway Industry Standard), and ISO 45001 (International Organization for Standardization). Similar to other Japanese companies, PT Indospring Tbk. has embraced the concept of 5S or 5R culture, and this commitment is included in the company's mission, which is to empower human resources through the 5S system (Seiri, Seiton, Seiso, Seiketsu, Shitsukei). There are several studies that discuss the 5S concept at PT Indospring Tbk. One of them is the research of (Sari et al., 2023) This study analyzes the influence of Kaizen culture on employee performance. In general, the 5S variable has a positive impact on employee performance, but when viewed individually, not all 5S elements have a significant effect on employee performance. The Seiri and Shitsuke variables show a significant positive effect on increasing performance based on the results of the significance test.

At the same time, the other three elements, Seiton, Seiso, and Seiketsu, do not show a significant effect or, in other words, do not affect employee performance improvement. Another study discussing the 5S culture at PT Indospring Tbk. explained by Effendi (2019), who stated that even though they put forward the 5S concept, not all divisions implemented the 5S program. Based on the company's internal audit, the division's vital maintenance role received the worst rating in implementing the 5S program (Yahaya & Aldraiweesh, 2023). Based on several previous studies conducted at PT Indospring Tbk., researchers are interested in digging deeper into how PT Indospring Tbk implements the 5R culture.

The implications of theory in the context of the influence of work culture on employee performance can be explained through several established conceptual frameworks. One of the relevant theories is Organization Theory, which investigates the structure, processes, and behaviors within an organization. Work culture, as part of the organization, plays an important role in shaping organizational dynamics and employee behavior. Organization Theory helps us understand how work culture can be a factor that influences operational efficiency and the achievement of organizational goals. In addition, Leadership Theory is also a relevant theoretical foundation in this context. Organizational leadership can shape and influence work culture. Effective leaders can encourage the adoption of positive values and practices that are then reflected in the work culture. In this case, leadership can be the main agent that shapes norms and values in an organization. For example, if we consider the concept of 5S or 5R in work culture, we can see its correlation with quality management theory. This theory emphasizes the importance of process management to achieve quality results. In the context of a 5S or 5R work culture, process management is related to the stages of organizing and maintaining a clean workplace, which in turn can improve the efficiency and quality of work.

The practical implication of this study is that companies or organizations need to develop effective implementation strategies. The first step is to create a clear understanding of the desired work culture, in this case perhaps 5S or 5R. Company management needs to communicate these values to the entire team and provide appropriate training. The next step is to encourage active participation from all members of the organization in the implementation of the work culture. This may involve introducing a reward and recognition system for individuals or teams that consistently support and live the work culture values. Through active participation, the organization can ensure that the work culture is not just a formal policy, but also becomes part of everyday behavior. In addition, company management needs to establish measurement and evaluation mechanisms to monitor the effectiveness of work culture implementation. This can involve regular assessments of the level of employee engagement, the level of adherence to 5S or 5R processes, and the measurable positive impact on productivity and work quality. The results of these measurements can be used to make improvements and adjustments as needed. By implementing these measures, a company or organization can benefit from the results of previous research and build a work culture that supports optimal performance and the achievement of organizational goals.

This research holds substantial urgency in the modern work paradigm characterized by technological advances. With increasing demands from companies on work tasks, the need for a work culture becomes increasingly urgent to meet these demands efficiently and comfortably. The definition of culture as a collection of thoughts and habits that have developed and become practices that are difficult to change indicates the complexity and challenges in managing work culture (Indonesia, 1988). Moral attachment to work as a strong obligation to contribute to family welfare underscores the urgency of morals and ethics in the context of work. This research highlights the role of work culture, particularly the 5S and 5R concepts, as values that shape group habits and create behaviors that impact performance in the work environment. In addition, the focus on training, skills development and best practices in the context of work culture suggests that work culture is a strategic tool for meeting business challenges. Therefore, this research not only

provides insight into the implementation of work culture at PT Indospring Tbk. but also underscores the urgency of work culture in facing future business dynamics.

## RESEARCH METHOD

This research is a descriptive qualitative research with a case study approach. According to Ramdhan (2021), a qualitative approach is a research method used to investigate subjects in their natural conditions. Descriptive research intends to investigate the situation, condition or other aspects mentioned, and the researcher presents the results as a research report. On the other hand, the case study approach is a method for understanding individuals in an integrative and comprehensive manner in order to gain a deep understanding of individuals and the problems they face, solve problems, and achieve personal growth (Abdussamad & Sik, 2021). Data collection techniques involve interviews and observation. Observation is the systematic collection of data by observing it and then analyzing it with theory through description. At the same time, interviews collect information from someone for specific purposes through question and answer (Prasetia, 2022). Case in this context refers to an event, process, activity, or program involving one or several individuals. In this research, the researcher uses a qualitative method with a case study approach based on the researcher's goal to explore the 5S Culture at PT Indospring Tbk. The research object is the 5R work culture, where the subjects are the five most senior employees in each department at PT Indospring Tbk., which is located at JL. Major General Sungkono No. 10 Segoromadu, Gresik. In this study we have sources of information represented by each section at PT Indospring Tbk. For more details, it is presented in the table below:

**Table 1.** Data informant study

Section	Quantity
Maintenance	1 person
Sharing	1 person
heating	1 person
coil springs	1 person
office	1 person

## RESULTS AND DISCUSSIONS

The 5R culture is a habit that is systematically planned and managed in daily life, which, when implemented, results in efficiency and effectiveness. The benefits of implementing a 5R culture include increasing employee productivity, increasing comfort at work, reducing the risk of work accidents, and saving company expenses (Tamara et al., 2021). However, this has not been optimally implemented at PT Indospring Tbk.

Based on the results of interviews with five sample employees, the implementation of the 5R culture at PT Indospring Tbk. can be summed up as follows: the coil spring department consistently wins the 5R competition every year. However, it is evident that many employees from other departments still need to apply the 5S organizational culture to fully support work effectiveness. This can be seen from the untidy documents and the irregular position of the raw materials on the employees' desks, which are not aligned with the "Brief" point. In addition, there is a lack of awareness among employees to carry out their daily tasks following the "Diligent" point. In detail, the implementation of 5R at PT Indospring Tbk, based on the results of interviews and observations, is described as follows:

### a. Brief

The principle of "Compact" is to have a workspace containing only the necessary items, which aims to optimize uptime. During observations at PT Indospring Tbk., it was found that

every employee continuously checks and tidies up documents in their respective work areas before and after work. However, workspaces should be considered tidy as there are no signs or labels indicating whether tasks have been completed in the Maintenance, Shearing and Heating department. To make work more efficient, it would be better for employees to use post-it notes as a sign to indicate whether a document has been completed or not, as is practiced in the Coil Spring and Office departments. The results of interviews and observations show that employees at PT Indospring Tbk. has not fully implemented the "Brief" organizational culture because it is not aligned with the definition of "Brief" or Seiri, namely sorting activities to distinguish between necessary and unnecessary items to avoid potential problems, (Apriliani et al., 2021).

b. Neat

The principle of "Neat" is that every item in the workspace must have a clear place, which aims to speed up the work process. During the inspection, it was found that the documents in the Maintenance, Shearing, Heating, Coil Spring and Office departments had their own separate storage racks with clear labels on each shelf. This positively affects employees, facilitating and speeding up their work of finding and storing important company documents. Therefore, the results of interviews and observations show that some employees at PT Indospring Tbk. have implemented a "Neat" organizational culture, because it is in line with the definition of "Neat" or Seiton, which involves organizing and layout appropriately to minimize the search process during urgent needs, (Apriliani et al., 2021).

c. Clean

During the observation, it was found that the "Clean" principle is adhered to by PT Indospring Tbk, in which the work area is inspected and cleaned before and after work in order to keep the work area clean so that employees can work comfortably. have cleaning equipment in every department. The work environment is always clean every morning and before going to work. The Shearing, Heating and Coil Spring department's daily cleaning schedules can attest to this. Meanwhile, in the Maintenance and Office departments, each employee is responsible for the cleanliness of their respective work areas. The results of interviews and observations show that employees at PT Indospring Tbk. have implemented a "Clean" organizational culture because it is in line with the definition of "Clean" or Seiso, namely on cleaning efforts to remove various dirt or foreign objects, (Apriliani et al., 2021).

d. Treat

The principle of "Treat" is that each individual receives the information necessary for work immediately. The goal is to ensure that all tasks have controlled standardization. During the observation, it was found that there is a Daily Checkup for work tools (computers, lights, alarms, etc.) in the Coil Spring, Shearing, and Heating department. There is also a Daily Checkup for production machines by the Maintenance department, which is reported monthly. Office departments have Daily Checks for computers, printers and other work support tools, which are also reported periodically. The results of interviews and observations show that employees at PT Indospring Tbk. have implemented the "Rawat" organizational culture, because it is in line with the definition of "Rawat" or Seiketsu, which involves regular or continuous maintenance, sorting, and cleaning, (Apriliani et al., 2021).

e. Diligent

The principle of "Diligence" is to do what is necessary and what should not be done. The goal is to ensure that all employees can act consistently. During observations, observers found that there was a lack of habits or routines among employees in carrying out their duties, such as not fully implementing the 5S culture, not greeting other employees in the morning in the Maintenance

department, arriving late at the Office department, and not wearing Personal Protective Equipment (PPE). ) like a project helmet while working in the Heating, Shearing Department, and Coil Spring. The results of interviews and observations show that every employee at PT Indospring Tbk. have not fully implemented the "Diligent" organizational culture, because it does not align with the definition of "Diligent" or Shitsuke, which involves practicing good habits even when it is difficult to do so, (Apriliani et al., 2021).

Therefore, to increase the success of implementing the 5S work culture in improving employee performance, efforts are needed such as providing training and outreach about 5R to employees, offering strong support and commitment from management, as well as providing adequate facilities and resources to support implementation. Provide Training and Socialization on 5Rs to Employees, this means that companies or organizations need to provide training to their employees on 5S concepts and practices. In addition, it is also important to conduct socialization, which is the process of introducing and internalizing the values of the 5S work culture to all employees so that they understand and implement it. Provide Strong Support and Commitment from Management, management needs to be actively involved in encouraging and supporting the implementation of a 5S work culture. They must demonstrate a strong commitment to the initiative and provide support to employees. Without management support and commitment, it will be difficult to implement a cultural change like this. Provide Adequate Facilities and Resources to Support Implementation, to successfully implement a 5S work culture, organizations need to provide the necessary facilities and resources. This may include providing the necessary equipment, tools, or infrastructure to support 5S practices.

To achieve the goal of implementing a 5S work culture and improving employee performance, various efforts are required, including training, management support, and adequate resources. Thus, organizations can create a more efficient and productive work environment based on the principles of the 5S work culture. By implementing the 5S work culture and taking the necessary steps, organizations can create a more efficient and productive work environment. This means work can be done better, faster, safer, and with better quality, which in turn will improve the overall performance of the organization.

## CONCLUSION

Based on the analysis of the role of the 5R work culture on employee performance at PT INDOSPRING Tbk., it can be concluded that there are several factors that influence the successful implementation of the 5R work culture in improving employee performance. Some of these factors include. First, employees need to understand and realize the importance of the 5S work culture. If employees do not understand and lack awareness about the importance of 5S, they may not be able to implement the 5S work culture effectively. Second, management needs more support and commitment in implementing the 5S work culture. Management must provide strong support and commitment to implementing 5S work culture to motivate employees to embrace and practice it. Third, we need more facilities and resources to support the implementation of the 5S work culture. Adequate facilities and resources, such as proper trash cans and cleaning tools, are very important in supporting the implementation of the 5S work culture. Therefore, to increase the success of implementing the 5S work culture in improving employee performance, efforts are needed such as providing training and outreach about 5R to employees, offering strong support and commitment from management, as well as providing adequate facilities and resources to support implementation. 5R work culture.

This study, which focused on the role of 5R work culture on employee performance at PT INDOSPRING Tbk. has several limitations that need to be acknowledged. First, the generalizability of the findings is limited to one company, and results may not be fully applicable to other organizational contexts that may have unique dynamics and factors. Second, limitations of data

sources, such as limitations in the use of surveys or interviews, may affect the completeness of analysis and interpretation of findings. Third, the limited time period of the study may overlook environmental or policy changes in the company that may occur after the study is completed. Finally, limitations of the methodology used, such as the use of specific methods or sample limitations, may impact the validity and generalizability of the findings.

Given the results and limitations of this study, there are several directions that can be explored in future research. First, comparative research involving more than one company or industry sector could provide a more in-depth view of the factors that influence the successful implementation of the 5R work culture. Second, a longitudinal analysis involving monitoring the impact of the 5R work culture on employee performance over a longer period of time could provide insight into changes over time and the impact of external factors. Third, an in-depth look at key factors, such as employee awareness and management support, could provide a more detailed understanding of how these factors influence work culture implementation. Fourth, experimental studies that implement specific interventions, such as intensive training or policy changes, can provide a better understanding of the practical impact of such measures. Finally, an economic impact analysis of 5R work culture implementation could provide more information on the comparative costs and benefits associated with investments in resources and facilities. Future research in this area is expected to provide deeper and relevant insights to support companies in improving employee performance through the implementation of the 5R work culture.

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