

The Influence of Kaizen Culture on Employee Performance

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ABSTRACT

Employee performance is one of the important roles that enables the company to achieve its goals to progress and develop. The achievement of the company's success can be done by improving the performance of its employees. This study aims to determine how the influence of kaizen culture on employee performance at PT. Bank Mandiri (Persero) Tbk. Branch Kartini Makassar City. This study uses quantitative research methods. Data collection techniques used are through observation and questionnaires. The sample used in this study is the entire population, namely 35 respondents. The data obtained from the research results were processed using the SPSS 25 application which consists of validity and reliability tests, descriptive data analysis techniques and inferential statistical analysis. The results obtained indicate that the indicators for each variable used, where the kaizen culture variable shows that the indicators used in this study are in the very good category and the indicators on the employee performance variable show the very good category. Based on the results of inferential statistical analysis, Pearson correlation was obtained of 0.722, which means that there is a strong/high relationship between the two variables. So it can be concluded that there is a significant influence between kaizen culture on employee performance at PT. Bank Mandiri (Persero) Tbk. Branch Kartini Makassar City.

Keywords: Kaizen culture, employee, performance.

INTRODUCTION

Human resources is a developmental practice that requires collaboration with human resource management programs, of course this development is accompanied by knowledge, skills, and attitudes that can be developed in a more optimal direction for the sustainability of the company itself because of the importance of elements humans in carrying out a job need to get attention from the leadership. Employees are an important factor in every organization both in achieving organizational or company goals effectively and efficiently. One of the factors in an effort to improve the quality of human resources is to apply a good and correct corporate culture. The application of organizational culture is a way of thinking by doing something that will become a habit or tradition, where this tradition will be embraced by all members of the organization in order to achieve the company's vision and mission. Organizational culture or often also called work culture plays an important role for companies in helping improve employee performance because it can motivate employees to show their best performance at work.

In Japan, there is one organizational culture that plays an important role for companies in Japan, namely the kaizen culture. First introduced by Taichi Ohno, former Vice President of Toyota Motors Corporation. The term kaizen began to develop in the Toyota company as part of the continuous development of the Toyota Production System by producing people who can analyze work methods and make improvements, for example

by prioritizing creativity over capital which is a big priority (Kato & Smalley, 2011) . The first Kaizen writer, Masaaki Imai, expressed his belief that Kaizen does not only apply in Japan, because basically every individual or organization in any country wants to always be the best, for that improvement and refinement are always needed, this is based on the meaning of Kaizen itself, namely continuous improvement that involves everyone, both top management, managers and employees (Imai, 1998). Next (Wellington, 1998) explained that kaizen is something simple formed from an improvement. And from this improvement, Kaizen becomes a guideline to improve management processes and business activities continuously and slowly so that all employees can actively participate in their activities and are committed to the company. While Osada in (Tangguh, 2015) explained that kaizen is a simple daily activity that aims to go beyond increasing productivity, it is also a process if done properly it will "humanize" the workplace, reduce excessive workloads, and teach people to experiment in their work using methods. scientific knowledge and how to learn to recognize and reduce waste in the work process. There are five factors that support kaizen culture according to (Damaiyanti, 2020), namely: 1. Team Work 2. Personal Discipline 3. Improved Morale 4. Quality Circle 5. Suggestion for Improvement. Kaizen culture has 5 (five) indicators according to (Imai, 1996) namely: 1. Seiri (Concise) 2. Seiton (Neat) 3. Seiso (Clean) 4. Seiketsu (obedient) 5. Shitsuke (Diligent). With the kaizen culture, the company hopes that the management system can develop better, especially on employee performance which is the key to the company's success. In applying the concept of kaizen, companies must stimulate employee innovations by writing ideas or evaluating things that make the work of employees easier so that they will get used to thinking about new things and applying this kaizen culture in their work at the company. Because in business, the concept of kaizen is so ingrained in the minds of managers and employees that they are often not aware that they are thinking kaizen.

Employee performance is one of the important roles that enables the company to achieve its goals to progress and develop. The achievement of the company's success can be done by improving the performance of its employees. According to (Bangun, 2012) performance (performance) is the result of work achieved by someone based on job requirements (job requirements). Furthermore, the definition of performance according to (Mangkunegara, 2000) Work results in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to him. Meanwhile, another opinion was expressed by (Rivai & Basri, 2005) The result or level of success of a person as a whole during a certain period in carrying out the task is compared with various possibilities, such as standards of work results, targets or targets or criteria that have been previously agreed upon. Next according to (Simanjuntak, 2005) Everyone's performance is influenced by many factors that can be classified into three groups, namely competence, the individual concerned, organizational support and management support. Employee performance has 6 (six) indicators according to (Robbins, 2002) namely: 1. Quality 2. Quantity 3. Timeliness 4. Effectiveness 5. Independence 6. Work Commitment. In developing a good performance, the company needs to evaluate each employee and also apply a good and correct organizational culture in order to create a directed human resource structure.

PT. Bank Mandiri (Persero) Tbk. The Kartini Branch of Makassar City requires employees who are able to work well and make a satisfactory contribution to the company. Employee performance is the thing that most supports the achievement of a banking company's target which is of course accompanied by an effective work culture. For this reason, the application of the Kaizen concept, namely 5S (seiri, seiton, seiso, seiketsu, shitsuke) needs to be applied at PT. Bank Mandiri (Persero) Tbk. Makassar City Kartini Branch. The 5S concept is a method consisting of several stages to regulate workplace conditions that have a direct impact on quality, efficiency, speed up task completion before maturity, reduce waste, effectiveness, productivity, and work safety.

METHODS

This study uses a quantitative approach to the type of descriptive statistical research. according to (Sugiyono, 2019) Quantitative research can be defined as a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. In this study the population is all employees at PT. Bank Mandiri (Persero) Tbk. The Kartini Branch of Makassar City, which amounted to 35. Sampling in this study used a total sample. according to (Sugiyono, 2019) total sampling is a sampling technique when all members of the population are used as samples. So the sample was obtained as many as 35 people who will be used in this study. The data analysis technique in this study used descriptive statistical analysis by conducting validity and reliability tests and inferential statistical analysis using normality tests, simple linear regression analysis and product moment correlation tests.

RESULTS AND DISCUSSION

Kaizen Culture Level

Kaizen culture uses indicators proposed by Maasaki Imai in his book (Imai, 1996) namely seiri (concise), seiton (tidy), seiso (clean), seiketsu (obedient), and shitsuke (diligent). The indicators contained in the 12 statements in the questionnaire that have been distributed to respondents, employees of PT. Bank Mandiri (Persero) Tbk. Makassar City Kartini Branch. The results of the descriptive analysis show the kaizen culture at PT. Bank Mandiri (Persero) Tbk. The Kartini branch of Makassar City is as follows: a) seiri (short), based on the table score of the results of data processing using the level of achievement scores on the seiri (brief) indicator, this can be seen in the results obtained in this study showing the level of achievement of the percentage score of 64, 85% in the good category, where the employees who were used as the majority of respondents chose to agree with this statement. b) seiton (neat), based on the score table of the results of data processing using the level of achievement scores on the seiton indicator (neat), this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 85.42% with a very good category, where employees are used as respondents majority voted strongly agree with this statement. c) seiso (clean), based on the table score of the results of data processing using the level of achievement scores on the seiso (clean) indicator, this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 84.95% with a very good category,

where the employees who were used as the majority of respondents chose to strongly agree with this statement. d) seiketsu (obedient), based on the score table of the results of data processing using the level of achievement scores on the seiketsu (obedient) indicator, this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 88.00% with a very good category, where employees are used as respondents majority voted strongly agree with this statement. e) shitsuke (diligent), based on the table score of the results of data processing with the achievement level of the score on the shitsuke (diligent) indicator, this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 84.76% with a very good category, where the employees who were used as the majority of respondents chose to strongly agree with this statement. this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 88.00% with a very good category, where the employees who were used as the majority of respondents chose to strongly agree with this statement. e) shitsuke (diligent), based on the table score of the results of data processing with the achievement level of the score on the shitsuke (diligent) indicator, this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 84.76% with a very good category, where the employees who were used as the majority of respondents chose to strongly agree with this statement. e) shitsuke (diligent), based on the table score of the results of data processing with the achievement level of the score on the shitsuke (diligent) indicator, this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 84.76% with a very good category, where the employees who were used as the majority of respondents chose to strongly agree with this statement. where the employees who were used as the majority of respondents chose to strongly agree with this statement. e) shitsuke (diligent), based on the table score of the results of data processing with the achievement level of the score on the shitsuke (diligent) indicator, this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 84.76% with a very good category, where the employees who were used as the majority of respondents chose to strongly agree with this statement. where the employees who were used as the majority of respondents chose to strongly agree with this statement. e) shitsuke (diligent), based on the table score of the results of data processing with the achievement level of the score on the shitsuke (diligent) indicator, this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 84.76% with a very good category, where the employees who were used as the majority of respondents chose to strongly agree with this statement.

Based on this description, it indicates that the level of kaizen culture in employees of PT. Bank Mandiri (Persero) Tbk. The Kartini branch of Makassar City, is in the very good category with the achievement of a percentage of 84.52%. This is supported by research (Lestari, 2019) that every employee makes 5S (Seiri, Seiton, Seiso, Seiketsu, Shitsuke) a habit in the long term for continuous improvement in terms of improving employee performance

Employee Performance Level

Employee performance is measured using indicators proposed by (Robbins, 2002) namely quality, quantity, timeliness, effectiveness, independence, and work commitment. The indicators are contained in 14 statements on the questionnaire that have been distributed to respondents. The results of the descriptive analysis show that the performance of employees at PT. Bank Mandiri (Persero) Tbk. The Kartini Branch of Makassar City, are as follows: a) quality, based on the table score of the results of data processing using the level of achievement scores on the quality indicators, this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 89.14% with the category very good, where the employees who were used as the majority of respondents chose to strongly agree with this statement. b) quantity, based on the score table of the results of data processing using the level of achievement scores on the quantity indicator, this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 83.80% with a very good category, where the employees who were used as the majority respondents chose very agree on this statement. c) timeliness, based on the table score of the results of data processing using the level of achievement of scores on the punctuality indicator, this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 80.28% with a very good category, where employees who used as the majority of respondents chose strongly agree on this statement. d) effectiveness, based on the score table of the results of data processing using the achievement level score on the effectiveness indicator, this can be seen from the results obtained in this study showing the level of achievement of the percentage score of 85.90% in the very good category, where the employees who were used as the majority respondents chose very agree on this statement. e) independence, based on the table score of the results of data processing using the level of achievement scores on the independence indicator, this is clearly seen from the results obtained in this study showing the level of achievement of the percentage score of 87.42% with a very good category, where the employees who serve as The majority of respondents chose strongly agree with this statement. f) work commitment,

Based on this description, it indicates that the level of employee performance at PT. Bank Mandiri (Persero) Tbk. The Kartini branch in Makassar City is in the very good category with a percentage achievement of 85.55%. This is supported by the opinion (Rivai & Basri, 2005) which states that performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, goals or criteria that have been determined in advance and have been mutually agreed upon.

The Influence of Kaizen Culture on Employee Performance

Simple linear regression analysis applies to one independent variable (X) and one bound variable (Y), to find out how kaizen culture influences employee performance at PT. Bank Mandiri (Persero) Tbk. Kartini Branch Makassar City.

Table 1.
T Test Results

Model	Coefficients ^a				Sig.
	B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	
1 (Constant)	18.075	7.016		2.576	0.015
Kaizen culture	0.824	0.137	0.722	5.997	0.000

a. Dependent Variable: Employee Performance

Source : Results of Statistical Analysis through SPSS 25 Program

Based on the results of the T test which resulted in a significant value of 0.000 which is smaller than 0.05. And based on the results of the t-table test, it can be seen that count for the kaizen culture variable is 5,997, while ttable is 1,692, which means tcount > ttable, then H0 is rejected and H1 is accepted. So it can be concluded that the proposed hypothesis "There is an influence of kaizen culture on employee performance" is accepted.

Table 2.
R-Square value

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 ^a	0.521	0.507	4.632

a.Predictors: (Constant), Budaya Kaizen

Source: Results of statistical analysis through SPSS 25 program

Based on table 4.39, it can be concluded that the value of *R square* (determinant coefficient) is 0.521 which means the influence of the independent variable (X) on the dependent variable (Y) is 52.1 percent. This means that as much as 52.1 percent of kaizen culture is influenced by employee performance while 47.9 percent is influenced by other factors. This is in line with the previous research conducted by (Izdihar, 2017), (Lestari, 2019), (Sembiring Meliala, 2017) which states that "kaizen culture significantly influences employee performance."

CONCLUSION

Kaizen culture at PT. Bank Mandiri (Persero) Tbk. The Makassar City Kartini branch is in the very good category. This can be seen where the employees of PT. Bank Mandiri (Persero) Tbk. The Kartini Branch of Makassar City as the majority respondent answered strongly agree on 12 statements formulated in five indicators on the kaizen culture variable, namely seiri (brief), seiton (tidy), seiso (clean), seiketsu (obedient), and shitsuke (diligent). So it can be concluded that employees at PT. Bank Mandiri (Persero)

Tbk. The Makassar City Kartini branch applies the kaizen culture. Employee performance at PT. Bank Mandiri (Persero) Tbk. The Makassar City Kartini branch is in the very good category. This can be seen where the employees of PT. Bank Mandiri (Persero) Tbk. The Kartini Branch of Makassar City as the majority respondents answered strongly agree on the 14 statement items formulated in six indicators on employee performance variables, namely quality, quantity, punctuality, effectiveness, independence, and work commitment. The results showed that there was a significant influence between kaizen culture on employee performance at PT. Bank Mandiri (Persero) Tbk. Kartini Branch Makassar City, which from the results of the T-test analysis found that the value of Tcount is greater than Ttable which means that the contribution of kaizen culture to employee performance has a strong/high level of influence.

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