



Corrective Action Analysis of GMP Implementation in the Fried Shallot Agroindustry (Case Study at CV Dua Putri Sholehah)

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Abstract:

This study examines the root causes of failures in the implementation of Good Manufacturing Practices (GMP) in small and medium-sized enterprises (SMEs), with a focus on human resource factors and employee work behavior. Although GMP implementation has been widely studied, research that positions behavioral aspects as the primary root cause of GMP non-compliance at the SME level remains limited. This study aims to analyze corrective actions based on the root causes of GMP non-compliance that do not meet established standards. The study employs a qualitative analysis method using interview and questionnaire approaches, with data analyzed using NVivo version 12 Pro software. The assessment of GMP implementation at CV Dua Putri Sholehah was conducted based on eleven aspects and involved ten informants from the production, packaging, and peeling sections. The results indicate that employee health and hygiene are the most problematic aspects, particularly low compliance with the use of Personal Protective Equipment (PPE). Root cause analysis reveals that failures in GMP implementation are more dominantly influenced by employee behavioral factors related to weak internal regulations and supervision systems rather than limitations in physical facilities. These findings provide a new perspective in the food safety literature by emphasizing that successful GMP implementation in SMEs is highly dependent on the management of employee behavior and compliance. The recommended corrective actions include optimizing regulations and supervision through the improvement of Standard Operating Procedures (SOPs), strengthening supervision systems, consistent enforcement of sanctions, increasing GMP socialization and education, and conducting regular audits and evaluations.

Keywords: Corrective Action; Good Manufacturing Practices; NVivo; Personal Protective Equipment

1. Introduction

As the number of food processing businesses in Indonesia continues to grow, issues of food safety and quality have become critical concerns that cannot be overlooked. Consumers today demand food products that are not only delicious but also safe, hygienic, and compliant with established quality standards. Susanto and Lestari (2022) revealed that consumers tend to choose products with guaranteed food safety produced by companies that consistently apply quality standards. The implementation of Good Manufacturing Practices (GMP) serves not merely to enhance product quality, but also to reinforce the company's reputation among consumers and mitigate the risk of product recalls. Although research on Good Manufacturing Practices (GMP) implementation has been conducted extensively, significant gaps remain. Most studies employ quantitative assessment frameworks that classify non-conformities into minor, major, critical, and serious categories, thereby providing limited insight into the root causes of non-compliance, particularly human resource factors that influence employee behavior. Furthermore, existing literature predominantly focuses on large-scale facilities and specific products such as dairy or meat, leaving traditional food processing sectors underexplored. Notably, no studies have examined GMP implementation in fried shallot production or specifically in Probolinggo, East Java. This study addresses these gaps by investigating CV Dua Putri Sholehah, a small-scale fried shallot producer in Probolinggo.

Although GMP regulations have been widely implemented, many small and medium-sized food industries have yet to fully meet the prescribed standards. One example is CV Dua Putri Sholehah, a shallot-processing company located in Probolinggo Regency, which has been certified for GMP since 2017. While this certification indicates administrative compliance with hygienic production standards, observations reveal a significant gap between certification and actual practice. The main issue faced by the company is that some employees' implementation of GMP does not fully adhere to the established standards, particularly in hygiene practices and the use of personal protective equipment (PPE). This condition highlights the need for an in-depth evaluation of human resource (HR) factors that influence the success of GMP implementation. This study aims to analyze corrective actions in the implementation of *Good Manufacturing Practices* (GMP) at CV Dua Putri Sholehah, focusing on employee health and hygiene aspects, particularly compliance with the use of personal protective equipment (PPE). The analysis seeks to identify the root causes of non-conformities in GMP practices and propose relevant improvement measures. This research employs a qualitative approach supported by NVivo software, involving ten informants from the production, peeling, and packing divisions to obtain a comprehensive understanding of GMP implementation in the workplace.

Theoretically, this study makes dual contributions: first, by introducing a behavioral-organizational compliance framework that integrates employee perspectives with organizational governance factors (regulations, supervision, enforcement) to explain GMP non-compliance patterns—moving beyond infrastructure-focused models dominant in existing literature; and second, by demonstrating methodological innovation through systematic qualitative analysis using NVivo, providing a replicable approach for investigating human resource dimensions in food safety research. This framework reconceptualizes GMP compliance as a dynamic interplay between individual behavior and organizational systems, offering scholars a more comprehensive theoretical lens for understanding implementation challenges in SME contexts. Thus, this research contributes to reinforcing consistent GMP implementation to support the competitiveness of processed food industries in both domestic and international markets.

2. Literature Review

Previous Studies on GMP Implementation in SMEs

Good Manufacturing Practices (GMP) is a fundamental system designed to ensure the quality, safety, and consistency of food products throughout the production process. According to Judijanto *et al.*, (2025), GMP serves as the primary foundation of modern food safety systems, emphasizing the control of processes, facilities, and personnel to minimize contamination risks. The implementation of GMP principles encompasses various aspects such as production site conditions, facility hygiene, equipment sanitation, and employee hygiene. In Indonesia, the implementation of GMP is regulated by the National Agency of Drug and Food Control (BPOM) as part of a national effort to guarantee food safety within small and medium-sized industries.

Several previous studies have shown that the effectiveness of GMP implementation significantly influences improvements in product quality and food safety. Manalu, (2019) found that compliance with GMP standards in community-based cocoa processing centers improved both cost efficiency and product quality. Similarly, Dewi *et al.*, (2019) reported that the application of GMP in small and medium enterprises (SMEs) in Bandung not only enhanced product quality but also strengthened the competitiveness of small-scale industries in the domestic

market. Sudirman & Tantalu, (2025) further emphasized that the success of GMP implementation in fish processing industries in Makassar largely depends on procedural compliance and continuous training for workers. However, while these studies document the positive outcomes of GMP implementation, they predominantly focus on *what* improvements occur rather than investigating *why* certain facilities struggle to achieve compliance, particularly regarding human resource factors such as employee behavior and adherence to health and hygiene protocols.

Although many studies report positive outcomes, several others have identified critical challenges in implementing GMP within the SME sector. Karisa *et al.*, (2025) noted that the level of GMP implementation in household food industries varies considerably, with major weaknesses found in worker hygiene and environmental sanitation. Similarly, Budiarto *et al.*, (2018) highlighted that SMEs' readiness to enter modern markets is often constrained by limited human resources and production facilities that do not yet meet GMP standards. Thus, the review of literature indicates that GMP implementation among SMEs continues to face a significant gap between regulatory standards and on-ground practices. Human resource aspects—particularly in terms of training and hygiene awareness—are key determinants of successful system implementation (Rhamadhanty *et al.*, 2025). Therefore, strengthening employee training, enhancing supervision systems, and aligning production facilities with GMP requirements are strategic measures to ensure the sustained quality and safety of food products within the SME sector.

3. Method

This research was conducted at CV Dua Putri Sholehah, located in Dusun Tisnan, Gedungkidul, Tegalrejo, Dringu District, Probolinggo Regency, East Java. The research site was selected purposively, considering that CV Dua Putri Sholehah has been certified with *Good Manufacturing Practices* (GMP) since 2017 and is one of the enterprises that has successfully marketed its products not only in domestic markets but also internationally. The study was carried out from July 2025 to October 2025. The selection of informants employed a purposive sampling technique, which involves determining research participants based on specific considerations and objectives. The criteria for selecting informants included: (1) having at least three years of work experience in the respective division, (2) being part of a division directly related to the production process—either as a supervisor or staff member, (3) possessing effective communication skills to provide clear, complete, and relevant information, and (4) having adequate knowledge of GMP implementation, either through work experience or formal training. A total of ten informants were selected from production, packing, and peeling departments to participate in this study.

This study adopted a qualitative approach aimed at exploring and understanding phenomena in a deep and comprehensive manner. The data used were primarily primary data, obtained directly from first-hand sources through observation and field documentation. Data collection techniques included documentation studies, direct observation using a structured observation protocol based on the fourteen GMP aspects, and in-depth interviews with selected informants. The in-depth interviews were conducted using an open-ended question format based on the 5 Whys Analysis technique. Each informant participated in one interview session, during which five sequential "why" questions were posed to identify the root causes of GMP non-compliance, particularly regarding employee health and hygiene practices. This iterative questioning approach enabled researchers to trace problems from surface-level symptoms to underlying organizational and behavioral factors. Interview sessions lasted approximately 10-15 minutes per informant and were audio-recorded with participants' consent, then transcribed verbatim for analysis.

The observation protocol was designed to systematically assess the fourteen key aspects of GMP implementation as mandated by BPOM regulations: (1) production location and environment; (2) buildings and facilities; (3) production equipment; (4) water supply or water provision facilities; (5) hygiene and sanitation facilities and activities; (6) employee health and hygiene; (7) maintenance and sanitation programs; (8) storage; (9) process control; (10) food labeling; (11) supervision by the person in charge; (12) product recall; (13) record keeping and documentation; and (14) employee training. During field observations, researchers documented compliance status, noted deviations from standard practices, photographed relevant conditions (with permission), and recorded contextual factors that might explain observed non-compliance patterns. Observations were conducted across multiple visits to capture variations in daily operational practices. For data processing, NVivo 12 Pro software was utilized to conduct thematic analysis. This analysis aimed to identify key themes and emerging patterns from interview data, as well as to determine priority corrective actions based on the findings obtained. This thematic analysis approach enabled the identification of key themes and emerging patterns from interview and observation

data, particularly regarding the root causes of employee health and hygiene non-compliance, and facilitated the determination of priority corrective actions based on empirical findings.

4. Findings and discussion

CV Dua Putri Sholehah has implemented the Good Manufacturing Practices (GMP) guidelines as stipulated in the Regulation of the Head of the Indonesian Food and Drug Authority (BPOM RI) No. HK.03.1.23.04.12.2206 of 2012 concerning Cara Produksi Pangan yang Baik untuk Industri Rumah Tangga (Good Food Production Practices for Home Industries), which encompasses fourteen key aspects of food industry operations. However, in practice, the implementation of the employee health and hygiene aspect remains the most significant challenge compared to other components. This issue is evident from field observations, which revealed that the use of Personal Protective Equipment (PPE) among employees is still inconsistent. Some workers demonstrated partial compliance with PPE protocols, failing to wear the complete set of required protective gear (masks, gloves, and head coverings) during production processes. This finding is further supported by statements from production employees acknowledging that the use of PPE has not yet been fully implemented.

Informant 1 : Actually, employees here haven't been fully using PPE yet. I don't wear PPE myself because the work environment is hot, so it's uncomfortable to wear masks and head covers

A similar statement was also expressed by employees from the packing division, who complained about the discomfort experienced when using personal protective equipment (PPE).

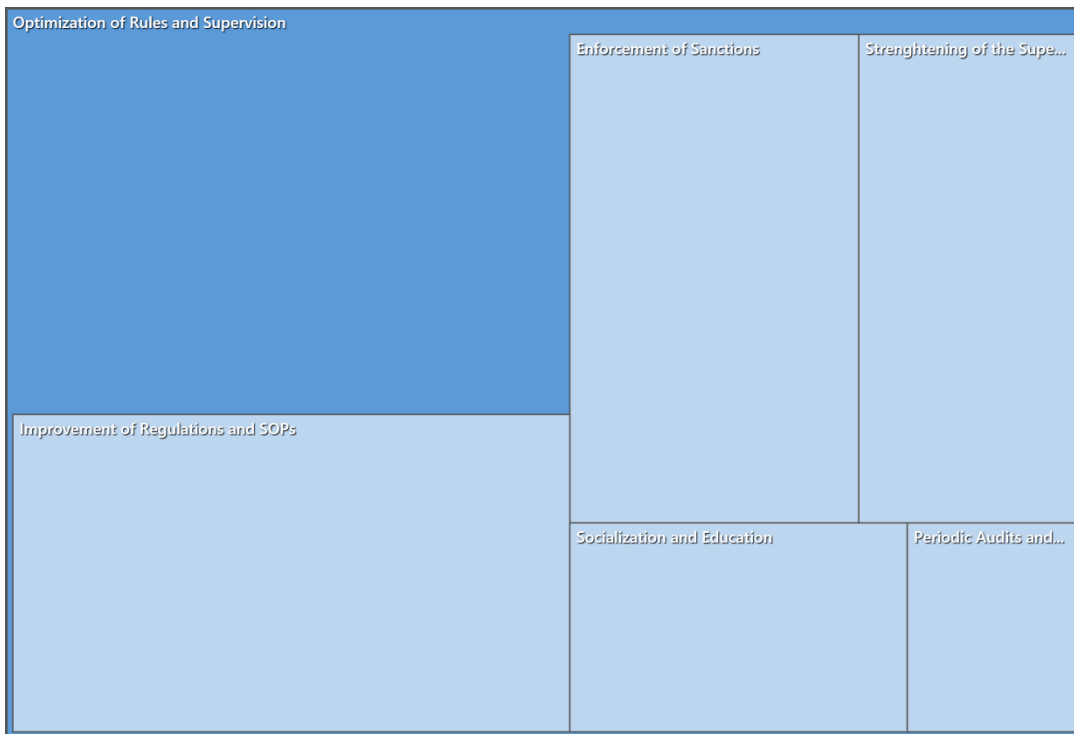
Informant 2 : Because they're uncomfortable to wear. When I use gloves, it actually makes my work more difficult. I feel less freedom to handle the products, especially when I need to work quickly

Awareness of the importance of maintaining personal and workplace hygiene also needs to be improved, as evidenced by the presence of employees working with incomplete work attire and a limited understanding of how hygiene impacts food safety. These conditions prompted the conduct of this research, which focuses on the health and hygiene aspects of employees to identify inhibiting factors and formulate effective improvement strategies.

Word Frequency Query

In this study, interviews were conducted with ten employees. The interview data from these ten participants were transcribed and then imported into NVivo 12 software for further analysis. NVivo provides a Word Frequency Query feature that allows textual data to be visualized. Through this feature, it is possible to identify how frequently important and informative words appear within the dataset. To move beyond the descriptive nature of the NVivo output, a qualitative coding process was applied to interpret the interview data and establish causal relationships among emerging issues. The analysis began with open coding, in which relevant statements from the transcripts were systematically labeled based on recurring meanings related to employee discomfort, supervisory practices, and rule compliance. These initial codes were then refined through axial coding by examining patterns of co-occurrence and contextual linkages, revealing that expressions of discomfort (e.g., feeling pressured or unclear about procedures) frequently appeared alongside narratives describing weak supervision and inconsistent enforcement. Finally, selective coding was conducted to integrate these categories into a coherent explanatory framework, in which weak supervision was identified as a central condition that exacerbates employee discomfort and ultimately leads to non-compliance with established rules. Through this iterative coding process, NVivo functioned as an organizing tool, while the analytical interpretation was driven by theoretical comparison and

Figure 2. Hierarchy Charts of Rule and Supervision Optimization



Source: NVivo 12 Pro Analysis Results, 2025

The Hierarchy Chart in Figure 2 illustrates that the refinement of regulations and Standard Operating Procedures (SOPs) serves as the fundamental basis for optimizing rules and monitoring employee compliance with the use of Personal Protective Equipment (PPE). Although the company has established PPE regulations, they remain unclear in explaining crucial details for effective implementation. The ambiguity lies in determining the appropriate types of PPE for specific tasks or work areas, providing detailed monitoring procedures, and establishing a clear hierarchy of sanctions. This lack of clarity has led to employee confusion and inconsistent rule enforcement, which often depends on each supervisor’s personal judgment. These findings are generally consistent with Yani, (2025), who emphasized the importance of clear regulations and technical guidelines in improving workers’ compliance. However, the results of this study indicate that regulatory clarity alone is insufficient to ensure compliance when it is not accompanied by consistent supervision and supportive working conditions. This suggests that behavioral factors and supervisory systems function as mediating mechanisms between the existence of formal rules and the level of employee compliance.

In relation to improved regulations, the enforcement of sanctions is a vital component to ensure adherence to the rules. The main issue in PPE compliance is the absence of real consequences for violations, as sanctions are rarely applied consistently. As a result, employees feel free to disregard the rules. The lack of fairness in imposing sanctions and the recurrence of violations without stricter penalties further reinforce non-compliant behavior. Therefore, a clear, consistent, and effectively enforced sanction system is required. This finding aligns with Nengsih & Samiyah, (2025), who demonstrated that consistent enforcement of sanctions is positively correlated with increased employee discipline in PPE usage. Alongside sanction enforcement, strengthening the monitoring system functions as a preventive and detection-oriented mechanism. However, the monitoring capacity remains limited in terms of the number of officers, coverage area, and time, as the ratio between supervisors and workers is too low. Irregular supervision and insufficient authority granted to safety officers have caused employees to comply only when being observed. Therefore, additional personnel, monitoring technology, and clearly defined authority are necessary. These findings are consistent with Muhamad *et al.*, (2024) who found that the effectiveness of supervision significantly affects employee compliance with safety procedures.

To ensure that the revised regulations and monitoring systems are well understood, education and socialization play a critical role. Many employees lack understanding of PPE regulations due to inadequate training, monotonous delivery methods, and one-time orientation programs conducted only during onboarding without regular refreshers. This finding is in line with Imron *et al.*, (2025) who noted that repeated training sessions and engaging delivery methods can improve workers’ understanding and compliance with occupational safety procedures. Therefore, continuous and structured education programs—such as interactive group discussions and

digital information boards—are needed to ensure employees fully comprehend the rules, their rationale, and the consequences of non-compliance. As a control mechanism to ensure the effectiveness of all implemented systems, periodic audits and evaluations are equally important. Currently, the evaluation system is conducted irregularly and only after incidents occur, with internal inspections being inconsistent and findings rarely followed by corrective measures. A structured audit system is therefore necessary—one that includes a clear checklist, fixed schedule, traceable follow-up mechanism, and a strong commitment to continuous improvement through a plan–do–check–act cycle—to sustain PPE compliance over time. Zebua *et al.*, (2024) revealed that conducting regular safety audits significantly improves the implementation of occupational safety systems and reduces PPE-related violations in industrial environments.

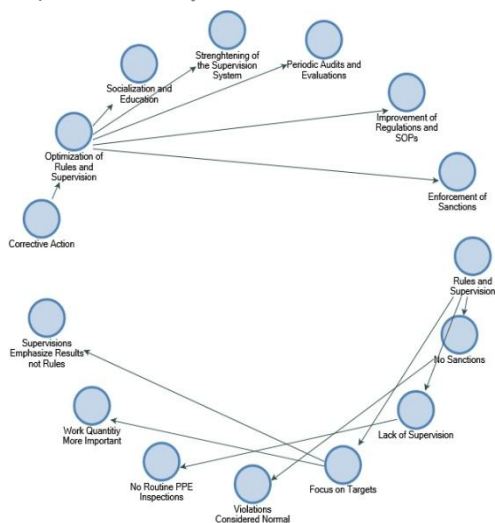
As depicted in Figure 3.6, the optimization of rules and supervision—developed through the five sub-themes discussed above—has a positive impact on improving PPE compliance within the company. This impact manifests in three main outcomes: increased employee compliance driven by clear rules and strict supervision; the establishment of a clean and disciplined work culture fostered by heightened safety awareness; and improved product quality supported by a safer and more orderly work environment that enhances productivity. These outcomes are interrelated and mutually reinforcing in creating a safer and more productive workplace for all company employees. This finding is consistent with Praditya *et al.*, (2025), who emphasized that the implementation of integrated regulation, training, and supervision systems has a direct impact on improving safety culture and work productivity in the food industry sector.

Relationship Between Categories and Sub-Themes

The next step is the visualization of the Project Map, which serves as an essential tool in qualitative data analysis. The Project Map is a graphical representation that displays various items within a project along with connecting lines that indicate the relationships between those items. This visual structure helps researchers better understand the complex relationships among data elements and provides a clear and organized overview of the interconnections between emerging themes, nodes, or concepts. By presenting data relationships visually, the Project Map simplifies the process of explanation and interpretation, enabling researchers to identify connections that may not be immediately apparent through textual analysis alone.

Figure 3. Project Map of Corrective Actions for PPE Usage

In addition, the Project Map plays an important role in exploring and organizing qualitative data to develop a deeper analytical understanding. This visualization assists researchers in identifying patterns, relationships, and theories that emerge from the coding process. Through the Project Map, researchers can trace causal relationships, determine dominant themes, and understand how different factors interact within the research context. Therefore, the Project Map functions not only as a visualization tool but also as a medium for constructing structured reasoning and developing theories based on empirical findings, thereby enhancing the clarity and depth of qualitative analysis.



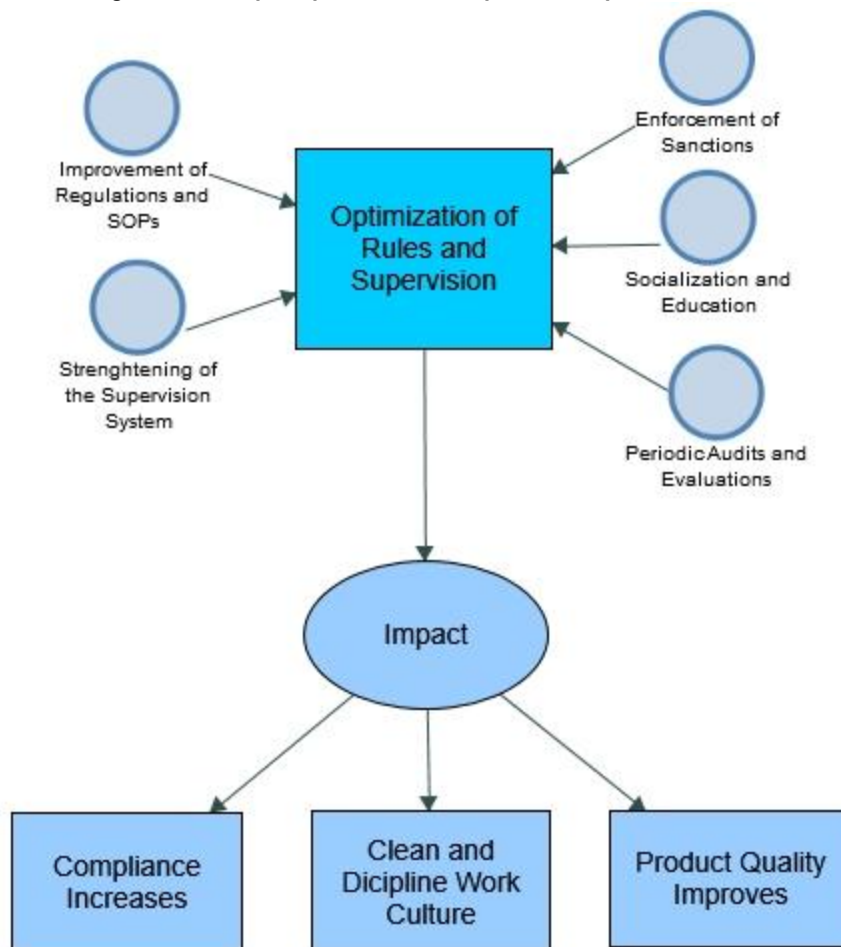
Based on Figure 3, various indicators influencing employees' use of Personal Protective Equipment (PPE) are presented through the Project Map. The creation of the Project Map was based on the themes generated during the coding process, which were then used to trace and visualize the relationships among data elements. According to the Project Map, the main issue in implementing PPE usage originates from weak regulations and inadequate supervision within the workplace. This condition is further exacerbated by the absence of strict sanctions for violations and insufficient monitoring, leading employees to perceive non-compliance as a normal occurrence. Consequently, this situation fosters a work culture that prioritizes targets and productivity over adherence to safety regulations. As a result, routine PPE inspections are often neglected, and supervisors tend to emphasize work outcomes rather than compliance with safety standards.

This chain of causes indicates that the root problem lies in the suboptimal regulatory and monitoring system. Therefore, corrective actions are focused on optimizing rules and supervision, which can be achieved through several strategic measures. First, refining regulations and Standard Operating Procedures (SOPs) is necessary to ensure that the rules are more specific and easily understood by all employees. Second, continuous socialization and education are needed to enhance workers' awareness of the importance of compliance with safety rules. Third, strengthening the monitoring system through stricter and more transparent mechanisms, accompanied by consistent enforcement of sanctions for violators, is essential. Finally, conducting regular audits and evaluations is crucial to assess the effectiveness of supervision and ensure that corrective actions are implemented sustainably.

Formulation of Corrective Action Strategies

The next stage is the Concept Map. The Concept Map is a flexible form of visualization that incorporates various shapes and connectors to map the ideas derived from the research findings. It is then used to explore and display the relationships within the data.

Figure 4. Concept Map of Rule and Supervision Optimization



Source: NVivo 12 Pro Analysis Results, 2025

Based on the results of the interview data analysis processed using NVivo software, it was found that the main recommendation proposed by the researcher focuses on optimizing regulations and supervision as the top priority for improving the implementation of GMP within the company. This recommendation emerged as the most dominant factor because field findings indicated weak enforcement of existing rules and inconsistent supervision practices. The optimization efforts include the development of stricter internal policies, clearer division of responsibilities among departments, and a more effective system for reporting and following up on violations.

The first recommendation with the highest significance is the refinement of regulations and Standard Operating Procedures (SOPs). The interview results revealed that although several company rules are already in

place, they remain general in nature and lack detailed explanations of technical procedures in the field. This aligns with the statement of one informant who expressed that:

Informant 7 : The rules actually exist, but I think they're not clear enough. Sometimes we don't really understand what we should do, especially since there are no consequences if we don't follow them

This statement indicates that although formal regulations already exist, their implementation remains weak due to the lack of clear operational guidelines. Therefore, the refinement of Standard Operating Procedures (SOPs) is proposed to include more detailed and practical descriptions so that every employee has a uniform reference when carrying out production activities in accordance with GMP principles. In addition, other recommendations that also deserve attention include the enforcement of sanctions, the strengthening of the supervision system, continuous socialization and education, as well as regular audits and evaluations. The enforcement of sanctions plays an important role in fostering employee discipline and accountability toward the established quality standards. Strengthening the supervision system is expected to ensure that each procedure is properly implemented in the field, while socialization and education activities can enhance employees' understanding of the importance of GMP implementation in maintaining product quality and safety. Regular audits and evaluations are recommended so that the company can continuously monitor the effectiveness of the implemented regulations and supervision.

Overall, the diagram above illustrates that all of these recommendations are still at the proposal stage and have not yet been fully implemented by the company. The researcher formulated these recommendations as a reflection of the field findings, which revealed gaps in the implementation of GMP principles—particularly in terms of the firmness of regulations and the consistency of supervision.

5. Conclusion and recommendation

Based on the results of the NVivo analysis, the proposed corrective actions—namely the optimization of rules and supervision—can be interpreted within a broader theoretical framework of organizational control and compliance. The need to refine regulations and Standard Operating Procedures (SOPs) reflects the role of formal control mechanisms in reducing ambiguity and shaping expected behavior, as emphasized in compliance and institutional theories. Meanwhile, the strengthening of supervision and the consistent enforcement of sanctions highlight the importance of informal and behavioral control systems in ensuring that formal rules are internalized and enacted in daily work practices. In this context, the findings suggest that compliance is not solely determined by the existence of written rules, but emerges from the interaction between clear formal structures and effective supervisory practices, thereby extending existing theoretical perspectives on rule-based compliance. In addition, continuous socialization and education on the importance of GMP implementation are necessary to enhance employees' awareness and responsibility toward product quality and safety. Regular audits and evaluations should also be conducted to assess the effectiveness of rule implementation and ensure ongoing improvement.

Through these measures, it is expected that a disciplined work culture will be established, employee compliance with safety procedures will improve, and overall product quality and consumer trust in the company's products will be enhanced. However, this study is limited by its reliance on qualitative data from a relatively small number of informants and the use of word frequency analysis, which captures dominant themes but may not fully reflect deeper power dynamics or unarticulated practices. Therefore, future research is encouraged to employ mixed-methods approaches or longitudinal designs to examine how regulatory clarity, supervision, and behavioral adaptation interact over time, as well as to explore additional organizational and contextual factors that may influence sustained compliance.

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