IMPLEMENTATION OF 5S WORK CULTURE (*SEIRI, SEITON, SEISO, SEIKETSU, SHITSUKE*) AT YOGO NOUEN FARM HOKKAIDO, JAPAN

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ABSTRACT

This study aims to analyze the application of 5S work culture at Yogo Nouen Farm on each variable, namely seiri, seiton, seiso, seiketsu, and shitsuke. The type of research used is qualitative research with the data sources being primary data and secondary data obtained through observation, interviews, documentation, and literature studies. The research informants used are key informants, namely the Head of Part II and the Head of Farmers and supporting informants, namely Foreign Workers from Indonesia, Vietnam, Cambodia, and Nepal. The data processing method used is the Miles and Huberman Model with the data validity technique is source triangulation and triangulation method as well as member check and reliability test is using the NVIVO 12 application. The result of this study is that from all measurements of the implementation of the 5S work culture, namely seiri, seiton, seiso, seiketsu, and shitsuke, two variables were found that have not been implemented properly, namely the seiketsu variable and the shitsuke variable. In the variable of seketsu, it is indicated that there has been

no marking or labeling of dangerous goods or equipment and warnings to be careful in the work area. The shitsuke variable is indicated by the number of employees who have not complied with the predetermined regulations.

Keywords: *implementation; work culture; 5S*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis penerapan budaya kerja 5S di Yogo Nouen Farm pada masing-masing variabel yaitu seiri, seiton, seiso, seiketsu, dan shitsuke. Jenis penelitian yang digunakan adalah penelitian kualitatif dengan sumber data berupa data primer dan data sekunder yang diperoleh melalui observasi, wawancara, dokumentasi, dan studi pustaka. Informan penelitian yang digunakan adalah informan kunci yaitu Kepala Bagian II dan Kepala Petani serta informan pendukung yaitu Tenaga Kerja Asing (TKA) asal Indonesia, Vietnam, Kamboja, dan Nepal. Metode pengolahan data yang digunakan adalah Model Miles dan Huberman dengan teknik keabsahan data yaitu triangulasi sumber dan triangulasi metode serta member check dan uji reliabilitas menggunakan aplikasi NVIVO 12. Hasil penelitian ini adalah dari seluruh pengukuran penerapan budaya kerja 5S yaitu seiri, seiton, seiso, seiketsu, dan shitsuke ditemukan dua variabel yang belum terlaksana dengan baik yaitu variabel seiketsu dan variabel shitsuke. Pada variabel seketsu terindikasi belum adanya penandaan atau pelabelan barang atau peralatan berbahaya serta peringatan untuk berhati-hati di area kerja. Variabel shitsuke terindikasi dari banyaknya karyawan yang belum menaati peraturan yang telah ditetapkan.

Kata kunci: penerapan; budaya kerja; 5S

A. INTRODUCTION

Yogo Nouen Farm is one of the companies engaged in agriculture originating from Hokkaido, Japan. Yogo Nouen Farm has quite good management, where to manage employee performance and everything related to production activities using a fairly strict work culture. According to Kurniawan, et al. (2012:2), Ideally, each company has a work culture, which is a value system that is a collective agreement of all involved in the company. At Yogo Nouen Farm, one of the work cultures that has a significant impact on employee productivity and performance is the 5S work culture (*seiri, seiton, seiso, seiketsu, and shitsuke*). 5S is one of the implementation of work culture that is not only used to improve the work environment, but also to improve the way of thinking about the behavior of employees applying 5S to their work. The purpose of implementing the 5S work culture at Yogo Nouen Farm is to develop employee independence, to create a comfortable workplace, and to develop leadership.

5S is a series of activities in the workplace such as separation, structuring, cleaning, maintenance, and habituation activities, all of which are necessary to carry out the job well. 5S not only cleans and organizes an area, but usually also finds problems and opportunities for improvement (Kato, 2011:55-56).

In general, Yogo Nouen Farm has implemented a 5S work culture in its agricultural activities. In the company area, especially the work area and green house, the implementation can be seen from the sorting of goods, the arrangement of goods, the cleaning of equipment and work areas to the form of responsibility of each employee. The work area in question is an area within the company with various agricultural activities such

as post-harvest activities (sorting and cleaning of commodities) and product packaging activities.

However, as a whole, Yogo Nouen Farm still does not have warning signs or labels and regulations related to the use of equipment or restrictions on employee activities while in the company environment. Basically, according to Felani and Prasetyo (2019:204), the sign or label is one of the implementations of the 5S work culture. The absence of warning signs or labels and regulations in the company area can result in unwanted things such as accidents in the use of the tool due to lack of knowledge and can reduce employee productivity. Therefore, it is necessary to conduct an analysis of the implementation of the 5S work culture at Yogo Nouen Farm. Based on these problems, this study aims to: Analyze the implementation of *seiri* work culture (sorting) in Yogo Nouen Farm, Analyze the application of *seiton work* culture (structuring) in Yogo Nouen Farm, Analyze the application of *seiso* work culture (cleaning) in Yogo Nouen Farm. Analyze the application of *seiketsu* (stabilization) work culture at Yogo Nouen Farm, Analyze the application of *shitsuke* (habituation) work culture at Yogo Nouen Farm.

This research was conducted at Yogo Nouen Farm because it is one of the major agricultural companies located in Hokkaido, Japan. With the opportunity to research the location, it can add to the researchers' insights related to the Japanese work culture implemented in the agricultural sector.

B. METHOD

The research was carried out at Yogo Nouen Farm Hokkaido, Japan, precisely in the work area, namely the post-harvest area (sorting and cleaning of commodities), packaging area, and green house. The time of this research was carried out from November – December 2023 and continued in April – June 2024. The type of research used is qualitative research. As for qualitative research, the problem is raised from the phenomenon that occurs and is related to theory and literature review (Purhantara, 2010:63).

The types of data used in this study are primary data and secondary data. The primary data in this study are in the form of direct observations at Yogo Nouen Farm and the results of interviews submitted to informants. Meanwhile, secondary data is in the form of an overview of the company to be researched and data related to research materials including books, articles, previous research, and journals. Data were obtained by observation, interviews, documentation, and literature studies.

This study uses two types of informants, namely key informants and supporting informants. The determination of informants is carried out by a purposive or deliberate method that is adjusted based on certain criteria set based on the research objectives. Key informants and supporting informants in this study can be seen in Table 1.

Table 1. Research Informant

It	Name	Code	Position	Country of Origin	Informant
1.	Ikeda	P1	Head of Part II	Japanese	Key
2.	Mizuno	P2	Farmer Head	Japanese	Key

It	Name	Code	Position	Country of Origin	Informant
3.	Devotion	P3	Foreign Workers	Indonesian	Supporter
4.	Gwen	P4	Foreign Workers	Vietnamese	Supporter
5.	Sovan	P5	Foreign Workers	Cambodia	Supporter
6.	Raju	P6	Foreign Workers	Nepal	Supporter

Data Analysis

The data processing technique used in this study is the Miles and Huberman model which states that activities in qualitative data analysis are carried out interactively and continue until completion.

The stages used in this study are, data collection, data reduction, data presentation, and conclusion drawing (Muri, 2014:407-409). The data reduced in this study are related to data obtained from observations and interviews with both the head of section II, the head of farmers, and foreign workers related to the implementation of the 5S work culture at Yogo Nouen Farm. After reducing the data, the researcher presented the data from the research results that had been carried out by the researcher on the implementation of the 5S work culture at Yogo Nouen Farm in the form of writings or words, pictures, and tables. Furthermore, the display is further observed, so that it will make it easier to draw conclusions.

Data Validity Methods

The validity of the data used in this study is triangulation and *member check*. According to Haryoko et al. (2020:413), triangulation as one of the techniques/methods of data examination in qualitative research can simply be concluded as

an effort to check the correctness of the data in a study, namely the researcher does not only use one data source, one data collection method or only uses the researcher's personal understanding without checking again with other research. In this study, the triangulation used is the triangulation of data sources, namely the source of people and the triangulation of methods. Meanwhile, *members check* to determine the accuracy of qualitative findings by bringing the final report back to the informant or informant and determining whether the informant feels that the findings are accurate (Creswell, 2016:251).

Data Reliability Test

The data reliability test was then carried out using the NVIVO 12 application. NVIVO is a qualitative data development application through a coding process based on data that occurs in the field. The NVIVO 12 application can help researchers in separating primary data or data sourced from informants from secondary data or data obtained from secondary sources such as books, journals, articles, and other literature.

The researcher coded the transcripts of interviews conducted with the Head of Section II, the Head of Farmers, and 4 Foreign Workers related to the implementation of the 5S work culture. The results of the interpretation using NVIVO 12 can be compared to determine the reliability of the data. The reliability of the data is determined by the Kappa value coefficient, which states the consistency of measurements from two evaluators. The Kappa coefficient, which can be used to determine whether a data is reliable or undetermined from the agreement, < 0.40 is not good, 0.40-0.75 is moderate or medium, and > 0.75 is very good (Bandur, 2019:328).

The method between assessors was used in this study, namely the researcher and sister Alisa Sandrina Rahmadani, a student of Syarif Hidayatullah State Islamic University Jakarta who had used NVIVO 12 in her research. The two assessors will code the data, then the two results are compared to determine the consistency of the data assessment. The average value of the Kappa coefficient in the test showed a figure of 0.84. This concludes that the consistency between the researcher and Sister Alisa Sandrina Rahmadani in analyzing the same data is in the "very good" category, with an agreement value of 84%. This means that information about the implementation of the 5S work culture at Yogo Nouen Farm is valid and reliable.

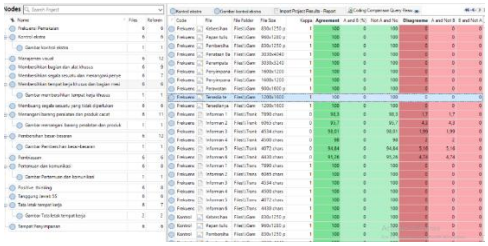

Figure 1. Kappa test results using the NVIVO 12 application

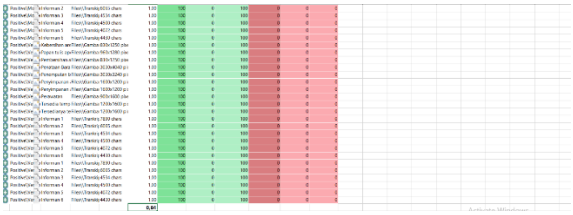

Figure 2. Results of calculating the average value of the Kappa coefficient using Microsoft Excel 2019

C. RESULTS AND DISCUSSION

Implementation of *Seiri* Work Culture (Sorting) at Yogo Nouen Farm

To find out how to implement *the seiri* work culture (sorting) at Yogo Nouen Farm, the researcher conducted an interview using the research parameters that can be seen in Table 2.

Table 2. Results of Closed Interviews on the Application of *Seiri* (Sorting)

No.	Indicators	Statement	Key Respondents		Supporting Respoenden			
			P1	P2	P3	P4	P5	P6
1.	Throwing away everything unnecessary	Sorting is carried out routinely every day by employees.	✓	✓	✓	✓	✓	✓
2.	Massive cleaning	There is no accumulation of garbage in every room.	✓	✓	✓	✓	✓	✓
		Availability of garbage cans.	✓	✓	✓	✓	✓	✓
3.	Handling defective equipment and products	The workplace has a place where goods are used low, medium, and high.	✓	✓	✓	✓	✓	✓
Caption Yes : ✓ No : ✗								

Based on the results of interviews and observations, it was found that all parameters or statements from each indicator had been implemented well. In the indicator of removing everything that is not needed, there is one parameter that has been measured, namely sorting is carried out routinely every day by employees. Based on the results of interviews conducted with informants, sorting is carried out routinely every day by each employee. One

example is informant P1 as the head of part II said he agreed, as conveyed by informant P1:

> *"That's right, the sorting of goods is carried out routinely by all employees who are responsible according to their duties".*

This is in line with the purpose of *the seiri* of Gazpers (in Putra and Haryadi, 2014:723) that the purpose of the implementation of *the seiri* is to maximize and optimize the existing location only for goods that can be used only with employees as actors in this case. At Yogo Nouen Farm, sorting is carried out every day so that the work area can look more compact and neat and can maximize the use of the tools by employees. In addition, it also controls goods that are still suitable for use and those that are not used. The type of goods that are not used, for example, are broken baskets that can no longer be used. Employees will put the basket into the landfill so that they can streamline work time by using items that are still suitable for use.

In the indicator of large-scale cleaning, there are two parameters that have been measured, namely the absence of garbage accumulation in each room and the availability of garbage cans. Based on one of the results of an interview conducted on the absence of garbage accumulation in each room, Informant P2 as the Head of Farmer stated that:

> *"That's right, we (Yogo Nouen Farm) are very clean as we have implemented that in every corner of the work area we place garbage cans".*

Yogo Nouen Farm is very concerned about the cleanliness of its company, where the company prohibits indiscriminate disposal of garbage and will give warnings and even fines to employees who throw garbage out of place. If the work area is in

a clean condition, the work area becomes larger and there is more space that can be used.

Based on one of the results of the interview conducted on the availability of garbage cans, Informant P1 as the Head of Part II stated that:

> *"Trash cans at Yogo Nouen Farm are located in various corners of the work area with the division into three types of waste, namely organic waste, non-organic waste, and bottle waste".*

Yogo Nouen Farm also has a landfill that will later be grouped according to waste criteria. The landfill is still in the company's area and there is an officer in charge of the area. The availability of garbage cans and the absence of garbage accumulation will provide a work area with clean conditions and become more spacious that can be used for other purposes. This can be seen in figure 3.

Figure 3. Availability of Trash Cans in the Work Area
Source: Yogo Nouen Farm (2023)

In the indicator of handling defective equipment and products, there is one parameter that has been measured, namely the workplace has a place where goods are used low, medium, and high. Based on the results of one of the interviews with foreign workers, namely Bakti from Indonesia, stated that:

> *"From the different times of use, Yogo Nouen Farm divides the storage area into 3 areas, namely low, medium, and high. Even though they are different, the 3 areas are still in*

one area of the company, so it is not too far if there is equipment that is used suddenly".

At Yogo Nouen Farm, the low-lying area is the item with the frequency of use that has been used in the last 6-12 months, for example the earthen rake used during the harvest period of the mitsuba plant, where the mitsuba plant has a harvest period only once a year, namely in December. Medium areas are items with a frequency of use once in the last 2-6 months, an example is weed mat which functions as a carpet in the green house to overcome and control weeds. High areas are items with a frequency of use once a week, once a day, or once an hour, examples are the use of sickle to harvest leeks and overcome weeds or weeds that are around plants.

Implementation of Seiton *Work Culture (Structuring) at Yogo Nouen Farm*

To find out how the seiton work culture (structuring) is implemented at Yogo Nouen Farm, the researcher conducted an interview using the research parameters that can be seen in Table 3.

Table 3. Results of Closed Interviews on the Application of *Seiton* (Structuring)

No.	Indicators	Statement	Key Respondents		Supporting Respoenden			
			P1	P2	P3	P4	P5	P6
1.	Usage frequency	The arrangement of the equipment is in accordance with the frequency of use.	✓	✓	✓	✓	✓	✓
2.	Storage	The existence of a place/shelf for storing tools according to their function.	✓	✓	✓	✓	✓	✓

No.	Indicators	Statement	Key Respondents		Supporting Respoenden			
			P1	P2	P3	P4	P5	P6
3.	Workplace layout	The equipment is easily affordable and does not interfere with work activities.	✓	✓	✓	✓	✓	✓
		Officers carry out control equipment on a daily basis.	✓	✓	✓	✓	✓	✓
		The arrangement is carried out by all employees.	✓	✓	✓	✓	✓	✓
Caption Yes : ✓ No : ✗								

Based on the results of interviews and observations, it was found that all parameters or statements from each indicator had been implemented well. On the usage frequency indicator, there is one parameter that has been measured, namely the arrangement of the equipment according to the frequency of use. Based on one of the interview results, Informant P2 stated that:

> *"Equipment is stored neatly according to the frequency of use, low where, medium where, high where everything must be appropriate. For example, scissors that are often used for packaging, if they are not in the right place, it will be difficult and a waste of time".*

The equipment arrangement activity aims to control the equipment at Yogo Nouen Farm easily and look neat. So that it gives a clean and tidy impression to the workplace that is used daily and does not waste time looking for equipment that you want to use.

On the storage place indicator, there is one parameter that has been measured, namely the existence of a place/storage rack

for tools according to its function. Based on one of the results of the interview, namely with P5 and P6 Informants who stated that:

> *"The equipment in the tool room is neatly arranged according to its parts. Some are scattered a little but still visible and easy if you want to find them".*

As stated by Waluyo (2011:194) that the storage of goods that have been determined will make it easier for employees to pick up when conditions are sudden. At Yogo Nouen Farm, there are shelves that can accommodate equipment, so it can be said that the criteria are carried out well.

In the workplace layout indicator, there are three parameters that have been measured, namely equipment that is easily affordable and does not interfere with work activities and officers control equipment every day and arrangement is carried out by all employees. Based on one of the results of the interview on equipment that is easily accessible and does not interfere with work activities, Informant P1 stated that:

> *"In the work area, the equipment has been neatly arranged according to their respective parts and does not interfere with work activities".*

The arrangement of equipment in the Yogo Nouen Farm work area also does not interfere with employee activities when working. The arrangement of equipment around the area is also placed in a place that has been prepared so that it is not scattered everywhere and is easy to find. An example can be seen in Figure 4. Where there is a red basket around the work area used for the placement of Mitsubishi products. Employees no longer need to look for baskets to be used because they are already available in the area.

Figure 4. Basket Arrangement of Mitsuba Packaging Area
Source: Yogo Nouen Farm (2023)

Based on the results of interviews conducted with informants, for the control of equipment carried out by officers every day. Supporting informants, namely P3, P4, P5, P6 stated that:

> *"The equipment in the tool room is controlled by the head of section II on a regular basis".*

The officer who controls is the head of section II who serves as deputy leader II and is fully responsible for the work area or field. A deeper explanation regarding the control of equipment carried out by officers obtained from the results of interviews with key informants (P1), stated that:

> *"I as the head of section II control the arrangement every day. Before work, I control the car that will be used to transport employees and the tractor that will be used. Then in the afternoon before going home, control back to the equipment, especially heavy equipment that has been used".*

Based on the results of interviews conducted on the arrangement carried out by all employees, Informant P2 stated that:

> *"The arrangement of equipment in the work area is carried out by employees when the work has been completed. Employees should not leave the equipment that has been used just like that, they must return it again according to its place".*

Everyone at Yogo Nouen Farm is fully responsible for the comfort and neatness of the work environment. As stated by Henriadi & Siska (2012), the use of 5S results in the physical condition of the work environment looking neatly organized and making the atmosphere comfortable.

Implementation of Seiso *(Cleaning) Work Culture* at Yogo Nouen Farm

To find out how the seiso (cleaning) work culture is implemented at Yogo Nouen Farm, the researcher conducted an interview using the research parameters that can be seen in Table 4.

Table 4. Results of Closed Interviews on the Application of *Seiso* (Cleaning)

No.	Indicators	Statement	Key Respondents		Supporting Respoenden			
			P 1	P 2	P 3	P 4	P 5	P 6
1.	Cleansing everything and dealing with the overall cause	Completeness of cleaning equipment in the work area.	✓	✓	✓	✓	✓	✓
2.	Cleaning special workplaces and special machine parts	Cleaning of the work area is carried out daily by employees.	✓	✓	✓	✓	✓	✓
3.	Cleaning special parts and tools and the cause of dirt identified and corrected	Each employee cleans the equipment used.	✓	✓	✓	✓	✓	✓
		The availability of a mat or other cleaning tools.	✓	✓	✓	✓	✓	✓
Caption Yes : ✓ No : ✗								

Based on the results of interviews and observations, it was found that all parameters or statements from each indicator had been implemented well. In the Indicator of cleaning everything and dealing with the overall cause, there is one parameter that has been measured, namely the completeness of cleaning equipment in the work area. Based on the results of interviews with P1 and P2, it was stated that:

> *"That's right, the cleaning equipment at Yogo Nouen Farm can be said to be complete, starting from brooms, water brooms, mops, and others. Cleaning tools are neatly arranged".*

The purpose *of seiso* is to maintain or maintain a clean work area. In the Yogo Nouen Farm work area, there is already adequate cleaning equipment, so that cleanliness in the work area can be maintained at all times.

In the Indicator of cleaning special workplaces and special machine parts, there is one parameter that has been measured, namely the cleaning of the work area is carried out every day by employees. Based on one of the results of interviews with Inforrman P3, P4, P5, P6 stated that:

> *"We as employees are indeed required to clean the work area we use using the equipment that has been provided".*

Yogo Nouen Farm implements that every employee must understand the importance of cleaning work areas and work equipment. This task is not given to special people but all employees who carry out activities in the area. In figure 5. You can see the atmosphere in one of the green houses owned by Yogo Nouen Farm, where the place looks like it has a very clean area and does not look messy. This is due to the cleaning in the work area that is routinely carried out by employees.

Figure 5. Cleanliness at *Green House*
Source: Yogo Nouen Farm (2023)

In the indicator of cleaning special parts and tools and the cause of dirt is identified and repaired, there are two parameters that have been measured, namely each employee cleaning the equipment that has been used and the availability of advanced or other cleaning tools. Based on the results of interviews with each employee cleaning the equipment that has been used, Informants P1 and P2 stated that:

> *"In addition to the work area, employees must also clean the equipment that has been used, for example baskets that have been used from the tomato harvest after that must be cleaned so that they do not get dirty".*

At Yogo Nouen Farm, the culture of maintaining the cleanliness of work equipment has indeed been implemented on a scale basis. So that work equipment, especially equipment that is used at a high level, is maintained in quality. For example, after sorting tomatoes, the tomato washing machine must be cleaned of dirt and rotten tomatoes so that later there will be no damage to the machine due to dirt sticking to the tomato washing machine.

Based on one of the results of the interview on the availability of majun or other cleaning tools, Informants P4 and P6 stated that:

> *"To remove small impurities such as dust, the company*

uses used fabrics. In addition, the company also has a cleaning tool such as a tractor but it is used to clean weeds in the green house when it will clean the entire green house".

Yogo Nouen Farm always checks the equipment that looks dirty, after which the employees clean it using a majun to make it look better and reduce dust. In line with what Pramudian and Susanto (2019) said that cleaning must be carried out periodically, so that dust attached to the shelves can be removed.

Implementation of Seiketsu *Work Culture* at Yogo Nouen Farm

To find out how to implement *the work culture of seiketsu* (consolidation) at Yogo Nouen Farm, the researcher conducted an interview using the research parameters that can be seen in Table 5.

Table 5. Results of Closed Interviews on the Application of *Seiketsu* (Establishment)

No.	Indicators	Statement	Key Respondents		Supporting Respoenden			
			P1	P2	P3	P4	P5	P6
1.	Take extra control	Regular maintenance of tools/goods by employees.	✓	✓	✓	✓	✓	✓
2.	Visual management control	Demonstrations to help employees prevent mistakes at work.	✓	✓	✓	✓	✓	✓
		Marking or labeling dangerous goods or equipment.	✗	✗	✗	✗	✗	✗
Caption Yes : ✓ No : ✗								

Based on the results of interviews and observations, it was found that there is one parameter that has not been implemented, meaning that the implementation of *seiketsu* has not been carried out properly. In the indicator of doing extra control, there is one parameter that has been measured, namely regular maintenance of tools/goods by employees. Based on the results of an interview with one of the Informants, namely Informant P1 stated that:

> *"Tools or goods are regularly maintained by employees, in addition to that, the company also exercises extra control over tools/goods and areas that require special attention, one of which is tools/goods that are always used every day".*

Yogo Nouen Farm has arranged as much as possible to employees regarding how to maintain tools or goods that are used or not used. A well-organized workplace, vulnerabilities and irregularities can be immediately identified so that various problems can be prevented immediately. In figure 6. It can be seen that one of the employees is doing maintenance on the onion post-harvest tool.

Figure 6. Maintenance of the tool by Employees
Source: Yogo Nouen Farm (2023)

In the Visual Management Control Indicator , there are two parameters that have been measured, namely demonstrations to help employees prevent mistakes at work and marking or

labeling dangerous goods or equipment. Based on the results of interviews on demonstrations to help employees prevent mistakes at work, Informants P1 and P2 stated that:

> *"When working, there are employees who do not know the use of equipment, so we as people who understand will give a direct example of the use of the tool".*

The farmer head does not hesitate to give a direct example in giving examples of the use of tools to employees who do not understand it. Providing demonstrations is a type of visual control demonstration to help employees prevent making mistakes while working.

Based on the results of the interview for the marking or labeling of dangerous goods or equipment, the P3 Informant stated that:

> *"The signs are not yet obvious, for employees who often use tractors and the like do see in them, but for others they are still few and if there are they difficult to find".*

Based on the results of interviews and observations, it was found that there were no signs or labels for dangerous goods or equipment. This is based on another explanation by the key informant (P1), which states that:

> *"Previously, it already existed, but because over time the signs that have been damaged or are no longer pasted we do not make new ones. The reason is because we believe that the employees here already know very well about the warnings and regulations that exist here".*

This is different from the opinion of Pramudian and Susanto (2019:32) that the implementation of a must standardize the limits of activities when working. The regulation can be in the

form of caution in the use of tools or something like that. In companies, especially companies whose activities require the use of machines, there needs to be warning signs and regulations.

Implementing *Shitsuke* Work Culture at Yogo Nouen Farm

To find out how the *shitsuke* work culture (habituation) is applied at Yogo Nouen Farm, the researcher conducted interviews using the research parameters that can be seen in Table 6.

Table 6. Results of Closed Interviews on the Application of *Shitsuke* (habituation)

No.	Indicators	Statement	Key Respondents		Supporting Respoenden			
			P1	P2	P3	P4	P5	P6
1.	Regular meetings and communication	There are apple activities before work.	✓	✓	✓	✓	✓	✓
2.	*Positive thinking* at work	Employees always think positively at work	✓	✓	✓	✓	✓	✓
3.	Do the right thing as a habit	Every employee can obey all the regulations that have been determined.	✗	✗	✗	✗	✗	✗
4.	5S Responsibility	Responsibility by employees in implementing the 5S.	✓	✓	✓	✓	✓	✓
Caption Yes : ✓ No : ✗								

Based on the results of interviews and observations, it was found that there is one parameter that has not been implemented,

meaning that the implementation of *shitsuke* has not been carried out properly. In the indicator of periodic meetings and communication, there is one parameter that has been measured, namely the presence of apple activities before work. Based on the results of the interview with Informant P1 stated that:

> *"Yogo Nouen Farm always does apple activities before work. The activity is included in the term Go-Fun Mae No Seishin. The apple activity is led by myself which has been previously directed by the company's leaders".*

At Yogo Nouen Farm, regular meetings have been held well as discussing the targets to be achieved. It can be seen in figure 7. There is a whiteboard used for apples every morning before starting work. The whiteboard contains the target in each commodity that day along with the names of employees who carry out work in each part.

Figure 7. Whiteboard for Apple Activities
Source: Yogo Nouen Farm (2023)

In the Positive Thinking Indicator at work, there is one parameter that has been measured, namely employees always think positively at work. Based on the results of interviews with P5 and P6 Informants, it was stated that:

> *"Everyone here always thinks positively, even though there are difficulties we help each other to give direction".*

At Yogo Nouen Farm, employees must always think positively in situations and all actions at work, employees must always think positively in order to bring happiness, joy, health, and success in situations and all actions at work.

In the Do the Right Indicator as a habit, there is one parameter that has been measured, namely that every employee can obey all the rules that have been determined. Based on the results of the interview with Informant P2 stated that:

> *"All of us employees try to obey the rules that have been determined, but there are still some people who still can't obey it".*

Based on the results of observations and interviews conducted, there are several employees at Yogo Nouen Farm who are still unable to comply with the regulations that have been determined, namely there are some employees who still listen to music while working. At Yogo Nouen Farm, it was found that the employees who committed violations still did not get clear consequences. The reason, according to Informants P1 and P2, that there are no excessive consequences is because according to the company, the violations committed are still minor violations that can be corrected through socialization. Therefore, Yogo Nouen Farm does not have clear consequences for violations committed by employees.

In the 5S responsibility indicator, there is one parameter that has been measured, namely the responsibility by employees in implementing 5S. Based on the results of interviews with Inforrman P1 and P2 stated that:

> *"Every employee has a high sense of responsibility in implementing 5S, if there is a mistake they immediately evaluate themselves and improve their work productivity".*

Every employee must instill a sense of responsibility for their respective duties. This is supported by Hernita, et al. (2020:16) that 5S must be consistent and sustainable in work attitudes and culture, facilities and infrastructure aim to form and print work attitudes and culture consistently and sustainably based on the 5S principle.

D. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of the research and discussion above, several conclusions were obtained as follows:

1. The implementation of *the serialization* work culture at Yogo Nouen Farm as a whole has been well implemented. This is shown by the availability of low, medium, and high used goods as well as the availability of trash cans in each work area.
2. The implementation of *the seiton* work culture (structuring) at Yogo Nouen Farm as a whole has been well implemented. This is shown by the availability of tool storage places/shelves in the work area and in the tool room that are in accordance with their function.
3. The implementation of *the seiso* (cleaning) work culture at Yogo Nouen Farm as a whole has been well implemented. This is shown by employees who routinely clean the work area.
4. The implementation of *the seiketsu* (consolidation) work culture at Yogo Nouen Farm as a whole has not been implemented properly. This is shown by the existence of one measurement of indicators that have not been properly implemented, namely the absence of signs or labels on dangerous goods or equipment.

5. The implementation of *the shitsuke* work culture at Yogo Nouen Farm as a whole has not been implemented well. This is shown by the existence of one measurement of indicators that have not been implemented properly, namely there are several employees at Yogo Nouen Farm who are still unable to comply with the regulations that have been determined, namely there are some employees who still listen to music while working.

Recomendations

Based on the conclusions that have been described, the researcher can give suggestions to Yogo Nouen Farm as follows:

1. Companies are expected to create signs or labels related to warnings and regulations against dangerous goods or equipment. These warnings and regulations can be in the form of visual controls such as how to use tools, caution warnings, the obligation to use personal protective equipment during activities, and others that include the continuity of work activities.
2. The company is expected to pay attention to employees who cannot comply with the regulations that have been determined. The consequences given are not only socialization of violators but also provide more sanctions so that employees can evaluate themselves and improve work productivity.
3. The company is expected to maintain the 5S work culture that has been implemented well. 5S is considered a work culture that refers to the process of employee discipline, efficiency, increased productivity, quality improvement, and guaranteed work safety.

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