Maximizing Performance with Kaizen Culture and Positive Work Attitudes

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Abstract. This study aims to analyze the effect of kaizen culture and attitudes on employee performance of PT. Pardic Jaya Chemicals. This study uses a quantitative approach with a survey method. The respondents in this study were employees of human resources and general affairs and quality. The population in this study was 30 employees. This study uses a population sample of 30 respondents. Data collection techniques used are interviews, observations and questionnaires. The analysis technique uses descriptive analysis and verification analysis, with simple and multiple linear regression analysis, coefficient of determination and hypothesis testing. The results of the descriptive analysis show that the kaizen culture, work attitude and employee performance can be categorized as good to very good. While the results of the verification analysis show that kaizen has a greater influence than employee work attitudes. There is a significant influence between kaizen and work attitudes on employee performance, either partially or simultaneously.

Keywords: kaizen culture · employee performance · work attitudes · PT. Pardic Jaya Chemicals · quantitative study

1 Introduction

PT. Pardic Jaya Chemicals is a company that involved in the field of chemicals located in Tangetang. The company is oriented towards improving employee performance. The results of field observations show that employee performance can be said to be good, however the company always tries to maintain and improve it.

There are several factors that can affect performance including kaizen and attitude. According to Masaki Imay. [1] Kaizen is a continuous improvement which involves everyone, including all managers and employees. The message from kaizen is "there is no day without some improvement in the company".

The results of Enno's research, et al.(2017) [2], concluded that there was a kaizen effect on employee performance. This is supported by the results of Deikme's (2013) research [3], that attitude and kaizen have a significant influence on employee performance.

Based on the results of observations indicate that the kaizen that runs at PT. Pardic Jaya Chemicals even though it is said to be good, but needs to be improved in order to improve employee performance.

In addition to kaizen, employee attitudes are also the focus of attention, because some employees sometimes has experience in decrease of their attitude. Wibowo [4] explains that attitude has three dimensions, namely affective, cognitive and behavioral. Attitude is an evaluative statement either favorable or unfavorable about a particular object. The results of the interview show that employee attitudes sometimes experience an increase and decrease.

Based on this background, the focus of this research is on the effect of kaizen and attitude on employee performance at PT. Pardic Jaya Chemicals.

2 Methodology

This study aims to analyze the effect of KAIZEN and attitude on the performance of employees of PT. Pardic Jaya Chemicals. The research method uses a quantitative approach to the survey method. Sugiono [5] explains that quantitative research is a positivist research method that examines populations or samples, collects data using instruments and is analyzed with statistics to describe and test predetermined hypotheses.

The population size in this study was 30 employees. This study uses a population sample with 30 respondents. Data sources consist of primary data and secondary data. The object of this research is employees of human resources and general affairs and quality of PT. Pardic Jaya Chemicals. Primary data sources are obtained from a number of predetermined samples. Data collection techniques using observation and question-naires. The number of KAIZEN variable questionnaires is 10 questionnaires, attitude is 10 questionnaires and employee performance is 12 questionnaires, with a Likert scale. To determine the validity of the instrument, the validity and reliability tests were carried out.

Data analysis used descriptive statistics and inferential statistics (verificative). Descriptive statistics are statistical procedures used to summarize, organize, and simplify data.[6] To describe each variable using the mean and standard deviation. Meanwhile Inferential statistics according to Frederick and Larry [6] consists of techniques that allow us to study a sample and then make generalizations about the population and the sample. This statistic is used to determine the effect of KAIZEN and attitude on employee performance, using the coefficient of determination test, simple and multiple regression tests, and hypothesis testing using the SPSS program.

3 Results

This study aims to analyze the effect of kaizen and attitude on employee performance at PT. Pardic Jaya Chemicals. The results of this analysis consist of descriptive analysis, verification analysis and hypothesis testing. The descriptions of research respondents include: Gender, education level, length of work described as follows:

From the Table 1, it is known that the number of men is 73.33% and women 26.67%.

From the Table 2, it is known that the education level is dominated by SMK as much as 53.33%, SMU 13.33%, and S1 as much as 33.33%%.

From the Table 3, it is known that the length of work of more than 10 years is 66.7% whereas.

Table 1. Gender.

No	Gender	Amount	Percentage
1.	Man	22	73.33%
2.	Woman	8	26.67%
	Total	30	100%

Table 2. Level of Education.

No	Education	Amount	Percentage
1.	SMU	4	13.33%
2.	SMK Kimia	16	53.33%
3.	S1	10	33.33%
	Total	30	100%

Table 3. Length of Work.

No	Length of Work (Years)	Amount	Percentage
1.	5–10	10	33.3%
2.	>10	20	66.7%
3.	Total	30	100%

3.1 Descriptive Analysis

Descriptive analysis according to Sugiono [5] is an analysis of data by describing the data that has been collected with the aim of describing the variables. This descriptive analysis explains the description of each research variable. The results of the descriptive analysis are described in the following table.

Based on the Table 4, it can be shown that kaizen with a standard deviation score of 5.086, the minimum score for the respondent's answer is 36.00 and the maximum score is 58.00. While the mean kaizen is 46.7, this means that kaizen at PT. Pardic Jaya Chemicals can be categorized as good to very good.

Description analysis on the attitude variable shows that the standard deviation score is.

5.36. The minimum value is 36 and the maximum value is 56. While the mean respondent's answer is 45.7, this means that the working attitude of PT. Pardic Jaya Chemicals is good to very good.

Analysis of the description of the employee performance variable shows that the standard deviation score is 5.499. While the minimum score is 30 and the maximum score is 57. The mean result of employee performance is 44.6, this indicates that the

Table 4. Statistics

		Kaizen	Attitude	Performance
N	Valid	30	30	30
	Missing	0	0	0
Mean		46.7000	45.7667	44.6333
Std. Deviation		5.08649	5.36067	5.49911
Minimum		36.00	36.00	30.00
Maximum		58.00	56.00	57.00

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479[a]	.230	.202	4.912

a. Predictors: (Constant), Kaizen.

performance of employees of PT. Pardic Jaya Chemicals can be categorized as good to very good.

3.2 Verification Analysis

In this verification analysis, the test results will be discussed which consist of the analysis of the coefficient of determination, simple and multiple regression analysis and hypothesis testing.

The Effect of Kaizen on Employee Performance
Based on the results of the coefficient of determination, regression testing and hypothesis testing using SPSS, the following results were obtained Table 5.

The value of the coefficient of determination is 23%, this shows that kaizen contributes to the performance of PT. Pardic Jaya Chemicals amounted to 23%, while the other contributions were determined by other variables.

The regression equation is as follows: $Y = 20.44 + 0.518X1$. The constant value of 20.44 means that if the kaizen value is 0, then the employee's performance level will increase by 20.44. The regression coefficient value is 0.518, this means that if kaizen is increased by one percent, it means that employee performance will increase by 51,8%.

Based on the significance value of 0.007, this means that the significance value is $0.007 < 0.05$, this means that Ho is rejected and Ha is accepted. So it can be concluded

Table 6. Coefficients[a]

Unstandardized Coefficients			Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
1 (Constant)	20.440	8.422		2.427	.022
Kaizen	.518	.179	.479	2.889	.007

a. Dependent Variable: Performance.

Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.413[a]	.171	.141	5.096

a. Predictors: (Constant), Attitude.

Table 8. Coefficients[a]

Unstandardized Coefficients			Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1 (Constant)		25.224	8.132		3.102	.004
Attitude		.424	.177	.413	2.403	.023

a. Dependent Variable: Performance.

that there is a significant influence between kaizen on the performance of employees of PT. Pardic Jaya Chemicals Table 6.

The Influence of Attitude on Employee Performance

The results of the calculation of the effect of attitude on the performance of employees of PT. Pardic Jaya Chemicals, described as follows Table 7.

The value of the coefficient of determination is 17.1%, this shows that the employee's attitude contributes to the performance of employees at PT. Pardic Jaya Chemicals is 17.1%, while other factors are determined by other variables.

Based on the Table 8, the regression equation can be explained: $Y = 25.224 + 0.424X1$. The constant value of 25.224 means that if the attitude is 0, then the employee's performance level will increase by 25.224. The regression coefficient value is 0.424, this means that if the attitude is increased by one percent, it means that employee performance will increase by 42,4%. While the significance value is 0.023, this means that the significance value is $0.023 < 0.05$, meaning Ho is rejected and Ha is accepted. So it can

Table 9. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482[a]	.232	.175	4.994

a. Predictors: (Constant), Kaizen, Attitude.

Table 10. Coefficients[a]

Unstandardized Coefficients				Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	19.883	8.761		2.270	.031
	Kaizen	.445	.303	.412	1.468	.154
	Attitude	.087	.288	.084	.301	.766

a. Dependent Variable: Performance.

be concluded that there is a significant influence between attitude on the performance of employees of PT. Pardic Jaya Chemicals.

The Effect of Kaizen and Attitude on Employee Performance

The results of the calculation of the influence of kaizen and employee attitude of PT. Pardic Jaya Chemicals as follows Table 9:

The value of the coefficient of determination is 23.2%, this shows that kaizen and employee attitude simultaneously contribute to the performance of employees of PT. Pardic Jaya Chemicals is 23.2%, while the rest is determined by other variables not examined in this study.

Based on the Table 10, the regression equation can be written: $Y = 19.883 + 0.445X1 + 0.087X2 + e$. The constant value of 19.883 means that if kaizen and employee attitude are 0, then the employee's performance level will increase by 19.883. The value of the kaizen regression coefficient is 0.445, this means that if kaizen is increased by 1%, it means that employee performance will increase by 44.5%. While the regression coefficient value of the employee's attitude is 0.087, meaning that if the attitude is increased by 1%, it means that the employee's performance will increase by 87%.

While the significance value in the Anova table is 0.028, this means that the significance value is $0.028 < 0.05$, meaning Ho is rejected and Ha is accepted. Thus it can be concluded that there is a significant influence between kaizen and employee attitudes on the performance of employees of PT. Pardic Jaya Chemicals Table 11.

Table 11. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	203.627	2	101.813	4.083	.028[b]
	Residual	673.340	27	24.939		
	Total	876.967	29			

a. Dependent Variable: Performance
 b. Predictors: (Constant), Kaizen, Attitude

4 Discussion

4.1 The Effect of Kaizen on Employee Performance

Kaizen has an effect on the performance of employees of PT. Pardic Jaya Chemicals. The value of the coefficient of determination is 23%, this shows that kaizen contributes to employee performance by 23%, while the others are determined by other variables.

The regression equation is as follows: $Y = 20.44 + 0.518X1$ and test the hypothesis that the significance value is $0.007 < 0.05$, meaning that there is a significant effect between kaizen on the performance of employees of PT. Pardic Jaya Chemicals. This is supported by the results of research by Amanda, et al. (2017) [2], concluding that there is a kaizen effect on employee performance.

4.2 The Influence of Attitude on Employee Performance

The coefficient of determination is 17.1%, indicating that the kaizen and employee's attitude contributes to the performance of the employees of PT. Pardic Jaya Chemicals is 17.1%, while other factors are determined by other variables. Regression equation: $Y = 25.224 + 0.424X1$. Test the hypothesis with a significance of 0.012, this means that the significance value is $0.023 < 0.05$, meaning Ho is rejected and Ha is accepted. So it can be concluded that there is a significant influence between employee attitudes on employee performance at PT. Pardic Jaya Chemicals. This is supported by the results of research by Deikme [3], that attitude and kaizen have a significant influence on employee performance. Nevi and Jasanta [7] concluded that there was a significant influence between work attitudes on performance.

4.3 The Effect of Kaizen and Attitude on Employee Performance

There is an influence between kaizen and attitude on the performance of employees of PT. Pardic Jaya Chemicals. This is based on the regression equation: $Y = 20.983 + 1.225X1 + 0.662X2 + e$. While the significance value is $0.028 < 0.05$, it means that Ho is rejected and Ha is accepted. The value of the coefficient of determination is 23.2%, this shows that kaizen and employee attitude simultaneously contribute to the performance of employees of PT. Pardic Jaya Chemicals by 23.2%. This is supported by the results of research by Deikme [3], that attitude and kaizen have a significant influence on employee performance.

5   Conclusion

Based on the results of the research and discussion above, it can be concluded as follows: There is a significant influence between kaizen on the performance of employees of PT. Pardic Jaya Chemicals. There is a significant influence between attitude and employee performance of PT. Pardic Jaya Chemicals. There is a significant influence between kaizen and attitude on the performance of employees of PT. Pardic Jaya Chemicals. Kaizen has a greater influence than employee work attitude. Kaizen has a greater influence than the work attitude of employees of PT. Pardic Jaya Chemicals.

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