The Influence of 5R Activities, Motivation, and Training on Organizational Culture

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Abstract

This study aims to evaluate the influence of 5R activities, motivation, and training on organizational culture. Determining the sample, the author used the purposive sampling technique, the population was 111 people and the sample was calculated using the Slovin formula rounded to 95 people. The data collection method was by distributing questionnaires. Structural Equation Modeling (SEM) was used as data analysis through the Partial Least Square (PLS) approach with Smart PLS 3.0 software. The results showed that the 5R activity variable had a positive and significant effect on organizational culture with p-values 0.009 <0.05, the motivation variable did not have a significant effect on organizational culture with p-values 0.435> 0.05, and training had a positive and significant effect on organizational culture with p-values 0.000 <0.05. In addition, 5R activities, motivation, and training simultaneously influence organizational culture with a calculated f value of 30.3> F Table 2.70

Keywords: Organizational Culture, 5R Activities, Motivation, Training

Abstrak

Penelitian ini bertujuan untuk mengevaluasi pengaruh aktivitas 5R, motivasi, dan pelatihan terhadap budaya organisasi. Penentuan sampel, penulis menggunakan teknik purposive sampling, jumlah populasi 111 orang dan sampel dihitung dengan rumus slovin dibulatkan menjadi 95 orang. Metode pengumpulan data dengan cara menyebarkan kuesioner. Analisis data menggunakan Structural Equation Modeling (SEM) melalui pendekatan Partial Least Square (PLS) dengan software Smart PLS 3.0. Hasil penelitian menunjukkan bahwa variabel aktivitas 5R berpengaruh positif dan signifikan terhadap budaya organisasi dengan nilai p 0,009 < 0,05, variabel motivasi tidak berpengaruh signifikan terhadap budaya organisasi dengan nilai p 0,435 > 0,05, dan pelatihan berpengaruh positif dan signifikan terhadap budaya organisasi dengan nilai p 0,000 < 0,05. Selain itu, kegiatan 5R, motivasi, dan pelatihan secara simultan berpengaruh terhadap budaya organisasi dengan nilai f hitung sebesar 30,3 > F Tabel 2.70

Kata kunci: Organisasi, Kegiatan 5R, Motivasi, Pelatihan

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1. Introduction

As the business era in Indonesia develops, companies must be innovative in recruiting, developing, motivating, and evaluating human resources (HR) as a whole in achieving company goals. In addition, HR is required to continue to develop themselves in order to get the right job. According to (Mahmudah Enny W, 2017) HR is the process of utilizing the workforce, including the acceptance, use, development, and maintenance of available HR to support organizations or activities carried out by a Japanese company that focuses on the production of fiber optic cables.

This company was originally named PT. Furukawa Supreme Optical Cable, which merged with PT. Supreme Cable Manufacturing Crop (Sucaco). In June 2008 Furukawa Electric Co was no longer united with Sucaco, and Furukawa Electric Co acquired 99% of Sucaco's shares. The company became PT. Furukawa Optical Solutions Indonesia (FOSI). The company's commitment to becoming a network solution provider in the telecommunications business can be seen from its vision and mission which are driven by technological advances. Its business operations have grown from simply selling fiber optic cables to providing a variety of products that support network solutions (Field observation).

Organizational culture is the value of behavior that becomes a habit in an organization. According to (Suparyanto and Rosad, 2020) organizational culture refers to the pattern of organizational learning that interacts with the environment, involving the combination of assumptions, behaviors, narratives, myths, metaphors, and other concepts to determine the meaning of work activities within the organization.

Develop a positive mindset and get used to self-control, namely by applying the 5S/5R principle (Osada, 2018). 5S includes Seiri, Seiton, Seiso, Seiketsu, and Shitsuke. In Indonesian, 5R is an abbreviation of Brief, Neat, Clean, Rawat, and Diligent. So by implementing 5S/5R, employees in a company will look neater, cleaner and can train employee discipline.

In addition to implementing 5R activities, employees definitely need encouragement to be able to work harder and help improve the quality of employee work. According to (Ad-Dzakiey & Bakran, 2009) in (Qomariah, 2020) motivation, which comes from the English word "motivation" is related to the drive or internal regulation of behavior, which is reflected in physiological conditions, interests, interests, attitudes, aspirations, or tendencies of organisms to carry out an action.

Based on the phenomenon that exists in every company, training is one of the needs of employees to improve employee quality, so training is needed that can develop employee work quality. Training is designed to help employees learn skills, knowledge, and attitudes. (Lestari & Afifah, 2020).

The phenomenon of this research gap is the decline in organizational culture which indicates inconsistent 5R activities, lack of motivation, and ineffective training and will have an impact on organizational culture. An objective attitude is needed from management and cooperation between employees in implementing organizational strategies, such as involving employees in setting work goals, detailing how to achieve them, and setting targets. This involvement will help build a more advanced organizational culture for the company. (Field observation) Previous research on 5R activities, Motivation, and Training on Organizational Culture has done a lot of research. However, it is still limited to 5R activities only. Furthermore, there is still a gap in results between variables. In this study, the author examines the variables of 5R Activities (X1), Motivation (X2), and Training (X3) on Organizational Culture directly. The author tries to retest the influence of 5R Activities, Motivation, and Training on Organizational Culture using the Smart PLS data processing application.

2. Literature Review and Hypothesis

Organizational Culture

Culture is a habit that is carried out regularly and has become a characteristic. According to Aquinas (2014) in (Suparyanto and Rosad, 2020) the term culture is described as a symbol of the development of civilization, which reflects the depth of thought and determination in creating products that can be enjoyed by many people. This shows how great the influence of culture is on individuals, as well as organizations that can result in many opportunities in the future as a competitor that is worthy of being reckoned with.

According to (Sulaksono, 2019) indicators of organizational culture include:
1. Innovative, taking risks into account.
2. Paying careful attention to every problem in detail.
3. Prioritizing the achievement of results.
4. Maintaining and maintaining work stability.

5R Activities

According to (Septiani, & Pratiwi, 2020) the description of 5R can be summarized as follows:
1. Concise
"Concise" refers to the process of storing important objects while discarding useless objects.
2. Neat
The concept of "neat" instructs us to arrange and position items in the designated storage area.
3. Clean
In essence, "Clean" emphasizes the importance of maintaining cleanliness in the workplace which is the responsibility of every employee, both individually and collectively.
4. Maintain
This concept involves the implementation of systematic protocols to enforce organized standards, thus facilitating the management and control of any deviations or abnormalities. The three basic characteristics of this concept are Concise, Neat, and Clean.
5. Diligent
The final stage of 5S includes monitoring the implementation of the previous four principles to ensure that each employee consistently carries out all 5R tasks with discipline.

According to (Randhawa, and Ahuja, 2018) in (Barao et al., 2022), the indicators of 5R activities are as follows:
1. Improving the process of separating goods.
2. Improving the way goods are stored.
3. Reducing process waste.
4. Reducing the possibility of work accidents.
5. Encouraging individuals to be responsible for personal hygiene.
6. Improve facility maintenance.
7. Improve work procedures through the implementation of 5S/5R.
8. Improve standards for the first three stages (sorting, arranging, and cleaning).
9. Increase routine 5S/5R audit activities.
10. Improve information channels related to 5S/5R developments regularly.
Motivation

Every human being definitely needs encouragement or motivation to arouse someone in their activities or work. According to (Hasibuan, 2016) in (Qomariah, 2020) motivation in Latin movere, refers to encouragement or giving energy that can move someone to work enthusiastically, effectively, collaboratively, and integrated with the aim of achieving satisfaction.

Motivation indicators according to (Mangkunegara, 2017) in (Suska, and Telaumbanua, 2022), namely:
1. High dedication
2. Focus on the future
3. High ambition
4. Focus on goals or targets
5. Passion for development
6. Consistency
7. Utilization of time
8. Selection of co-workers

Training
According to (Sudjana, 2016) in (Qomariah 2020) training is a structured process for acquiring knowledge and skills, usually provided by organizations such as government, non-government, or private institutions, to meet certain requirements and achieve organizational goals. This can be interpreted as a teaching effort with the aim of changing participant behavior to be in line with the wishes of the organization. Training is a component of the educational process that specifically targets the acquisition and improvement of abilities in a very short period of time. This approach uses an approach that prioritizes practical application over theoretical knowledge. According to (Wahyuningsih, 2019) in (Willson & Hikmah, 2020) there are 5 training indicators, including:
   1. Training Objectives
   2. Materials
   3. Methods applied
   4. Participant Qualifications
   5. Trainer Qualifications

3. Data and Method
The type of research applies a descriptive quantitative approach method. The research is focused on employees of PT. Furukawa Optical Solutions Indonesia with a population of 111 people and calculated using the Slovin formula so that the sample becomes 95 respondents. The data collection method applied is observation and the use of questionnaires. Data analysis is carried out using Structural Equation Modeling (SEM) with Smart PLS version 3.0 which is run via computer. This study builds two models, namely the Measurement Model (Outer Model) and the Structural Model (Inner Model), which are then followed by Hypothesis Testing.

4. Results
1. *Outer Model* (Measurement Model)
Here is the Outer Model display using SmartPLS version 3.0:

Figure 1.1 Outer Model
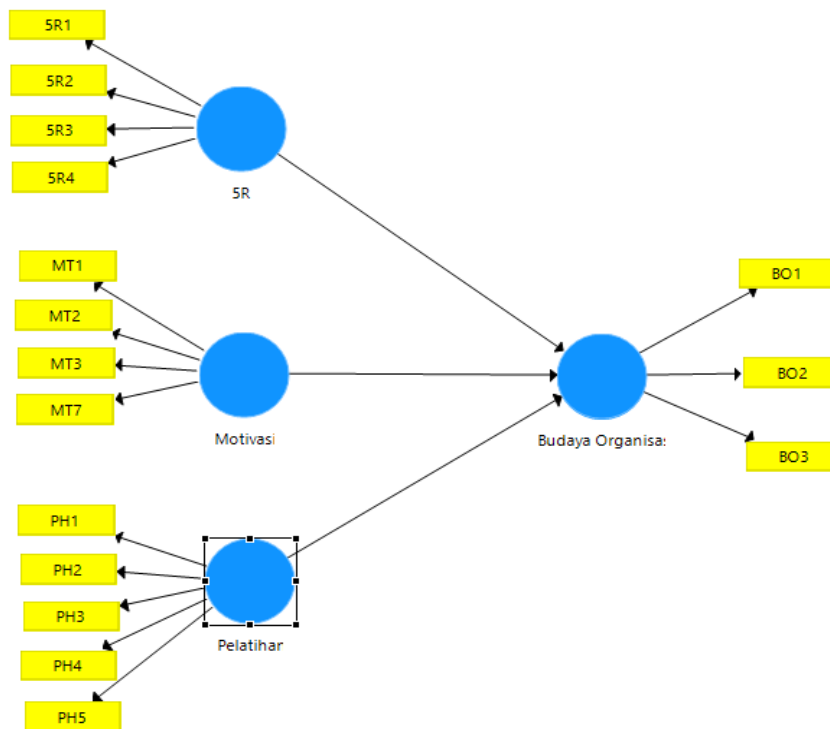
Source: Processed by the Author (2023)

1.1. Convergent Validity

Table 1 Convergent Validity Test Results (Run No.1)

Variabel	Indkt	Nilai Loading Factor	Nilai AVE	Ket.
Kegiatan 5R	X1.1	0.744	0.525	Valid
	X1.2	0.702		
	X1.3	0.747		
	X1.4	0.703		
Motivasi (X2)	X1.1	0.784	0.614	Valid
	X1.2	0.822		
	X1.3	0.733		
	X1.4	0.791		
Pelatihan (X3)	X1.1	0.729	0.595	Valid
	X1.2	0.744		
	X1.3	0.720		
	X1.4	0.838		
	X1.5	0.817		
Budaya Organisasi (Y)	Y1.1	0.803	0.640	Valid
	Y1.2	0.805		
	Y1.3	0.791		

Source: Processed by the Author (2023)

Table 1 reveals that the findings of the convergent validity test of all variables meet the predetermined standards, with loading factors > 0.70 and AVE > 0.50, indicating adequate reliability. Therefore, this research model meets the established convergent validity criteria.

1.2. Discriminant Validity

Table 2 Cross Loading Values

	X1	X2	X3	X4
X1.1	0.744	0.396	0.406	0.400
X1.2	0.702	0.316	0.424	0.381
X1.3	0.747	0.305	0.439	0.551
X1.4	0.703	0.535	0.503	0.394
X2.1	0.573	0.784	0.539	0.401
X2.2	0.403	0.822	0.536	0.425
X2.3	0.474	0.733	0.484	0.330
X2.4	0.461	0.791	0.504	0.425
X3.1	0.381	0.466	0.729	0.499
X3.2	0.430	0.509	0.744	0.512
X3.3	0.383	0.548	0.720	0.441
X3.4	0.388	0.504	0.838	0.476
X3.5	0.478	0.413	0.817	0.565
Y1.1	0.494	0.420	0.477	0.803
Y1.2	0.492	0.443	0.459	0.805
Y1.3	0.498	0.353	0.528	0.791

Source: Processed by the Author (2023)

Table 2 shows that each variable indicator shows a higher cross loading value than other variable indicators. Table 6 also shows a similar occurrence, where the AVE Square Root (Fornell-Larcker Criterion) value of each variable indicator exceeds the value of other variable indicators. Thus, it can be concluded that all statement indicators have met the discriminant validity criteria.

Table 3 *(Foornell-Larcker Cretaceous)*

	X1	Y	X2	X3
X1	**0.724**			
Y	0.609	**0.800**		
X2	0.525	0.508	**0.783**	
X3	0.609	0.651	0.628	**0.771**

Source: Processed by the Author (2023)

1.3. Composite Reliability

Table 4 Composite Reliability Test Results

Variabel	Nilai Cronbach's Alpha	Nilai Composite Reliability	Ket.
Kegiatan 5R (X1)	0.703	0.815	Reliabel
Motivasi (X2)	0.790	0.864	Reliabel
Pelatihan (X3)	0.829	0.880	Reliabel
Budaya Organisasi (Y)	0.719	0.842	Reliabel

Source: Processed by the Author (2023)

Table 4 reveals that the Cronbach's alpha value and composite reliability value of all variables exceed 0.70, all of which are considered reliable.

2. *Inner Model* (Structural Model)
2.1 Coefficient of Determination

Table 5 Coefficient of Determination

	R-Square	R-Square Adjusted
Organizational Culture (Y)	0.500	0.484

Source: Processed by the Author (2023)

From Table 5, it can be concluded that the R-Square number of all X variables against Y is 0.500, while the Adjusted R-Square value of all X variables against Y is 0.484. This reveals that the independent variable influences 50% of the dependent variable, and 48.4% after adjustment, which is considered moderate.

2.2. Path Coefficient

Table 6 Path Coefficients

	Y	Hubungan
X1	0.318	Positif dan Searah
X2	0.089	Negatif dan Tidak Searah
X3	0.401	Positif dan Searah

Source: Processed by the Author (2023)

From Table 6, it can be concluded that the path coefficient of variables X1 and X3 towards Y is in the range between 0 and 1, indicating that these variables are positively and in the same direction as Y. However, variable X2 has a negative and non-unidirectional relationship with Y.

2.3. Predictive Relevance
Table 7 Relevance of Predictions

	Q2
Organizational Culture (Y)	0.266

Source: Processed by the Author (2023)

From Table 7, it can be said that the Q2 value for variable Y is 0.266 > 0. Thus, it can be concluded that the structural model is able to provide relevant and accurate predictions.

3. Testing of Presumptions
3.1. Direct Influence
Below you can see the display in Table 1.8 regarding the Direct Hypothesis:

Table 8 Direct Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 - >Y	0.318	0.304	0.122	2.609	0.009
X2 - >Y	0.089	0.009	0.114	0.781	0.435
X3 - >Y	0.401	0.413	0.105	3.805	0.000

Source: Processed by the Author (2023)

3.2. Simultaneous Influence

This study involves three independent variables with a sample of 95. Therefore, the calculated f value can be estimated as follows:

$$f = \frac{R^2 \ (n - k - 1)}{k \ (1 - R^2)}$$
$$f = \frac{0.500 \ (95 - 3 - 2)}{3 \ (1 - 0.500)}$$
$$f = \frac{0.500 \ (91)}{(0.5)1.5} = 45.5 = 30.3$$

Thus, the calculated f value is > F Table (30.3>2.70), which means that the variables of 5R activities, motivation, and training simultaneously influence organizational culture by 0.500. This means that the variables of 5R activities, motivation, and training are able to explain the organizational culture variable by 50% and the remaining 50% is influenced by other variables.

6. Conclusion

5R activities have an effect on organizational culture at PT. Furukawa Optical Solutions Indonesia, with a p-value of 0.009 <0.05. Proving that 5R activities affect organizational culture and employee attitudes. Motivation does not affect organizational culture at PT. Furukawa Optical Solutions Indonesia, with a p-value of 0.435 > 0.05. Proving that motivation does not affect organizational culture, there is an initiative from management to improve the quality of work of employees and leaders at PT. Furukawa Optical Solutions Indonesia. Training has an effect on organizational culture at PT. Furukawa Optical Solutions Indonesia, with a p-value of 0.000 <0.05 this proves that training will influence employees to improve their skills at work. 5R activities, motivation, and training have a simultaneous effect on organizational culture with a calculated f value of 30.3 > F Table 2.70, proving that the more positive the 5R activities are on motivation, the more active employees are in participating in training.

Recommendation

Further studies are expected to reduce the potential for bias that arises during the observation or survey completion process. One method is to use participant observation, which may reduce the feeling of being watched among research subjects, thus preventing potential improvements in their behavior or other relevant factors being investigated. Completion of the questionnaire should be done directly or face to face to allow supervision by researchers, so that cooperation and answers given are not influenced by colleagues. Continuous socialization of 5R activities is expected to uphold and improve employee attitudes, knowledge, and practices so that a safe, clean, healthy, orderly, and pleasant work environment is created. Thus, it can foster discipline, work happiness, work safety, and a good reputation. In addition, there needs to be strict supervision and assessment of the implementation of 5R in facility management and the implementation of related practices. Knowledge of existing weaknesses will help in reflection to improve the implementation of 5R

activities, while increasing employee motivation through awards, which may encourage them to work harder. Provide appropriate training and do not make the audience or employees bored in participating in training, for example by inviting a couch (trainer) from outside the company who is an expert in their respective fields.

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