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Analysis Of The Daily Ritual Of The Indonesia Raya Song And Exercise As An Organizational Culture Practice In Supporting The Welfare Of PT Inka (Persero) Employees

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Abstract

This study aims to analyze the daily ritual program consisting of the Indonesia Raya national anthem and morning stretching as an organizational culture practice in supporting kesejahteraan karyawan and work engagement at PT INKA (Persero). This research uses a descriptive qualitative approach. Data were collected through semi-structured interviews, observation, and documentation involving six informants, including management representatives, human capital staff, the technical program designer, and employees from administrative and production areas. The data were analyzed using thematic analysis by grouping the findings into first-order themes, second-order themes, and main themes. The results show that the daily ritual program at PT INKA (Persero) is not merely perceived as a routine activity, but also as an organizational culture practice that supports kesejahteraan karyawan. The program reflects management support through scheduled implementation, centralized audio instructions, and the involvement of organizational functions. From the physical aspect, morning stretching helps reduce stiffness, fatigue, and body tension caused by static working positions or repetitive activities. From the psychological aspect, the program creates a more positive work atmosphere, strengthens togetherness, reduces boredom, and encourages employee work engagement. Therefore, the daily ritual program through the Indonesia Raya national anthem and morning stretching can be understood as a soft human resource management strategy that supports the physical, psychological, and social well-being of employees at PT INKA (Persero).

Keywords: organizational culture, Indonesia Raya national anthem, morning stretching, soft HRM, kesejahteraan karyawan, work engagement.

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INTRODUCTION

Organizational culture transcends written rules, manifesting as repeated, meaningful practices that shape collective behavior and daily routines (Schein & Edgar H, 2010; Trice & Beyer, 1984; Bogale & Debela, 2024; Islam & Zyphur, 2009). In modern organizations, fostering this culture is critical not only for performance but also for supporting holistic employee well-being, which encompasses physical, psychological, and social needs (Nielsen et al., 2017; Danna & Griffin, 1999; Grant et al., 2007; Page & Brodrick, 2009). Consistent organizational support through humane policies and routine refreshment programs signals care, strengthens engagement, and positions well-being as a core human resource management function rather than a mere add-on (Peña et al., 2024; Eisenberger et al., 2020; Opoku & Boateng, 2024; Bhoir & Sinha, 2024).

Specifically, prolonged sedentary work can cause physical tension and fatigue, making light physical activities or micro-breaks essential for physical recovery and reducing sedentary impacts (Tersa-Miralles et al., 2022; Radwan et al., 2022; Batista-Ferreira et al., 2024; S. Kim et al., 2017). Psychologically, such breaks alleviate work pressure, monotony, and mental fatigue, thereby improving mood and restoring focus (Page & Brodrick, 2009; Bakker & Demerouti, 2017; Sonnentag & Fritz, 2015; Hunter & Wu, 2016).

Within the Indonesian State-Owned Enterprise (BUMN) context, this aligns with the core AKHLAK values, particularly Harmonious and Collaborative principles. A notable manifestation is the daily 10:00 AM ritual of playing or singing the national anthem, Indonesia Raya, mandated by Minister of BUMN Circular Letter SE-8/MBU/S/11/2024, which fosters nationalism, discipline, and collective identity (Lidyana, 2024). PT INKA (Persero), Southeast Asia's first integrated railway manufacturing BUMN (established in 1981), presents a unique context for this study due to its demanding work environment requiring high discipline, physical readiness, and coordination (Nielsen et al., 2017). Initial four-month observations reveal that PT INKA has intensified its previously documented weekly "Senam Sehat INKA" into a daily 10:00 AM ritual, combining the symbolic Indonesia Raya with a functional 15-minute exercise or stretching session.

This daily active break provides a necessary mid-morning pause (Hunter & Wu, 2016), where the anthem builds collective identity (Lidyana, 2024) and the exercise facilitates physical recovery from static postures (Tersa-Miralles et al., 2022). From a well-being perspective, this ritual demonstrates holistic organizational care (Salas-Vallina et al., 2021), creating a supportive atmosphere that goes beyond formal compensation to foster comfort, energy, and social cohesion (Danna & Griffin, 1999; Trice & Beyer, 1984;

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Page & Vella-Brodrick, 2009). Physically, the 15-minute session mitigates muscle stiffness, eye strain, and drowsiness without disrupting productivity (Batista-Ferreira et al., 2024; Radwan et al., 2022; S. Kim et al., 2017). Psychologically, it generates a positive atmosphere, alleviating burnout and restoring mental energy through shared emotional experiences (Albulescu et al., 2022; Bakker & Demerouti, 2017; Radwan et al., 2022).

Therefore, this study aims to understand how PT INKA's daily ritual functions as an organizational culture practice that supports employee well-being (Tadesse Bogale & Lemi Debela, 2024), specifically examining: (1) management policy and support for this ritual as a well-being practice (Eisenberger et al., 2020); (2) its benefits for employees' physical health (Tersa-Miralles et al., 2022); and (3) its psychological benefits in improving mood, reducing burnout, and enhancing work spirit (Sonnentag & Fritz, 2015). Ultimately, this research demonstrates that such daily rituals are not mere routines, but meaningful cultural practices significantly contributing to employee well-being at PT INKA (Persero) (Page & Brodrick, 2009).

OBJECTIVE

This study aims to understand PT INKA (Persero)'s daily ritual program comprising the Indonesia Raya anthem and exercise/stretching routines as an organizational culture practice enhancing employee well-being and work spirit. Specifically, the research objectives are threefold: first, to analyze management policies and organizational support to determine whether the ritual functions as genuine organizational care rather than a mere routine; second, to evaluate the physical benefits of the exercise activities in mitigating complaints from prolonged sitting and repetitive tasks, thereby acting as an active break that reduces stiffness and restores energy; and third, to assess the ritual's psychological benefits in fostering a positive atmosphere, alleviating boredom, and cultivating discipline and camaraderie. Ultimately, these objectives position the daily ritual as a strategic cultural tool driving employee motivation, enthusiasm, and well-being at PT INKA (Persero).

LITERATURE REVIEW

Organizational Culture

Organizational culture shapes member interactions through shared values and basic assumptions that guide external adaptation and internal integration (Schein & Edgar H, 2010). It manifests not only through written rules but also via symbols, habits, and repeated practices (Bogale & Debela, 2024). Such meaningful, collective practices

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function as rites and ceremonials (Trice & Beyer, 1984) that build organizational identity and solidarity (Islam & Zyphur, 2009), and take on profound significance when consistently performed as rituals (Larsen, 2025). In Indonesian State-Owned Enterprises (BUMNs), this aligns with the AKHLAK core values. A relevant macro-policy is the mandate to play the national anthem, Indonesia Raya, at 10:00 AM daily, as regulated by the Minister of BUMN Circular Letter SE-8/MBU/S/11/2024 (Lidyana, 2024), which provides the foundational policy context for this study.

Physical Employee Well-being

Employee well-being encompasses physical, psychological, and social conditions at work (Grant et al., 2007). The physical dimension specifically addresses bodily states, fatigue, and work readiness, where prolonged static postures represent a crucial ergonomic risk (Radwan et al., 2022). According to the Job Demands-Resources model, job demands must be balanced with adequate resources, such as recovery through micro-breaks, to prevent excessive fatigue (Bakker & Demerouti, 2017; Hunter & Wu, 2016). While scheduled light physical activity at the workplace is linked to physical recovery (Albulescu et al., 2022), recent systematic reviews advise caution in interpreting the physiological magnitude of such interventions (Luger et al., 2025). This recovery concept serves as the general framework for understanding the link between work breaks and physical conditions, with specific empirical assessments detailed in Chapter IV.

Psychological Well-being and Work Spirit

Beyond physical aspects, psychological well-being relates to mood, motivation, and emotional readiness (Page & Brodrick, 2009), dynamically influenced by the work atmosphere, social relationships, and available resources (Nielsen et al., 2017). A key manifestation of positive psychological well-being is work engagement, defined as a positive, fulfilling work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). Within the Job Demands-Resources framework, engagement is predicted by resources including organizational support and recovery opportunities (Bakker & Demerouti, 2017). Furthermore, psychological recovery can be triggered by environmental stimuli; for instance, music is recognized in literature as a mechanism employees use to regulate their mood at work (Sanseverino et al., 2023), providing a theoretical framework for understanding how non-verbal elements influence employee work experiences.

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Soft HRM Approach and Perceived Organizational Support (POS) in Employee Well-being

Soft Human Resource Management (soft HRM) views employees as valuable assets requiring development and well-being support, contrasting with the cost-efficiency focus of hard HRM. In this context, organizational interventions for physical and psychological recovery are strategic human capital investments. Well-being-oriented HRM practices are most effective when formalized as integral organizational policies rather than standalone informal appeals (Bhoir & Sinha, 2024). Through such structured policies, Perceived Organizational Support (POS) explains how employees interpret formal organizational care, defined as the subjective perception that the organization values their contributions and cares for their well-being (Eisenberger et al., 2020). POS is established when scheduled physical breaks or environmental stimuli are perceived not as bureaucratic formalities, but as consistent, tangible support that maintains work readiness and reduces fatigue (Peña et al., 2024). Additionally, perceived supervisor support enhances supervisor-employee relationships and affective commitment (Linando & Halim, 2024). Thus, soft HRM and POS theories are applied to dissect how institutional policies translate into meaningful well-being experiences for employees.

METHODOLOGY

This study employs a qualitative descriptive approach (Creswell, 2018) to examine PT INKA (Persero)'s daily ritual (Indonesia Raya anthem and 10:00 AM exercise) as an organizational culture practice supporting employee well-being. Emphasizing analytical depth over statistical representation of the 4,967 employees (PT INKA Annual Report, 2024), six key informants were purposively selected to represent layered perspectives from policy formulation to field execution: HC Training & Culture Manager (6 years), Remodeling & Facility Planning Manager (32 years), Human Capital Staff (6 years), Finance Staff (2 years), and two Production Staff representing Electrical (2.5 years) and Finishing (2 years) areas.

Primary data were gathered via semi-structured interviews and direct observations, complemented by secondary company documents. To ensure trustworthiness (Lincoln & Guba, 1985), the study applied source and technique triangulation, consistent interview protocols, and peer debriefing (Nowell et al., 2017). Data were analyzed using Braun and Clarke’s (2006) six-phase thematic analysis, utilizing MS Excel to systematically map codes from verbatim transcripts to second-order themes. This rigorous process identified "Well-being" as the grand theme, structured into

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three sub-themes: Strategic Policy and Supporting Ecosystem, Ergonomic Risk Mitigation and Physical Energy Recovery, and Emotional Regulation and Work Spirit. Informant identities were anonymized to ensure privacy while maintaining analytical traceability.

RESULTS AND DISCUSSION

The main theme emerging from open coding of interview and observation data is employee well-being. This theme demonstrates that the daily ritual of singing Indonesia Raya and exercise/stretching at 10:00 AM at PT INKA (Persero) is understood not merely as a work routine, but as organizational care for employees' physical, psychological conditions, and work spirit. Based on informant response patterns, the daily exercise program is viewed as having well-being functions related to maintaining fitness, reducing work-related physical complaints, restoring energy, and creating a more positive work atmosphere. The activity also demonstrates management support through structured implementation systems, including centralized audio instructions played at specific times. Thus, this program can be understood as part of organizational culture practices supporting employee well-being at PT INKA (Persero).

Analysis results show that the well-being theme is formed through four main sub-themes: (1) strategic policies and supporting ecosystems, describing management support in providing directed program implementation systems; (2) physical risk mitigation and ergonomics, relating to exercise benefits in reducing body complaints from monotonous work positions; (3) energy recovery and cognitive focus, showing the role of short physical breaks in helping employees restore concentration and reduce boredom; and (4) emotional regulation and work spirit, describing psychological benefits in building positive moods, reducing stress, and improving employee work spirit. These four interconnected sub-themes explain that employee well-being at PT INKA (Persero) is influenced not only by formal policies but also by simple practices performed routinely and directly felt by employees. Therefore, the 10:00 AM exercise can be understood as a soft human resource management strategy positioning employees as important assets through attention to health, comfort, and work spirit.

Sub-Theme 1.1: Strategic Policies and Supporting Ecosystems

Findings show that the 10:00 AM exercise program at PT INKA (Persero) does not operate as a spontaneous activity but as a management-supported program. Support is evident through time scheduling, centralized audio instructions, and program objectives directed toward employee well-being. Management not only establishes activities but also

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provides support systems for more uniform implementation across the work environment. Ms E, HC Training & Culture Manager, stated that the 10 AM exercise program is part of company attention to employee well-being, not merely maintaining work routine but also helping reduce physical complaints from prolonged sitting:

> *"This 10 AM exercise program is not just a casual activity, but a real implementation of the SOE well-being value proposed by management to interrupt physical complaints from sitting too long. Management facilitates it structurally through centralized audio instructions for uniform quality. The company wants to build a humane work ecosystem where they ensure employees return home in fit condition without exhaustion."* (Ms E)

This statement shows PT INKA (Persero) management's commitment to making exercise part of creating a health-conscious work environment. Centralized audio instructions serve as management support ensuring program implementation doesn't depend on individual unit initiatives but can be conducted more directed and uniformly. With this system, employee well-being programs exist not only as policy but are realized through implementation facilities accessible to employees in daily work activities. Supporting informant Mr A, Electrical Staff, confirmed that centralized audio instructions help employees obtain uniform stretching guidance, showing that company-provided support systems are understood not only by management but also felt by employees as part of program implementation:

> *"The use of centralized audio instructions ensures every employee receives stretching guidance of equal quality."* (Mr A)

This strengthens that the 10 AM exercise has standardization elements in implementation. Centralized audio functions as instruction delivery media helping synchronize movements and implementation timing, making this activity understandable as a program with support systems rather than merely informal activity. Thus, management support appears through facility provision, implementation arrangement, and efforts to build work habits paying more attention to employee health. However, program implementation faces challenges in certain work contexts.

PT INKA (Persero)'s manufacturing characteristics cause different conditions between office and production areas. In office areas, audio systems and activity

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implementation are relatively easier to apply due to more conducive work environments. Meanwhile, in workshop areas, program implementation may face obstacles including machine noise, limited sound reach, and technical work demands not always stoppable simultaneously. This aligns with thematic data showing broadcasting barriers for electrical staff in production areas due to acoustic distortion and heavy equipment noise intensity. Based on these findings, the strategic policies and supporting ecosystems sub-theme shows that the 10 AM exercise at PT INKA (Persero) represents management support for employee well-being. The program has structured implementation foundations through centralized audio instructions, but effectiveness remains influenced by each unit's work space characteristics. Therefore, management support needs to be viewed not only from policy and facility existence but also from company ability to adjust program implementation with work conditions in both administrative and production areas.

Sub-Theme 1.2: Ergonomic Risk Mitigation and Physical Energy Recovery

Findings show that the 10:00 AM exercise at PT INKA (Persero) has dual functions: as ergonomic risk mitigation and physical energy recovery. This activity forms part of company strategy to maintain employee well-being by providing opportunities for body and mind to rest briefly amid work routines demanding high concentration. The program is understood not merely as light physical activity but as a moment to pause enabling employees to recover body conditions and mental energy to continue work with better focus. Ms S, KCN Remodeling & Facilities Planning Manager, explained that exercise movements are systematically designed to cover all body parts from head to toe, aiming to help employees reactivate muscles tending toward passivity from prolonged sitting or computer screen viewing:

> *"For employees dominantly sitting statically processing financial data and staring at monitors, these head-to-toe stretching movements effectively eliminate neck and shoulder muscle stiffness, improve hindered blood circulation, and rest eyes from radiation. This activity is management's preventive step to reactivate the motoric system and interrupt work-related disease risks."* (Ms S)

This statement shows exercise is not merely simple physical activity but part of company intervention to prevent body tension from static work. This benefit is more felt by employees whose daily work involves processing numbers, documents, and data demanding high concentration, as prolonged sitting positions can cause neck, shoulder,

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back stiffness, and eye fatigue. Through light movements performed together, employees can improve blood circulation, stretch tense muscles, and provide important physical breaks before returning to focus on subsequent tasks. Besides helping reduce physical complaints, morning exercise provides benefits in physical energy recovery and mental readiness. Mr H, Finance Division Funding Staff, explained:

> *"The 4-minute exercise break at 10 AM becomes a crucial short healing moment for mental reset before lunch time. This kinetic activity successfully eliminates drowsiness, refreshes minds previously stuck from complicated numerical workload, and restores sharp employee focus so they are ready to continue subsequent tasks with new energy."* (Mr H)

This emphasizes that morning exercise breaks impact not only the body but also employees' mental conditions. This activity gives space for minds to rest briefly from work pressure, enabling employees to reduce fatigue, restore focus, and improve concentration. This is very important especially for administrative employees working intensively with data, documents, and numbers, as their work quality highly depends on optimal physical and mental conditions.

The exercise program also enables employees to experience work rhythm variation. For several minutes, they exit monotonous routine activity patterns and briefly divert attention. This activity helps reduce boredom levels, prevent muscle fatigue, and give bodies opportunities to move after long periods in fixed positions. This benefit is felt not only individually physically but also supports mental stability and readiness to return to work with renewed energy. However, program effectiveness can vary between work units. For production or field employees, their work already demands high physical activity and mobility from shift start. Therefore, physical benefits from morning exercise may be felt differently compared to administrative employees. Activity implementation in production areas must consider work rhythms, safety, and technical demands so exercise breaks don't disrupt main work.

This shows company intervention needs adjustment to each unit's work characteristics for optimal benefit realization. Besides work characteristic differences, exercise frequency and duration are important factors. Daily routine exercise gives cumulative effects on employee physical conditions, while short duration remains sufficient for energy recovery and tension reduction. Through this routine activity, the company indirectly builds work culture emphasizing employee physical and mental well-

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being while instilling discipline and positive habits in daily routines. Thus, the Ergonomic Risk Mitigation and Physical Energy Recovery sub-theme shows that exercise at PT INKA (Persero) plays important roles as a soft HRM strategy. The program not only prevents physical complaints from static work but also helps employees recover energy, improve focus, and prepare to continue tasks in fresher conditions. Program effectiveness highly depends on each unit's work characteristics, making implementation must be flexible and adaptive to employee needs in each work area.

Sub-Theme 1.3: Emotional Regulation and Work Spirit

Findings show that the 10:00 AM exercise provides not only physical benefits but also relates to employees' psychological aspects. The program is understood as work breaks helping employees readjust moods, reduce boredom, and create more relaxed work conditions. In work contexts having target pressures, deadlines, and daily routines, short activities like exercise can become emotional recovery spaces for employees before returning to work. Mr R, human capital staff, explained that this daily ritual activity influences employee mood and work spirit. Cheerful exercise music and activities performed together make the work atmosphere more fluid:

> *"This daily ritual functions as effective psychological compensation to reduce stress burden from deadlines and daily target pressures. Cheerful exercise music proves to build a positive mood and thaw boredom. Post-exercise, the work atmosphere becomes relaxed so inter-worker coordination communication runs more casually, minimizing interpersonal conflicts, and increasing employee enthusiasm and work spirit."* (Mr R)

This shows exercise has psychological functions in helping employees briefly exit work pressure. Music used in exercise plays roles creating more pleasant atmospheres, while together movements give employees opportunities to feel breaks from serious work demanding concentration. In such conditions, employee moods can become more positive, making them feel readier to continue work. Moreover, this activity shows social benefits in work environments, though this sub-theme's main focus remains directed toward emotional regulation and work spirit. When employees follow activities together, the work atmosphere becomes more relaxed and not entirely centered on task pressure. This situation can help reduce tension in daily work interactions. With more relaxed

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atmospheres, employees more easily build enthusiasm and experience more positive work feelings.

This finding also aligns with researcher observation notes showing that during exercise, there are expressions of comfort, small laughter, and light interactions among employees. These conditions indicate the program is not only executed as a formal obligation but also enjoyed by some employees as pleasant work breaks. Therefore, the 10:00 AM exercise can be understood as simple means to help create better moods in work environments. However, psychological benefits from this program still need contextual understanding. Not all employees are always in the same conditions when activities occur.

At certain times, deadline pressures, workload, or operational demands can make some employees less optimal in following activities. Nevertheless, generally findings show exercise plays roles in helping reduce boredom, thaw work atmospheres, and improve employee work spirit. Thus, the emotional regulation and work spirit sub-theme shows that the 10:00 AM exercise serves as a simple psychological support form for employees. The program helps build more positive moods, reduce work pressure, and encourage work spirit emergence after employees obtain brief breaks from work routines. In PT INKA (Persero) context, this activity can be understood as part of organizational culture practice not only paying attention to physical health but also supporting employee psychological well-being. Based on the four explained sub-themes, the 10:00 AM exercise at PT INKA (Persero) has diverse meanings for each informant. Differences in work position, work unit, and work characteristics make each informant give different emphasis to program benefits and challenges. Summary of focus responses, impacts, and program implementation challenges for each informant cluster is presented in Table below.

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Table 1. Summary of Informant Thematic Analysis Results

Research Question	Sub-Theme	Research Findings
How does PT INKA (Persero) management policy support employee well-being program implementation?	Strategic Policies and Supporting Ecosystems	1. PT INKA management supports daily ritual program implementation scheduled at 10:00 AM as part of employee well-being practice. 2. The daily ritual program consists of singing/playing Indonesia Raya followed by exercise/stretching. 3. This program shows company support in building more orderly, healthy work environments supporting employee engagement as organizational culture practice.
What are the physical and health benefits of daily ritual programs for PT INKA (Persero) employee well-being?	Ergonomic Risk Mitigation and Physical Energy Recovery	1. Exercise helps reduce physical complaints from static work positions. 2. Light exercise movements help bodies become more relaxed after work in sitting positions or repetitive activities. 3. This activity becomes a physical break helping employees recover energy before continuing work.

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What are the psychological benefits of daily ritual programs in improving PT INKA (Persero) employee work spirit?	Emotional Regulation and Work Spirit	1. Daily ritual programs help create more positive, relaxed, and pleasant work atmospheres. 2. Together activities through Indonesia Raya and morning exercise foster togetherness, discipline, and emotional readiness before continuing work. 3. Morning exercise helps reduce boredom, fatigue, and psychological pressure so employee work spirit increases after following daily ritual activities.

Source: Researcher Processing (2026)

Discussion of Findings

Based on thematic analysis results, the daily ritual program at PT INKA (Persero) can be understood as organizational culture practice supporting employee well-being. This program exists not only as a daily routine but also becomes part of how organizations regulate employee work experience more orderly, healthily, and collectively. This understanding aligns with views that human resource management practices can be directed to support employee well-being through organizational systems and policies (Bhoir & Sinha, 2024) while complementing organizational culture frameworks emphasizing importance of values, orientations, and shared practices in forming work behavior (Bogale & Debela, 2024). Collective morning rituals like this also align with findings that routine activities performed together can foster togetherness, calmness, and work energy (Larsen, 2025) a benefit combination specifically reflected in the Indonesia Raya ritual and morning exercise at PT INKA.

This understanding aligns with Nafsi & Linando (2025) research showing that work life quality is formed not only by financial aspects but also by management policies, work facilities, social relations, psychological comfort, and supportive work environments. In PT INKA (Persero) context, the daily ritual program can be understood as one non-

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financial practice forming employee work experience through provision of recovery time, shared activities, and attention to employee physical and psychological conditions.

Strategic Policies and Supporting Ecosystems

Management support for this daily ritual program becomes an important foundation explaining practice sustainability at PT INKA. When such initiatives are realized as part of organizational systems and policies, not merely informal appeals, employee well-being is more likely consistently maintained, as emphasized that HRM practices truly play roles supporting employee well-being when attached to organizational structure (Bhoir & Sinha, 2024). Use of centralized audio instructions as implementation standardization mechanism further strengthens ritual consistency, because work ritual success highly depends on clear structure existence and mechanisms playing roles maintaining implementation consistency to prevent dissolution over time (Larsen, 2025).

Centralized audio instructions at PT INKA can thus be understood as a concrete form of such ritual-keeping mechanism, something not widely exemplified in manufacturing company contexts. Consistent program scheduling at 10:00 AM further shows that companies provide recovery space amid work hours, not only demanding productivity. Provision of scheduled work breaks like this aligns with findings that work break pattern arrangement relates to employee health conditions generally (Vieten et al., 2023) so scheduled and collectively facilitated active break models like PT INKA's program can be understood as more concrete and structured form of such work break management principle, while enriching understanding of how organizations can design work breaks strategically, not merely letting them occur spontaneously or individually.

Importance of program adjustment with production area conditions is also supported by Afgiarsyah & Linando (2026). That research shows program implementation in risky work environments requires integration between management commitment, clear communication, safety value socialization, and employee participation. In PT INKA (Persero) context, daily ritual implementation in production areas therefore is not sufficiently supported only by audio systems but also needs adjustment with machine operation, production targets, work safety, and communication patterns between management and field employees. Combination of national symbols and physical activity in one daily ritual becomes PT INKA program characteristic not widely discussed explicitly in organizational culture literature.

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Organizational culture frameworks generally place values, orientations, and practices as work culture forming elements (Bogale & Debela, 2024) but haven't specifically discussed practices combining national identity symbols with physical health interventions in one activity series. Simultaneously, collective morning rituals like this further strengthen understanding that meaningful work rituals can produce feelings of calm, readiness, and connection among participants performing them consistently (Larsen, 2025)—an outcome highly aligning with PT INKA program objectives though application context differs. This ritual's dual function Indonesia Raya as forming an orderly and collective atmosphere, and morning exercise as physical refreshment—shows that organizational culture is visible not only from written rules but also from practices performed consistently and given shared meaning (Bogale & Debela, 2024).

Adding meaning elements to this routine activity aligns with findings that repeatedly performed group rituals can increase work meaningfulness compared to similar activities not labeled or meaningful as rituals (T. Kim et al., 2021) so placing Indonesia Raya and exercise as one ritual unity, not merely two separate activities, can be understood as organizational strategy to strengthen daily work experience meaningfulness for employees. Time, activity, and work atmosphere regularity formed through this daily ritual strengthens understanding that organizational culture relates closely to practices and orientations developing in organizations, not merely formal rules (Bogale & Debela, 2024). PT INKA's program, positioned explicitly as a meaningful daily ritual, not merely ordinary break, shows that organizations can build togetherness through routine activities given labels and collective meaning, not merely purposeless activity.

The participatory aspect in this program, where employees follow the same activities routinely and not merely work individually, shows that employee well-being is also formed by daily work experience, not solely by compensation or formal facilities. This understanding complements the shared practice concept as organizational culture forming element, because previous studies discussed group orientation generally without mentioning concrete form as daily ritual combining ceremonial and health elements (Bogale & Debela, 2024).

Micro-Break as Energy Recovery and Work Productivity Strategy

Morning exercise run daily at PT INKA is reported by employees to help reduce stiffness and tension emerging from static work positions for long periods. This finding needs understanding as employee subjective experience based on interview results, not clinical measurement results, but this finding direction aligns with studies concluding that

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light sports intervention at workplace generally can help maintain worker physical conditions and support work comfort (Tersa-Miralles et al., 2022; Karatrantou & Gerodimos, 2024). Nevertheless, it should be underlined that sports programs in those studies generally last far more intensive and structured than PT INKA's four-minute daily exercise, so alignment is more directional in benefit direction, not equivalent in intervention scale.

As cautionary note, latest systematic review shows that scientific evidence regarding physiological benefit magnitude from active work breaks like exercise still belongs to not fully certain category (Luger et al., 2025) so physical complaint reduction felt by PT INKA employees should be understood as subjective perception aligning with literature general direction, not as causality evidence scientifically confirmed. From a human resource management perspective, that scientific uncertainty doesn't reduce this program's strategic value, because short-duration and low-cost intervention like morning exercise can still function as scheduled work break form or micro-break supporting daily work comfort without needing large organizational investment. Stretching becoming part of exercise series further gives physical break amid repetitive work activity.

From a work recovery perspective, short breaks filled with light physical activity serve as recovery means helping employees restore their energy levels before continuing work, as shown by workplace micro-break study finding that short break activity relates to higher recovery levels and better work well-being (Nie et al., 2023). Work break patterns like this also align with findings that work break arrangement generally relates to employee physical and mental conditions (Vieten et al., 2023) so scheduled stretching filled with active movements at PT INKA can be understood as a concrete form of such recovery strategy, not merely resting silently. Body activity change after employees remain in the same work pattern for some time emphasizes the importance of activity variation as part of work energy management strategy, not merely physical health effort.

From HRM perspective, scheduled active break provision can be viewed as an organizational investment form toward productivity sustainability, because employees getting opportunities to recover their energy periodically tend to be readier to undergo remaining work hours compared to employees working without breaks at all (Nie et al., 2023). Exercise implementation time at 10:00 AM, positioned between work start and lunch break, places this program as a strategic break point amid a long work span. Time placement like this aligns with findings that micro-break gives positive effects, though relatively small, toward improving work spirit and decreasing employee fatigue (Albulescu et al., 2022) so scheduled break time provision at PT INKA can be understood as a

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concrete form of such work energy management principle. Nevertheless, this finding further complements micro-break study regarding one important aspect: most previous studies discuss work breaks performed individually, while PT INKA's 10:00 AM exercise is collective, uniformly scheduled through audio instructions, and accompanied by music.

This alignment is closer to group ritual findings at the workplace, noting that successful collective ritual participants can describe their recovery effects through metaphor of significantly refilled energy (Larsen, 2025) a description reflecting how collective rituals can recover work spirit in ways different from ordinary individual work breaks. 4.2.3 Emotional Regulation and Work Spirit Music's role in creating positive moods, as conveyed by one informant regarding cheerful exercise music, supports findings that emotional music use at workplace has positive relationship with employee job satisfaction and performance (Sanseverino et al., 2023). Music accompanying PT INKA's morning exercise thus functions not only as physical activity accompaniment but also as work atmosphere forming elements creating more positive conditions from day start, something relevant for organizations wanting to build pleasant work climates without needing large-cost intervention. This more positive work atmosphere is also formed because activities are performed together, not individually.

This condition is reflected from PT INKA employee comfort expressions and small laughter during exercise, describing joy atmosphere growing from collective activity, not merely from supervisor instruction. This finding aligns with Nafsi & Linando (2025) finding that supportive and inclusive work environments and harmonious social relations can foster comfort, solidarity, emotional support, and organizational sense of belonging. In this research, relaxed atmosphere, light interaction, and togetherness during exercise activity show that daily ritual not only provides work break but also creates social experience supporting employee psychological well-being. Togetherness and discipline elements growing from this ritual show that ritual containing national symbols, like Indonesia Raya, can serve as employee unifiers from various work units and collective discipline is something not widely mentioned in more general organizational culture studies.

This finding aligns with the idea that simple and recognizable rituals can help new member integration into work groups and foster greater togetherness (T. Kim et al., 2021) and further supports findings that togetherness is one of main benefits from consistently performed work rituals (Larsen, 2025). Emotional readiness emerging after this daily ritual is also reflected from ready and calm conditions generally reported by employees after consistently undergoing collective morning ritual (Larsen, 2025). Moreover, this condition

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is further supported by short break roles in helping reduce fatigue and maintain employee work energy, though magnitude of influence reported in related studies belongs to the small category (Albulescu et al., 2022).

Boredom and psychological pressure reduction reported by employees supports finding direction that micro-break contributes to work spirit improvement and fatigue decrease (Albulescu et al., 2022) while clarifying one concrete work break form that can decrease psychological pressure namely scheduled exercise ritual followed together, not only work breaks performed individually. Work spirit improvement after this daily ritual shows that employee spirit is influenced not only by financial factors or supervisor instruction but also by work atmosphere and recovery opportunities provided by organization. This understanding aligns conceptually with the idea that organizational support can become an important resource for employee well-being (Harunavamwe & Ward, 2022) and reaffirms that well-being-oriented HRM practices can help organizations build work systems more caring toward employee needs (Bhoir & Sinha, 2024).

CONCLUSION

Based on the findings, three primary conclusions are drawn. First, PT INKA (Persero)'s management policy regarding the daily ritual of playing the Indonesia Raya anthem followed by exercise or stretching at 10:00 AM demonstrates an organizational culture practice oriented toward employee well-being. Rather than a mere routine, it functions as a soft human resource management strategy that builds discipline, togetherness, and a healthy work environment through scheduled execution and centralized organizational support. Second, the ritual provides subjective physical and health benefits; the exercise and stretching help mitigate physical complaints such as neck, shoulder, and back stiffness, as well as fatigue from static or repetitive postures, serving as an active break for physical relaxation and energy recovery. Third, the program yields significant psychological benefits by fostering a positive, relaxed, and collective work atmosphere. It cultivates togetherness, discipline, and emotional readiness while reducing boredom, fatigue, and psychological pressure, ultimately enhancing overall employee enthusiasm.

To optimize these outcomes, several strategic recommendations are proposed. For PT INKA (Persero), it is crucial to maintain this daily ritual as a consistent organizational culture while developing more structured implementation guidelines to ensure uniformity across administrative and production areas. The company should also enhance supporting facilities, particularly audio systems in noisy production

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environments, and tailor the exercise movements to the specific ergonomic needs and safety constraints of different work areas. Furthermore, periodic evaluations by the human capital division are recommended to continuously assess the program's benefits and address field challenges. For employees, active participation is encouraged, viewing the ritual not merely as an obligation but as a valuable opportunity for physical recovery and psychological rejuvenation, while adjusting movements to individual physical capabilities and maintaining a positive, collective spirit. Finally, for future researchers, it is recommended to employ quantitative or mixed-methods approaches to structurally measure the relationship between the daily ritual, employee well-being, physical complaints, and work spirit. Subsequent studies should also expand the sample size across diverse work units, conduct comparative analyses with other state-owned or manufacturing enterprises, and incorporate a specific focus on occupational safety and the ergonomic suitability of the exercises to provide more operational and actionable recommendations.

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