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RESEARCH ARTICLE

Work Culture in a Home-Based Industry: A Study of *Putra Galang* Peanut Cookie Enterprise, Padang Panjang, West Sumatra

Indah Ayu Safitri*, Haliza Rahmi, Halimahtusyadiah Liszar Awalni, Lidia Maya Sari, Fitri Ramadhan, Muhammad Hidayat

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***Corresponding author**:
Ayu Safitri, Universitas Negeri Padang, Indonesia
E-mail:
indahayusafitry123@gmail.com

Abstract: The phenomenon of work culture in home-based industries constitutes a crucial issue for scholarly examination due to such industries make a substantial contribution to local economic resilience. Previous studies have largely emphasized productivity and marketing aspects of micro, small, and medium enterprises (MSMEs); however, in-depth understanding of how family-based work culture shapes business sustainability and quality consistency remains limited. Addressing this gap, the present study examines how characteristics of work culture are operationalized in business activities, the factors influencing their formation, and the ways in which work culture supports production sustainability in a home-based industry. This research employs a qualitative descriptive approach, with *Putra Galang* Peanut Cookie Enterprise in Padang Panjang as its locus of study. Data were collected through observation of production activities, informal interviews with the owner and workers, and documentation of work processes. The findings indicate that kinship values, quality consistency, and work discipline constitute the core pillars of the enterprise's work culture. Accordingly, this study recommends the implementation of digital marketing training, systematic documentation of work procedures.

Keywords: Work culture, Work discipline, Home-based industry, Quality consistency, Kinship values.

Abstrak: *Fenomena budaya kerja pada industri rumahan merupakan isu penting untuk dikaji secara akademis karena industri ini memberikan kontribusi yang signifikan terhadap ketahanan ekonomi lokal. Penelitian-penelitian sebelumnya sebagian besar menekankan aspek produktivitas dan pemasaran usaha mikro, kecil, dan menengah (UMKM); namun, pemahaman yang mendalam mengenai bagaimana budaya kerja berbasis keluarga membentuk keberlanjutan usaha dan konsistensi kualitas masih terbatas. Menjawab kesenjangan tersebut, penelitian ini mengkaji bagaimana karakteristik budaya kerja dioperasionalkan dalam kegiatan usaha, faktor-faktor yang memengaruhi pembentukannya, serta cara budaya kerja mendukung keberlanjutan produksi pada industri rumahan. Penelitian ini menggunakan pendekatan deskriptif kualitatif dengan lokasi penelitian pada Usaha Kue Kacang Putra Galang di Padang Panjang. Hasil penelitian menunjukkan bahwa nilai kekeluargaan, konsistensi kualitas, dan disiplin kerja merupakan pilar utama budaya kerja pada usaha tersebut. Oleh karena itu, penelitian ini merekomendasikan penerapan pelatihan pemasaran digital, pendokumentasian prosedur kerja secara sistematis.*

Kata kunci: *Budaya kerja, Disiplin kerja, Industri rumahan, Konsistensi kualitas, Nilai kekeluargaan.*

About Author
Indah Ayu Safitri, Universitas Negeri Padang, Indonesia; Haliza Rahmi, Universitas Negeri Padang, Indonesia; Halimahtusyadiah Liszar Awalni, Universitas Negeri Padang, Indonesia; Lidia Maya Sari, Universitas Negeri Padang, Indonesia; Fitri Ramadhan, Universitas Negeri Padang, Indonesia; Muhammad Hidayat, Universitas Negeri Padang, Indonesia.

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1. Introduction

Home-based industries play a crucial role in driving local economies, particularly in regions characterized by strong traditions of family-based entrepreneurship. This phenomenon is evident in the city of Padang Panjang, where numerous household enterprises have emerged as adaptive strategies in response to increasingly complex financial demands. One of the most prominent examples is the *Putra Galang* Peanut Cookie Enterprise, which has operated for an extended period and has become an integral part of the city's local culinary identity. The sustainability of this enterprise demonstrates that small-scale production industries are capable of enduring and even expanding when supported by stable work patterns transmitted across generations. Such enterprises not only provide economic income but also embody values of perseverance, discipline, and mutual cooperation (*gotong royong*), which are central to the work culture of Padang Panjang. In the context of intensifying competition within the food industry and the growing demands of contemporary markets, a nuanced understanding of how work culture contributes to business sustainability has become increasingly important for scholarly inquiry.

Despite the fact that numerous studies on home-based industries in Indonesia have been conducted, most have concentrated on small enterprise empowerment, access to capital, economic performance, and marketing strategies. Many of these studies approach home-based industries primarily as objects of microeconomic analysis, while giving limited attention to the ways in which work culture values actively support business operations. Research that does address work culture tends to focus on large-scale formal enterprises, thereby insufficiently capturing the distinctive dynamics of family-based home industries. A further research gap arises from the scarcity of studies examining work culture within traditional food industries, particularly peanut cookies as a local specialty of Padang Panjang with its own specific production characteristics. Moreover, studies on family-based work culture in intergenerational enterprises often merely describe cultural values without explicitly linking them to business performance or competitiveness. These limitations indicate the need for a more comprehensive understanding of work culture in home-based industries (Nugroho B. Sukamdani).

Previous studies on work culture have contributed to explaining how norms, values, and habitual practices influence productivity and behaviour in the workplace, thereby providing a significant foundation for the present research. Nevertheless, several studies indicate that work culture is often treated as only one of many factors affecting the survival of small businesses (Yudo et al., 2024). Research on home-based food industries has generally focused on distribution management, production methods, or the quality of raw materials, with limited attention to the cultural dimensions underlying daily work practices. Furthermore, studies on intergenerational enterprises have seldom examined how the transmission of work culture occurs or how inherited values shape work patterns across successive generations. Consequently, a critical review of prior research suggests the need for further investigation that explicitly links work culture to business sustainability, production effectiveness, and the capacity of home-based industries to adapt to changing market conditions. The present study is positioned to fill this gap by adopting a more holistic analytical approach.

This study aims to address several key questions, including how work culture is formed and sustained within *Putra Galang* Peanut Cookie Enterprise, how it shapes working relationships and production processes, and the extent to which it contributes to the firm's sustainability and competitiveness. One of the central arguments advanced in this research is that work culture functions as a form of social capital and a behavioural guideline that enables home-based industries to operate more effectively and competitively. Moreover,

this study contends that values such as perseverance, discipline, togetherness, and commitment to quality play a strategic role in maintaining production consistency and fostering customer trust. Accordingly, the objective of this research is to deepen our understanding of the role of work culture in the dynamics of home-based industries and to contribute to the development of scholarly literature on the management of family-based small enterprises.

2. Literature review

2.1. Home-based industry

A home-based industry is a micro-scale business managed within a household and relying primarily on family resources as its main labour force. According to Tambunan (2021), home-based industries are characterized by small capital investment, simple technology, home-based production locations, and flexible work structures. In the food sector, such industries play a key role in sustaining traditional products, as production processes are commonly transmitted across generations (Martono, 2024). Home-based industries function not only as economic entities but also as integral components of the local sociocultural construction, given their embeddedness in community life. Moreover, they contribute to economic resilience by facilitating income distribution and creating informal employment opportunities.

According to Law No. 9 of 1995 concerning small enterprises, five criteria define a small business. First, it must have a net worth not exceeding two hundred million rupiah, excluding land and buildings used for business purposes. Second, its annual sales must not exceed one billion rupiah. Third, it must be owned by an Indonesian citizen. Fourth, it must operate independently and not function as a subsidiary or branch of, nor be directly or indirectly affiliated with, a medium or large enterprise. Fifth, it may take the form of an individually owned enterprise, an unincorporated business entity, or a legal business entity, including cooperatives.

2.2. Work culture

According to Winarko in *Dasar-Dasar Teknik Konstruksi dan Perumahan* (2022), work culture refers to the techniques for organizing and maintaining the workspace, routinely applied within industrial settings. The purpose of work culture is to uphold order, efficiency, and discipline in the workplace, thereby maximizing organizational productivity. Industrial work culture is a set of practices aimed at maintaining the quality of a company's or institution's environment by fostering organizational structure and order (Fernando et al., 2025; Listiani, 2010; 2014; Salleh et al., 2024). Fundamentally, industrial work culture is associated with the organization of both the workplace and household management. It also plays a significant role in ensuring quality, productivity, and workplace safety. According to Hasibuan (2003), a strong work culture promotes discipline, productivity, and the quality of work outcomes.

Integral components of work culture include fundamental understandings of how employees interact, how tasks are managed, and how an organization addresses issues and changes. Scholars argue that work culture can play a critical role in a company's success. In other words, when implemented positively and effectively, it fosters a safe, harmonious, and healthy work environment, which in turn enhances employee productivity and contributes to organizational success. In the context of modernization and industrialization, one of the most widely adopted and internationally recognized industrial work cultures is the 5s methodology (Suwondo, 2012). The 5s work culture refers to an industrial work culture system comprising Seiri (orderliness), Seiton (neatness), Seiso (cleanliness), Seiketsu (Standardization), and Shitsuke (discipline). This 5s work culture first

emerged in the 1980s and was introduced by Takashi Osada. The 5s method is a systematic approach used to create and maintain the quality of the work environment within organizations.

2.3. Work culture and the productivity of home-based enterprises

The relationship between work culture and productivity has been demonstrated across various types of organizations. Laksono and Inggawati (2024) observed that a strong work culture positively influences operational performance, particularly regarding efficiency, task completion, and output quality. In home-based industries, work culture affects communication, problem-solving, and production processes. Work values such as perseverance and discipline enhance production stability, while cooperative behaviour accelerates the product creation process. These internal values serve as the primary form of social capital supporting production in home-based industries, which typically lack complex formal organizational structures. Consequently, the sustainability of home-based industries is highly dependent on the strength and continuity of their work culture (Larasati & Fernando, 2025; Mukhlis et al., 2025).

In order to achieve high productivity, a company must assess its outcomes relative to the total resources employed, with particular attention to human resources. Priority should be given to knowledge, skills, abilities, attitudes, and behaviours, as these constitute essential drivers of productivity; consequently, enhanced productivity contributes to business success. Work productivity is not merely a matter of maximizing output; the quality of performance is equally important and warrants careful consideration (Abdillah et al., 2023; Triatmodjo et al., 2023; Wulantika, 2019; Wuysang et al., 2025).

3. Method

This study originates from the selection of the work culture issue within home-based industries, as this phenomenon plays a crucial role in local economic sustainability yet has been insufficiently explored from a socio-organizational perspective. While home-based industries are often perceived as simple, they encompass complex dynamics of values, interactions, and work patterns. *Putra Galang* Peanut Cookie Enterprise was selected as the research subject since it maintains high-quality standards amid competitive pressures, making it a relevant locus for examining family-based work culture. The research employs a qualitative approach with a descriptive study design to provide a comprehensive understanding of the phenomenon, as this approach is well-suited to portraying processes, actions, and meanings that develop within the workplace. The data employed are qualitative, originating from interactions, observations, and employee narratives. This approach enables the researcher to capture empirical realities naturally and in-depth manner, within the specific social context in which the phenomenon occurs.

The data sources employed in this study comprise two principal categories: primary and secondary data. Primary data were collected directly from the business owner, workers, and family members involved in the production process. Informants were selected purposively, meaning they possessed direct knowledge, experience, and engagement with the work culture. Secondary data were obtained from production records, business documents, and prior research on work culture and home-based industries. In order to gather information, the researcher conducted participatory observation throughout the production process, from raw material preparation to product packaging. In addition, in-depth informal interviews were carried out to explore employees' perceptions of work values, discipline, and the dynamics of social relationships in the workplace. Daily business records, photographs of work processes, and supporting internal archives were collected through documentation methods to facilitate a comprehensive analysis of the phenomenon.

A qualitative approach was employed to analyse the data systematically through several stages. First, the data were reduced to extract the information most relevant to the research subject, particularly concerning patterns of values, work behaviours, and interactions among workers. Next, the data were categorized according to key themes, such as work discipline, family norms, interpersonal communication, and quality consistency. Subsequently, the researcher interpreted the meaning of actions and habits within each category to obtain a deeper understanding of how individuals conduct their work. In order to illustrate the logical relationships among the findings, the subsequent stage involved presenting the data through descriptive narratives. Finally, the researcher integrated the results into a comprehensive portrayal of work culture within the *Putra Galang* Peanut Cookie Enterprise. This analytical sequence provided new insights regarding the role of informal communication and minor innovations in reinforcing traditional work culture.

4. Result

4.1. Work culture as the foundation for the sustainability of the *Putra Galang* peanut cookie enterprise

Field observations conducted at the *Putra Galang* Peanut Cookie Enterprise in Koto Tuo Panyalaian, West Sumatra, indicate that the work culture cultivated at this site is crucial for sustaining production. Daily worker activities reflect principles such as orderliness, attention to detail, and the habit of completing tasks punctually. This is evident in how employees commence the production process each morning by preparing ingredients, arranging equipment, and performing dough mixing and shaping in a systematic manner, largely without excessive assistance from the business owner. The findings reveal that work culture plays an essential role in ensuring the enterprise's sustainability. Daily production is guided by principles of consistency, cooperation, precision, and responsibility. In small- and medium-sized enterprises, work culture is directly correlated with operational performance and product quality. This aligns with Robbins and Coulter (2018), who assert that work culture functions as a managerial control mechanism capable of enhancing productivity, behavioural orderliness, and work quality within an organization.



Figure 1. Peanut cookie shaping stage



Figure 2. Peanut cookie colouring process

The work culture observed at the *Putra Galang* Peanut Cookie Enterprise aligns with the findings of Sentanu (2023), who argues that shared values, effective communication, and structured work habits can enhance the performance of small- and medium-sized enterprises. At this enterprise, employees are accustomed to work routines that have been practiced for years and demonstrate an understanding of their tasks even in the absence of formal instructions. This long-standing tradition has established collectively recognized standards of work culture. Furthermore, research by Kurniasari and Sari (2024) indicates that a positive work culture has a significant impact on improving SME

performance. This finding is relevant to the situation at the *Putra Galang* Peanut Cookie Enterprise, where a stable work culture contributes to maintaining product quality and production efficiency. The habitual work practices help the business adapt to changing demands, even in the absence of written rules.

Nonetheless, field observations also indicate that reliance on an informal work culture system has certain limitations. According to Nurwildani and Padhil (2024), the absence of formal workplace structures can result in uncertainty regarding quality standards and a lack of long-term consistency. This is evident at the *Putra Galang* Peanut Cookie Enterprise, where no official documents outlining standard operating procedures or work protocols exist that could serve as references in cases of employee turnover or increased production output. On the other hand, family relationships between the owner and employees have a positive impact on work culture. Yulia et al. (2023) observe that trust and emotional closeness contribute to the creation of a harmonious work environment, which can foster employee compliance even in the absence of formal enforcement. However, this family-based culture must be carefully managed to ensure that the advancement of a more professional management system is not hindered.

Therefore, work culture is essential for ensuring business sustainability. Written work regulations, clearer task allocation, and a measurable evaluation system are necessary to enhance the company's competitiveness. Strengthening formal systems will ensure that work culture standards are understood and maintained by new employees, while remaining aligned with the evolving needs of the business.

4.2. Structure and dynamics of work relationships in the *Putra Galang* peanut cookie enterprise

Field studies conducted in Koto Tuo Panyalaian, West Sumatra, indicate that the *Putra Galang* Peanut Cookie Enterprise is a micro-scale, family-managed business that has been in operation for several years. Production takes place in the owner's home using standard equipment. The structure of work relationships within the enterprise reflects the characteristics of a family-based home industry. Since most employees are immediate family members or close relatives, communication during the production process is fluid, natural, and informal. Field observations reveal that coordination is more effective among individuals with strong emotional proximity, particularly during critical processes such as dough mixing and baking, which demand both speed and precision. These findings are supported by Rahmadani and Yusuf (2023), who note that in home-based industries, harmonious interpersonal relationships significantly enhance production efficiency and reduce the likelihood of internal conflicts. Despite the use of a simple management system, the familiar and supportive work atmosphere has proven effective in creating a stable working environment.

Nevertheless, the fluctuating dynamics of family-based relationships also present distinct challenges. Field observations indicate that the boundaries between family and work relationships can sometimes affect discipline and firmness, particularly when workloads increase significantly during peak periods. However, the enterprise has successfully mitigated potential role ambiguity by maintaining long-established task allocation patterns. In order to prevent task overlap, processes such as dough mixing, peanut filling, shaping, baking, and packaging are each assigned to specific, consistent personnel. This practice aligns with Hamid (2021), who argues that long-standing work routines can effectively substitute for formal organizational structures in the home-based sector.

Family ties also foster the development of effective collective work mechanisms. Family members or neighbours are often employed as temporary workers during periods of increased workload. This adaptive mechanism illustrates the flexibility of work relationships, as highlighted by Lestari (2022), who notes that home-based industries typically maintain flexible work patterns, enabling labour to be mobilized rapidly in response to production demands. Consequently, the dynamics of work relationships at the *Putra Galang* Peanut Cookie Enterprise reflect both strong social bonds among workers and team efficiency in maintaining consistent production processes.

4.3. Implementation of work discipline in the *Putra Galang* peanut cookie enterprise

Field studies at the *Putra Galang* Peanut Cookie Enterprise in Koto Tuo Panyalaian, West Sumatra, indicate that the implementation of work discipline is supported by a structured work schedule. The enterprise operates in two shifts: a morning shift from 06:00 am to 12:00 am and an afternoon shift from 12:00 pm to 18:00 pm. This shift system ensures that labour is available throughout the day, maintains production continuity, and meets the rising demand for peanut cookies, particularly orders from souvenir shops during festive periods. Observations show that employees arrive punctually for their scheduled shifts, as the production process is sequential and interdependent, encompassing dough mixing, shaping, baking, and packaging. Timely attendance is therefore critical; the absence or tardiness of even a single employee can disrupt the entire production workflow. In practice, the business owner directly supervises employees, including monitoring their attendance.

The findings indicate that organizing work hours and dividing employees into morning and afternoon shifts is the primary mechanism through which the *Putra Galang* Peanut Cookie Enterprise enforces work discipline. This shift system ensures the continuity of production processes. For small- and medium-sized enterprises (SMEs), compliance with scheduled work hours constitutes a critical aspect of operational workflow. Smooth production processes and output quality are directly influenced by this discipline. According to Robbins and Coulter (2018), work discipline—particularly regarding punctuality and orderly behaviour—is a component of managerial control capable of enhancing operational productivity and the quality of work outcomes. Yuliantika and Faddila (2023) note that the implementation of shifts at the *Putra Galang* Enterprise demonstrates the significant impact of time discipline on SME employee performance. In food industries such as peanut cookie production, where tasks are sequential and require precision, workforce discipline is essential to maintain a consistent production rhythm. Timely attendance ensures that processes, from shaping to packaging, proceed efficiently, whereas disciplinary lapses, such as lateness, may disrupt the entire workflow and undermine product quality.

However, the *Putra Galang* Peanut Cookie Enterprise continues to operate under an informal system of rules. In the absence of written regulations governing sanctions and rewards, work discipline depends largely on social relationships and the personal knowledge of both the owner and employees. Fadilah et al. (2022) suggest that discipline is more effective when supported by a formal system that includes clear rules, monitoring mechanisms, and defined consequences. The lack of formal structures may create uncertainty regarding behavioural standards, potentially hindering the development of a strong work culture. Furthermore, strict shift divisions can elevate employee workload and adversely impact health. Shifts may induce fatigue if not accompanied by appropriate rotation and rest periods. According to Mendofa and Palupiningtyas (2025), workers are prone to physical exhaustion and loss of motivation when shifts are poorly managed. Even though shifts at the *Putra Galang* Enterprise last only six hours, proper rotation and supervision remain necessary to prevent employee burnout.

The family ties observed between the owner and employees serve as a strong form of social capital for enforcing discipline. Positive interpersonal relationships can enhance compliance without strict formal enforcement; however, this social capital must be leveraged to cultivate a sustainable culture of discipline. Consequently, the *Putra Galang* Peanut Cookie Enterprise has made progress in implementing work discipline through shift allocation and direct supervision. Nevertheless, the system should be strengthened to further improve productivity, quality, and professionalism within the enterprise. This includes the establishment of written rules, periodic shift rotation, and a clear system of sanctions and rewards. With these enhancements, work discipline can become situationally adaptive and an integral part of a corporate culture that supports the business.

4.4. The role of innovation in facing modern competition

Field studies conducted at the *Putra Galang* Peanut Cookie Enterprise in Koto Tuo Panyalaian, West Sumatra, indicate that the production process continues to rely on traditional methods. Technology is applied exclusively during dough kneading, facilitated by a basic mixing machine. Other processes, including baking, packaging, and shaping, continue to be performed manually. During production, employees individually shape the dough using hand-operated molds, while traditional ovens require direct supervision to ensure proper baking of the dough. In the subsequent packaging stage, employees manually sort, pack, and seal the products. These conditions reflect a low level of automation, which limits both production capacity and operational efficiency. As a result, the enterprise is less competitive in the context of modern market demands that emphasize efficiency, speed, and product quality consistency. In this regard, innovation is essential for enhancing the competitiveness of SMEs. Tidd and Bessant (2021) argue that innovation constitutes a critical mechanism that enables organizations to adapt to changes within a dynamic business environment. In the absence of process improvements, businesses face challenges in achieving growth and operate at limited capacity.



Figure 1. Peanut cookie shaping state



Figure 2. Peanut cokkie baking process



Figure 3. Peanut cookie packaging process

The limited use of machinery in shaping, baking, and packaging directly affects production efficiency and quality. Manual processing can result in inconsistent cookie sizes, longer production times, and higher labour requirements. According to Robbins and Coulter (2018), the integration of technology into production processes can improve efficiency, minimize human error, and maintain consistent quality standards. This aligns with the situation in the enterprise, where expanding business capacity is challenging due to the lack of modern equipment, particularly during periods of increased demand. However, innovation does not necessarily compromise the traditional characteristics of the product. The cultural identity and market value of the *Putra Galang* peanut cookies are defined by their traditional taste and processing techniques. Traditional products can attain high competitiveness when complemented by appropriate process innovations, as observed by Suharini (2019). Therefore, minor innovations—such as the utilization of shaping machines, temperature-controlled ovens, or automated packaging tools—can enhance productivity without compromising the authentic taste and traditional characteristics of the product.

Process and marketing innovations are also crucial for addressing modern competition. Purwana et al. (2021) provide evidence that the utilization of digital platforms can significantly expand the market reach of small- and medium-sized enterprises (SMEs). The *Putra Galang* Peanut Cookie Enterprise could develop social media–based marketing or delivery services to increase product accessibility. Thus, innovation represents a collective effort to strengthen the business by modifying marketing strategies and production processes. Overall, the lack of innovation is a major factor limiting the enterprise's ability to compete in the modern market. Cost-effective and practical innovations can enhance productivity, maintain consistent product quality, and broaden marketing reach. Combining innovation with the strengths of traditional products offers the most effective strategy for sustaining and growing the business over time.

5. Discussion

The findings from the *Putra Galang* Peanut Cookie Enterprise indicate that work culture, the structure of work relationships, time discipline, and the level of innovation significantly influence the sustainability of business operations. Within the long-established work culture, values such as orderliness, consistency, and precision form the foundation for maintaining the daily production rhythm. Family-based work relationships facilitate easy and flexible coordination, allowing production processes to run smoothly, particularly during periods of high demand. Work discipline is maintained through a relatively effective morning and afternoon shift system. The study further indicates that technology is employed sparingly, thereby constraining production capacity and operational efficiency. Overall, the enterprise's operations heavily grounded in traditional cultural values and a social approach, yet they lack adequate formal structures and innovation to respond effectively respond to the dynamics of contemporary market competition.

These findings arise from the fact that home-based enterprises are typically grounded in family values and work habits passed down from previous generations. Since employees are accustomed to a relatively stable division of roles over time, operational standards are rarely formalized in writing, relying instead on informal work patterns. Limited capital, lack of technological knowledge, and the belief that traditional methods suffice to meet local market demand contribute to the scarcity of innovation. Personal relationships between the owner and employees have a greater influence on the formation of work discipline than a structured management system. Furthermore, the limited emphasis on system upgrades and innovation is reinforced by the low level of professionalization observed in rural small- and medium-sized enterprises. Overall, this situation primarily

arises from a business orientation that prioritizes daily operational continuity over long-term development.

This situation significantly affects long-term business growth. Enterprises that rely on informal work culture are vulnerable to changes in the workforce, increased demand, or business expansion. Due to the lack of innovation, production processes proceed at a slower pace, thereby constraining the capacity to scale output in response to expanding market opportunities. Moreover, alteration in workforce structure may result to inconsistent product quality in the absence of documented standard operating procedures. While family relationships foster harmony, they can also reduce discipline and professionalism as the business grows. Furthermore, reliance on the attendance and precision of each worker presents risks of physical fatigue and limits workforce renewal. Consequently, these conditions suggest that the enterprise will face significant challenges in competing with similar products that are produced more efficiently and technologically unless its work system is reformed.

The findings of this study both diverge from and align with previous research. Some results are consistent with Robbins & Coulter and Sentanu, who emphasize the role of work culture and collective values in enhancing productivity. However, the case of *Putra Galang* demonstrates that the capacity of work culture is limited when not supported by formal systems. In contrast to Kurniasari and Sari (2024), who found that a positive work culture is typically accompanied by systemic performance improvements, this study reveals that a positive culture alone is insufficient to enhance production performance without innovation. Furthermore, Hamid's (2021) research on habitual work practices as a substitute for formal structures appears relevant; yet, in the context of the *Putra Galang* Peanut Cookie Enterprise, these habits have become a barrier to modernization. Furthermore, this finding contrasts with Purwana et al. (2021), which suggests that SMEs typically employ digital marketing technologies, whereas the *Putra Galang* continues to rely on manual marketing methods.

Collectively, the findings of this study indicate several strategic measures aimed at enhancing business sustainability. A hybrid work culture system should be established by integrating traditional values with formal mechanisms, including standard operating procedures (SOPs), evaluation systems, and documented task allocations. Methodologically, it is essential to provide basic management training to owners and employees to improve their capacity to adapt to technological and market developments. In order to initiate gradual innovation, local governments should implement supportive policies for SMEs, offer digital marketing training, and provide access to modern production equipment. In the long term, the enterprise is also advised to develop an internal professionalization model through structured shift rotations, the use of semi-automatic shaping and packaging tools, and the establishment of product quality standards. These recommendations are expected to help the business sustain and thrive in contemporary markets.

6. Conclusion

The study of the *Putra Galang* Peanut Cookie Enterprise demonstrates that three core elements of work culture—work relationships, time discipline, and innovation—significantly influence business sustainability. Even though lacking formal structures, a tradition-based work culture can maintain a consistent production rhythm. Family-based work relationships facilitate effective and harmonious coordination, thereby enabling production processes to operate smoothly across varying conditions. Shift arrangements that support the continuity of daily production, reflect the presence of work discipline.

However, in the context of contemporary industrial competition, production capacity remains stagnant and comparatively less competitive.

This study offers an important conceptual contribution by demonstrating that tradition-based work culture can serve as a foundation for SME sustainability; however, sustained competitiveness requires support from formal structures and innovation. Methodologically, the research employs a field-based observational approach to analyse daily work practices, enriching the limited documentation on home-based industries. The study also theoretically reinforces Robbins & Coulter's proposition regarding the relationship between work culture and productivity. Moreover, it underscores that a positive work culture does not automatically enhance competitiveness without technological innovation and more professional management systems. Consequently, this research provides relevant empirical insights for the development of theory on work culture and the sustainability of micro, small, and medium-sized enterprises (SMEs).

Despite providing valuable insights, this study has several limitations. Since it does not include comparisons with similar SMEs and is confined to a single business location, the findings cannot be generalized. Furthermore, the study did not examine other economic aspects of the business, such as cost-benefit analyses of technology adoption or broader marketing strategies. Moreover, data were collected through observation and informal interviews, which may introduce potential perceptual bias. Therefore, to gain our understanding of the dynamics of home-based industry sustainability, future research should include a larger sample of SMEs, perform quantitative analyses of the impact of innovation, and conduct a more comprehensive examination of management and marketing elements.

Author Contribution Statement

Contributions of the authors in this article: Indah Ayu Safitri contributed to the conceptualization of the study, research design, data collection, and drafting of the manuscript. Haliza Rahmi and Halimahtusyadiah Liszar Awalni contributed to data collection, data analysis, and interpretation of the findings. Lidia Maya Sari and Fitri Ramadhan contributed to literature review, data documentation, and technical editing of the manuscript. Muhammad Hidayat contributed to critical revision of the article and validation of the research findings. All authors have read and approved the final manuscript and agree to take responsibility for all aspects of this work.

Disclosure of Interests

No conflict of interest to declare.

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