

The Influence of Kaizen Culture on Increasing Employee Productivity at the Auto 2000 Tanjung Api-Api Palembang

Dewi Agustin Riani¹⁾

Universitas Indo Global Mandiri, Indonesia

Email: dewiagustinriani@gmail.com

Abstract

This study aims to investigate the culture of kaizen towards increasing employee productivity at Auto2000 Tanjung Api-Api Palembang. The data used are primary and secondary data obtained through questionnaires and interviews. The population in this study was 61 people. The method of analysis in this research is simple linear regression analysis. The results of the study prove that kaizen culture (X) has a significant positive effect on employee productivity (Y). The results also prove that there is a close relationship between the two variables. This research is beneficial for companies in order to increase employee productivity through the kaizen culture.

Keywords: kaizen culture, Employee productivity, simple linear regression

1. Introduction

1.1 Background

The car industry in Indonesia is getting more advanced, it can be seen from the number of car users by individuals, companies, organizations, to the government. The community's need for vehicles as a means of transportation has increased in recent years. This is because the function of vehicles is important for the community to be able to support their daily activities. Car companies are also competing to gain market share. One of the biggest car companies in Indonesia is Toyota.

Toyota Sales Operation or better known as Auto2000 is one of the subsidiaries owned by PT Astra International Tbk, whose business scope is engaged in the automotive sector under the brand "TOYOTA". Auto2000 company is a sales, maintenance, repair and supply service network for Toyota parts whose management is fully handled by PT Astra International Tbk. Auto2000 carries out its business activities by dealing directly with PT Toyota Astra Motor, which is the sole agent (ATPM) of Toyota. All Auto2000 management activities are fully handled by PT Astra International Tbk. Auto2000 has always tried to be at the forefront of service, with the slogan "Toyota Business Made Easy". In fulfilling customer satisfaction, Toyota implements a Kaizen culture that involves all members in the company hierarchy both management and employees and is able to change employee performance so that employees work more productively, less tiring, more efficiently, safely, are able to repair equipment and improve procedures. High productivity is a reflection of high effectiveness, and vice versa.

Human resource management can be a significant source of competitive advantage for companies. Effective human resource management can drive organizational performance in a better direction. Based on the results of studies that have been conducted, it shows that good work practices can increase firm value (which is reflected in an increase in the company's stock price) and provide a greater level of return on investment for shareholders (Hery, 2019). Various studies that have been conducted in many multinational companies around the world, conclude that the management of resources for organizations through competitive advantages is created by intelligent people, who exist in the company. Human resource management is an

important part of organizational strategy.

Based on the explanation above, it can be concluded that Kaizen culture has a very positive effect on increasing employee productivity. This is based on the application of a good Kaizen culture to the company so that it is able to fully contribute to improving systems, equipment and performance that make employee work easier, smoother, more effective and efficient so that employee productivity increases as proven by Auto2000 to be the best automotive outlet every time years in the field of sales service and spare parts repair so that it becomes the main choice of customers in meeting their automotive needs as they expect. Therefore, this has an impact on increasing employee productivity so that the work target of an employee can be achieved optimally and the company is able to achieve the targeted profit.

1.2 Research Problems

Based on the background described above, the formulation of the problem in this study is "How does Kaizen culture significantly influence the increase in employee productivity at the Auto2000 company Tanjung Api-Api Palembang?"

1.3 Research Objectives

The purpose of this study was to analyze the significant effect of Kaizen Culture on Increasing Employee Productivity at Auto2000 Tanjung Api-Api Palembang.

2. Literature Review

In the first sub-sections the author will explain the theories of management and organization as the main theory (grand theory), then study the theory of human resource management and organizational behavior as a middle range theory, the final part of the theoretical sub-studies is explained concerning the concept of the variables studied, namely: Kaizen Culture and Increasing Employee Productivity as applied theory.

2.1 Definition of Management

Management is the science and art of regulating the process of utilizing human resources and other sources effectively and efficiently to achieve certain goals (Hasibuan, 2016).

Management according to Harahap and Amanah in Hastin (2019), "The word management comes from ancient French management, which means the art of implementing and managing a process of planning, organizing, coordinating, and controlling resources to achieve goals effectively and efficiently.

2.2 Definition of Human Resource Management

Human resource management is here to ensure that companies have a quality workforce. Obtaining and retaining competent employees is essential to organizational success. Human resource management is part of the manager's job in organizing. Human resource management includes activities such as interviewing prospective employees, orienting new employees, evaluating performance, designing training and compensation programs, and so on (Hery, 2019).

Human resource management is a planning, organizing, implementing, and supervising the procurement, development, provision of remuneration, integration, maintenance and separation of labor in achieving organizational goals (Mangkunegara in Hastin, 2019).

2.3 Definition of Organizational Culture

According to Wibowo in Sari (2019), culture is the glue that unites organizations and

performance management. Philosophy and design are inevitably influenced by the prevailing organizational culture. The components of organizational culture are values, norms, and management style. According to Ganyang in Sari (2019), organization is collaboration between two or more people to achieve common goals.

According to Sedarmayanti in Sari (2019), organizational culture is a belief, attitude, and values that are generally owned, which arise in organizations, put forward more simply. Culture is how we do things. These patterns of values, norms, beliefs, attitudes, and assumptions may not be disclosed, but they will shape the way people behave and do things.

2.4 Definition of Kaizen Culture

Kaizen is a culture of life that has been ingrained in Japanese society. Kaizen consists of two Japanese words: "Kai" means change, and "Zen" means good. When the two are combined, it becomes kaizen. In China, kaizen is called gaishan. The word "gai" means change or improvement and "Shan" means good or profit. So Kaizen can be interpreted as a change for the better (Musman, 2019).

Kaizen consists of 5S (Seiri, Seiton, Seiso, Seiketsu and Shitsuke). As for the meaning of Seiri means tidying up the workplace, Seiton means keeping in order, Seiso means keeping the workplace clean, Seiketsu means personal hygiene, Shitsuke means discipline, by always adhering to procedures at work. According to heizer and render in (Kusumaningrum D., 2017).

2.5 Kaizen Culture Indicators

Kaizen Culture Indicators According to Imai in Lestari (2018) consists of:

1. Seiri
2. Seiton
3. Seiso
4. Seiketsu
5. Shitsuke

2.6 Definition of Productivity

Productivity is the relationship between the output or results of the organization and the required input inputs. Productivity can be calculated by dividing output and input. Productivity is a measure of performance, including effectiveness and efficiency (Hery, 2019)

Malayu S.P Hasibuan (2016), says productivity is: "Comparison between output and input. If productivity increases this is only possible by an increase in efficiency (time, materials, labor) and work systems, production techniques and an increase in the skills of the workforce".

2.7 Productivity Indicators

According to Sutrisno (2014), productivity can be measured as follows:

a. Ability

The ability of an employee to carry out a task is very much dependent on the skills they have and their professionalism during work. This gives power to complete the tasks assigned to them.

b. Trying to Improve The Results Achieved

The result is one that can be felt by both those who do and those who enjoy the results of the work. So, this is an effort to take advantage of work productivity for those involved in a job.

a. Spirit at work

This is an attempt to be better than yesterday. This indicator can be seen from the work ethic and the results achieved one day later compared to the previous day.

b. Self-development

Self-development can be done by looking at the challenges and expectations with what is being faced. Because, the stronger the challenge, self-development is absolutely necessary. Likewise, the hope to be better, in turn, will greatly impact the employee's desire to improve.

c. Quality

Quality is the result of work that can reduce the quality of an employee's work. So improving quality aims to provide the best results which in turn will be very useful for the company and itself.

d. Efficiency

Efficiency is the ratio between the results achieved and the overall resources used. Input and output are aspects of productivity that have a significant influence on employees.

3. Research Method

3.1 Research Scope

In this study will discuss issues related to the influence of Kaizen Culture on Increasing Employee Productivity at the Tanjung Api-Api Auto2000 Company in Palembang.

3.2 Population & Sample

The population and sample used in this study are as follows:

1. The population used is all permanent employees at the Auto2000 Company Tanjung Api-Api Palembang, amounting to 61 people.
2. The sample technique used is saturated sampling, by making all members of the population the research sample. Based on these techniques, the number of samples used in this study were 61 respondents.

4. Results and Discussion

Based on the questionnaire distributed to respondents, the following discussion will be carried out which aims to discuss the research problem and answer the research objectives. Respondents are all permanent employees at the Auto2000 Company Tanjung Api-Api Palembang with a total of 61 people and data management using the help of SPSS V.20 for windows, the following research is obtained.

4.1 Validity Test

Used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The validity test is calculated by comparing the calculated r value (correlated item-total correlation) with the r table value. if $r_{count} > r_{table}$ and the value is positive then the item or question is declared valid (Ghozali, 2013).

4.2 Reliability Test

Data to measure a questionnaire which is an indicator of the variable. a questionnaire is said to be reliable or reliable if someone's answer to a question is consistent or stable over time. Reliability concerning the consistency of answers if tested repeatedly on different samples. SPSS provides facilities to measure reliability with the Cronbach Alpha (α) statistical test of a construct or variable that is said to be reliable if it provides a Cronbach Alpha statistical value > 0.60 (Ghozali, 2013).

Table 1. Table of Reliability Test Results

Variable	Cronbach's Alpha	Provisions t_{table}	Result
Kaizen culture	0,888	0,6	Reliable
Increased employee productivity	0,774	0,6	Reliable

The results of the reliability test show that all variables have a fairly large alpha coefficient, which is above 0.6, so that it can be said that all measurement concepts for each variable are from the reliability coefficient so that further items in each of these variable concepts are suitable for use as a measuring tool.

4.3 T test

According to Siregar (2017), in conducting hypothesis testing using statistical tests, the t test can be used to test the hypothesis. The hypothesis is a temporary answer to the research objectives derived from the framework that has been made.

From the results of the analysis it is known that the influence of Kaizen Culture (X) on Increased Employee Productivity (Y) from the calculation results it is known that the value of $t\text{-count} > t\text{-table} < 0.05$, namely $11.023 > 1.671$, this means that H_0 is rejected and H_1 is accepted, so that It can be concluded that Kaizen Culture has a positive effect on Increasing Employee Productivity.

4.5 Simple Linear Regression Analysis

Table 2. Table of Simple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	16,111	3,403		4,734	,000
Kaizen culture	,556	,050	,820	11,023	,000

The simple regression test results show a constant $a = 16,111$ and a coefficient of $b = 0.556$. So that the simple linear regression equation becomes $Y = 16,111 + 0,556X$. The constant (a) of 16,111 states that if there is no score of the kaizen culture variable ($X = 0$), then the employee productivity increase variable score is 16,111 and the Kaizen Culture variable regression coefficient (X) has a positive regression coefficient with the Employee Productivity Increase variable, namely $b = 0.556$ means: If the kaizen culture variable has increased by 1 then the variable employee productivity increase will also increase by (0.556).

4.6 Correlation Coefficient R

Table 3. Table of Correlation Coefficient R Test Results

Model	R	R Square	Adjusted R Square	Std. Error Of the Estimate	Durbin – Watson
1	,820	,673	,668	2,626	2,644

The results of the study using the correlation coefficient (R) analysis obtained a value of 0.820. So it can be concluded that there is a moderate relationship between the Kaizen Culture variable on the increase in employee productivity at the Tanjung Api-Api Auto2000 company in Palembang (82.0%).

4.7 Coefficient of Determination R^2

Table 4. Table Determination Test Results R^2

Model	R	R Square	Adjusted R Square	Std. Error Of the Estimate	Durbin – Watson
1	,820	,673	,668	2,626	2,644

The results of the study using the analysis coefficient of determination (R^2) amounted to 0.673. This shows that the contribution of the Kaizen Culture variable (X) can explain the variable Employee Productivity Increase (Y) by 67.3% while the remaining 32.7% can be explained as being influenced by other variables that are not included in this study.

5. Conclusions and Suggestions

5.1 Conclusion

Based on the findings in this study, the conclusions that can be put forward based on the data analysis and discussion that have been described in the previous chapter can draw the following conclusionS:

- The results of the study using the t test on the Kazien Culture variable (X) obtained the value of $t_{count} > t_{table}$ ($11.023 > 1.671$) and a significant level < 0.05 ($0.000 < 0.05$). So it can be concluded that the variable Employee Productivity Increase has a positive and significant effect on work productivity at the Auto2000 Company Tanjung Api-Api Palembang.
- The results of the Simple Linear Regression analysis are obtained by the regression equation $Y = 16,111 + 0.556 X$, this means that if the Kaizen Culture variable increases by 1 unit it will increase the value of the increase in employee productivity

- (Y) by 0.556. Furthermore, if the Kaizen Culture variable (X) does not change, it is equal to 0, then the value of the increase in employee productivity (Y) is still 16,111.
- c. The results of the study using the correlation coefficient (R) analysis obtained a value of 0.820. So it can be concluded that there is a strong/close relationship between the Kaizen Culture variable on the increase in employee productivity at the Aut02000 Tanjung Api-api Company, Palembang (82.0%)
 - d. The results of the study using the analysis coefficient of determination (R²) amounted to 0.820. This shows that the contribution of the Kaizen Culture variable (X) can explain the variable Employee productivity increase (Y) of 82.0% while the remaining 18.0% can be explained / influenced by other variables not included in this study.

5.2 Suggestions

Suggestions that can be given in connection with the results of this research are as follows:

1. Based on the research results, Kaizen culture has an influence on the increase in employee productivity at the Auto 2000 company Tanjung Api-Api Palembang. The intended work culture is the Kaizen Culture.
2. The work culture in Indonesia is 5R (Brief, Neat, Clean, Careful, Diligent) which is almost the same as the Japanese Kaizen Culture 5S (Seiri, Seiso, Seiton, Sheiketsu, Shitsuke) so it can be concluded that this culture is very suitable if applied in Indonesia. One example of differentiating Japanese Kaizen culture and Indonesian work culture is problem solving. Which is where in the Japanese kaizen culture to solve the problem you have to find the root of the problem by using the 5W + 2H method. Indonesian work culture tends to solve problems not to the root of the problem so that problems can recur.
3. Likewise with the Kaizen Culture which is quite good in increasing Employee Productivity, this must be based on the high consistency of Auto2000 employees in carrying out the work culture in increasing effectiveness and efficiency for increasing Employee Productivity.
4. For further researchers, the results of this study can be continued by developing other factors that can affect the increase in employee productivity. Because the results of this study indicate that there are other variables that can affect the increase in employee productivity such as compensation, work discipline, and motivation which are not studied.
5. The company should further enhance the Kaizen culture in managing the company.
6. Employees Should play an active role in the quality control group for the betterment of the company.

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