




Role of organizational culture, motivation and kaizen to improve employee performance

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ARTICLE INFO	ABSTRACT
<p><i>Article history:</i> Received Sep 27, 2024 Revised Oct 08, 2024 Accepted Oct 19, 2024</p>	<p>This research aims to determine and analyze the moderating role of kaizen culture and the mediating role of work motivation on the performance of employees under the control of the IT Directorate of PT XYZ. This research uses a quantitative method with a saturated population and a sample of 98 employees. The data collection technique uses a questionnaire in the form of a combination of closed answers on an interval scale of 1-10 with the help of an online questionnaire and then analyzed using the SmartPLS 4.0.9.1 program. The research results based on validity and reliability tests show that the data is valid and reliable. Based on direct and indirect hypothesis testing, it was found that (1) organizational culture has a positive and significant effect on work motivation with a sample value of 0.669 and a p-value of 0.000. (2) Work motivation has a positive and significant effect on employee performance with a sample value of 0.323 and a p-value of 0.010. (3) Organizational culture has a positive and significant effect on employee performance with a sample value of 0.342 and a p-value of 0.004. (4) Kaizen culture has a positive and significant effect on employee performance with a sample value of 0.519 and a p-value of 0.000. (5) Kaizen culture moderation in organizational culture does not positively and significantly influence employee performance with a sample value of 0.092 and a p-value of 0.069. (6) positive and significant work motivation mediates organizational culture on employee performance with a sample value of 0.216 and a p value of 0.012.</p>
<p><i>Keywords:</i> Employee performance ; Kaizen Culture; Organizational Culture; Work motivation.</p>	<p><i>This is an open access article under the CC BY-NC license.</i></p> 

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1. INTRODUCTION

The aim of this research is to explain the impact of Organizational Culture on Work Motivation, to clarify the influence of Organizational Culture on Employee Performance, to analyze the effect of Work Motivation on Employee Performance, and to examine the influence of Kaizen Culture on Employee Performance. Additionally, this study investigates the moderating effect of Kaizen Culture on the relationship between Organizational Culture and Employee Performance within the IT Directorate at PT XYZ.

PT XYZ is a joint venture between Indonesia and Japan established in Indonesia, commencing production in the 1980s. The company has a vision and mission focused on achieving success and fulfilling its objectives, one of which is through digital transformation.

Data regarding the IT Directorate's target achievement indicates the following results: 2015 [29%], 2016 [43%], 2017 [56%], 2018 [67%], 2019 [33%], 2020 [50%], and 2021 [25%], all of which fall short of the established target of over 90%. To assess whether the suboptimal performance of employees from 2015 to 2021 was, the author distributed a questionnaire. Respondents included Field Supervisors, Project Supervisors, IT Chiefs, Department Heads, and Directors. Of the 15 respondents, 6.7% were Directors, 6.7% were Department Heads, 13.3% were IT Chiefs, 40% were Project Supervisors, and 33% were Field Supervisors. Results indicated that 93.3% agreed employees understand Organizational and Kaizen Culture well. Additionally, 73.3% noted Kaizen Culture as a factor in suboptimal performance, and 86.7% identified Organizational Culture as another influencing factor. This situation highlights a problem that necessitates an understanding of its causes so that the IT Directorate can determine various steps for improvement. Quantity is one indicator of employee performance; thus, it can be concluded that there are issues leading to suboptimal performance among employees in the IT Directorate (Afandi, 2018). Specific and challenging goals can lead to high performance (Locke & Latham, 1990). Based on Goal Setting Theory (GST), individuals have various objectives, select these goals, and are motivated to achieve them (Srimindarti, 2012). In alignment with the goal-setting framework, the performance of employees under the IT Directorate at PT XYZ is assumed to be a critical goal. Therefore, the variables of Organizational Culture, Kaizen Culture, and Work Motivation are identified as determining factors. Previous research found a positive relationship between Work Motivation and Employee Performance (Prabowo et al., 2018; Jufrizen & Sitorus, 2021) and also It has been shown that Organizational Culture can influence Employee Performance (Pujiono et al., 2020); Kamalakannan, 2021; Muis et al., 2018; Mukmin & Prasetyo, 2021)

Organizational Culture is described as a framework that guides daily habits and decision-making for employees, directing their actions towards achieving organizational goals (Marwan et al., 2020). The indicators of Organizational Culture at PT XYZ include: 1. Prioritize safety in mind and action; 2. Strengthen reliable operations; 3. Improve total quality; 4. Enhance sustainability and growth.

As continuous improvement in personal life, household life, social life, and work life. The indicators of Kaizen Culture include: 1. Seiri (Sort); 2. Seiton (Set in order); 3. Seiso (Shine); 4. Seiketsu (Standardize); 5. Shitsuke (Sustain) (Imai, 1986). Work Motivation is understood as the driving force that leads individuals to perform tasks aimed at achieving specific goals (Suwarsi et al., 2022). The indicators of Work Motivation, according to Mangkunegara in (Citra & Fahmi, 2019; Fransiska, 2020; Harahap & Tirtayasa, 2020), are: 1. Time Management; 2. Future Orientation; 3. Colleagues; 4. Efforts for Advancement; 5. Diligence.

Dibyantoro (2021) argued that Employee Performance is the output produced from an employee's work, whether in terms of quantity or quality, based on the tasks assigned to achieve the targets set by the company, compared against established standards. According to Robbins and Judge in (Aziz & Dewanto, 2022; Bintoro & Daryanto, 2017; Sulaiman et al., 2020; Cicik et al., 2022), performance indicators serve as tools to measure the extent of employee performance achievements. Some indicators for assessing employee performance include: 1. Quality of Work; 2. Quantity; 3. Timeliness; 4. Effectiveness; 5. Independence.

2. RESEARCH METHOD

This study is quantitative research, the population and sample for this research consist of all employees under the IT Directorate at PT XYZ, totaling 98 employees, including both permanent employees and Business Partner (contract) employees, based on data from the 2020 report. This study used Non-Probability Sampling with a saturation sampling method, meaning that the entire population of 98 respondents was included as the sample. Data collection was conducted using questionnaires and interviews. The questionnaires, comprising written questions, were distributed to respondents online, employing an ordinal scale with scores ranging from 1 to 10, 1-10 scale offers greater granularity, allowing for more nuanced responses and accommodating a wider range of opinions. It facilitates more detailed data analysis and aligns with common rating practices, enhancing respondent comfort and engagement (Carifio & Perla, 2008). The analysis utilized SmartPLS software version 4.0.9.1 as a tool for inferential statistical analysis. Validity testing will refer to convergent validity and discriminant validity. To determine whether the constructs are reliable, the Composite Reliability (CR) value must exceed 0.6, and the Cronbach's Alpha value must be greater than 0.70 (Ghozali & Latan, 2015). Structural model testing is useful for examining the correlation between significance values, constructs, and R-square within the research model (Hapsari & Kambara, 2019). The T Statistic and P Values obtained in this study are used for hypothesis testing of direct effects. This research also analyzes mediation effects by calculating the average coefficient and multiplying the indirect effect coefficient by the direct effect coefficient to obtain the Variance Accounted For (VAF) value.

3. RESULTS AND DISCUSSIONS

In the context of SEM-PLS research, an indicator is considered to have convergent validity if its outer loading value is greater than 0.7 (Ghozali & Latan, 2015). Based on this criterion, and with no outer loading values falling below 0.7, all indicators are deemed valid, resulting in the following outer model:

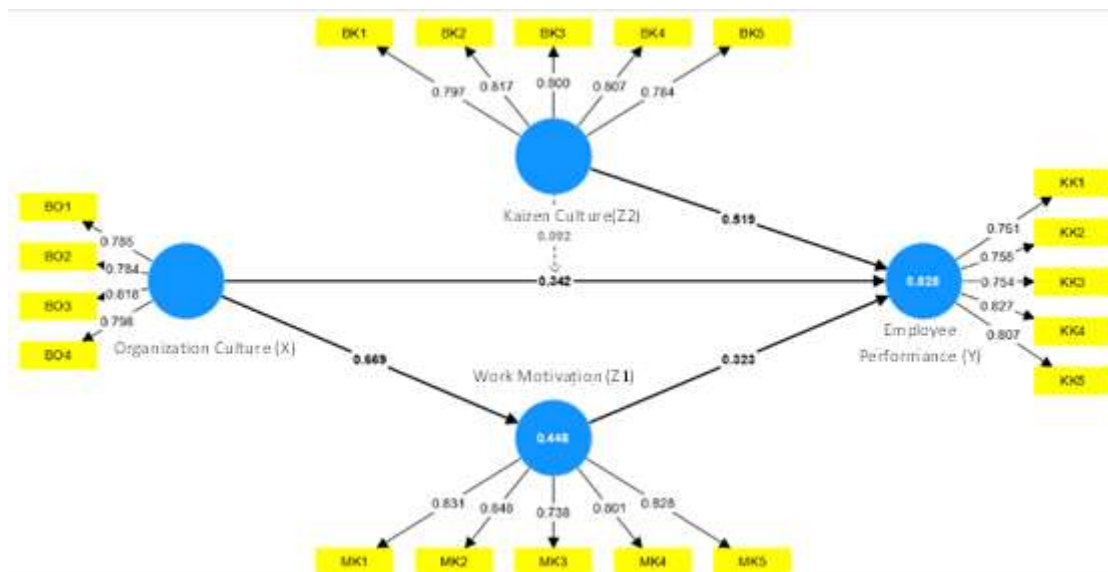


Figure 1: Research Model
Source: Processed in the study, 2023

From Figure 1, it can be observed that each indicator produces an outer loading greater than 0.7. The next step is to measure discriminant validity, which will be conducted by considering the Average Variance Extracted (AVE) values.

Table 1. Average Variance Extracted (AVE) dan Construct Realibility

Indicator	Cronbach's alpha	Composite reliability	rho_c	AVE
Kaizen Culture (Z2)	0.861	0.862	0.900	0.64
Organizational Culture (X)	0.809	0.818	0.874	0.63
Employee Performance (Y)	0.840	0.843	0.887	0.610
Work Motivation (Z1)	0.869	0.878	0.905	0.66

A construct is considered valid if the Average Variance Extracted (AVE) value for each construct exceeds 0.5 (Ghozali & Latan, 2015). Table 1 shows that the AVE values for all variables—Kaizen Culture (0.642), Organizational Culture (0.643), Employee Performance (0.610), and Work Motivation (0.656)—are greater than 0.5, indicating that all these variables meet the criteria for good discriminant validity. Construct is deemed to have good reliability if the Composite Reliability (CR) value is greater than 0.6 and the Cronbach's Alpha value exceeds 0.70 (Ghozali & Latan, 2015). Table 1 demonstrates a range of Cronbach's Alpha values from a low of 0.809 to a high of 0.869, as well as a range of Composite Reliability values from a low of 0.818 to a high of 0.878. Based on these values, it can be concluded that all variables exhibit good reliability.

3.1. Structural Model Test

The primary model test is conducted in this study to understand the extent of the correlation between variables and the influence of each exogenous variable on the endogenous variable.

Table 2. R-Square Value

Variabel	R-square
Employee Performance (Y)	0.828
Work Motivation (Z1)	0.448

Based on the results from Table 2, the R Square value indicates that the Work Motivation variable is influenced by the Organizational Culture variable by 44.8% (0.448 x 100%), while the remaining 55.2% is influenced by other variables not studied. Additionally, the results show that the Employee Performance variable has a value of 0.866, which means that the Organizational Culture, Kaizen Culture, and Work Motivation variables can collectively influence Employee Performance by 82.8% (0.828 x 100%), while the remaining variation of 17.2% is explained by other variables not examined.

This study employs path coefficients to investigate these relationships.

Table 3. Path Coefisien

Hipotesis	Path coefficients
Organizational Culture (X) -> Work Motivation (Z1)	0.669
Organizational Culture (X) -> Employee Performance (Y)	0.342
Work Motivation (Z1) -> Employee Performance (Y)	0.323
Kaizen Culture (Z2) x Organizational Culture (X) -> Employee Performance (Y)	0.092
Kaizen Culture (Z2) -> Employee Performance (Y)	0.519

There is a positive relationship between Organizational Culture (X) and Work Motivation (Z1) with a coefficient of 0.669. Additionally, there is a positive relationship

between Organizational Culture (X) and Employee Performance (Y) with a coefficient of 0.342. Furthermore, there is a positive relationship between Work Motivation (Z1) and Employee Performance (Y) with a coefficient of 0.323. Therefore, an increase of 1 unit in Work Motivation (Z1) will result in an increase in Employee Performance (Y) by 0.323. There is also a positive moderating effect of Kaizen Culture (Z2) on the relationship between Organizational Culture (X) and Employee Performance (Y) with a coefficient of 0.092. Additionally, there is a positive relationship between Kaizen Culture (Z2) and Employee Performance (Y) with a coefficient of 0.519.

3.2. Hypothesis Testing

In this study, hypothesis testing was conducted based on the obtained t statistic values and p-values from the bootstrapping analysis. The critical t value for this research is 1.960.

Table 4. Hypothesis Testing

Hypothesis	Original Sample	T Statistics	P Values
Organizational Culture (X) -> Work Motivation (Z1)	0.669	7.711	0.000
Organizational Culture (X) -> Employee Performance (Y)	0.342	2.684	0.004
Work Motivation (Z1) -> Employee Performance (Y)	0.323	2.320	0.010
Kaizen Culture (Z2) x Organizational Culture (X) -> Employee Performance (Y)	0.092	1.487	0.069
Kaizen Culture (Z2) -> Employee Performance (Y)	0.519	4.756	0.000

[Hypothesis 1] Organizational Culture has a positive and significant effect on Work Motivation. The relationship between Organizational Culture (X) and Work Motivation (Z1) retains an original sample value of 0.669. The t-statistic value (7.711) is greater than the t-table value (1.960), and the p-value (0.000) is less than the significance level (0.05), confirming that the conclusion of a positive influence is accepted. These results support the hypothesis that Organizational Culture significantly positively affects Work Motivation.

[Hypothesis 2] Organizational Culture (X) has a positive and significant effect on Employee Performance (Y). The relationship between Organizational Culture (X) and Employee Performance (Y) retains an original sample value of 0.342. The t-statistic value (2.684) is greater than the t-table value (1.960), and the p-value (0.004) is less than the significance level (0.05), confirming that the conclusion of a positive influence is accepted. These results support the hypothesis that Organizational Culture significantly positively affects Employee Performance. [Hypothesis 3] Work Motivation (Z1) has a positive and significant effect on Employee Performance (Y). The relationship between Work Motivation (Z1) and Employee Performance (Y) retains an original sample value of 0.323. The t-statistic value (2.320) is greater than the t-table value (1.960), and the p-value (0.010) is less than the significance level (0.05), confirming that the conclusion of a positive influence is accepted. These results support the hypothesis that Work Motivation significantly positively affects Employee Performance. [Hypothesis 4] Kaizen Culture (Z2) has a positive and significant effect on Employee Performance (Y). The relationship between Kaizen Culture (Z2) and Employee Performance (Y) retains an original sample value of 0.519. The t-statistic value (4.756) is greater than the t-table value (1.960), and the p-value (0.000) is less than the significance level (0.05), confirming that the conclusion of a positive influence is accepted. These results support the hypothesis that Kaizen Culture significantly positively affects Employee Performance. [Hypothesis 5] Kaizen Culture (Z2) moderates the positive and significant effect of Organizational Culture (X) on Employee Performance (Y). The interaction between Kaizen Culture (Z2) and Organizational Culture (X) on Employee Performance (Y) retains an original sample value of 0.092. The t-statistic value (1.487) is less than the t-table value (1.960), and the p-value (0.069) is greater than the significance level (0.05). These results reject the

hypothesis that Kaizen Culture can moderate the influence of Organizational Culture on Employee Performance.

3.3. Mediation Test

To determine and confirm whether there is a mediating effect of Work Motivation in the research model, it is essential to identify the indirect effect coefficient on Employee Performance, as shown in the table below.

Table 5. Specific Indirect Effect

Indirect Effect	Original	Sample	Standard	T	P
	sample	mean	deviation	statistics	values
Organizational Culture (X) -> Work Motivation (Z1) -> Employee Performance (Y)	0.216	0.217	0.095	2.277	0.012

The influence of Organizational Culture on Employee Performance through Work Motivation can be determined by an original sample value of 0.216, indicating a positive direction. Additionally, the t-statistic (2.277) is greater than the critical t-value (1.960), and the p-value (0.012) is less than the significance level (0.05). These results indicate that Work Motivation significantly mediates the effect of Organizational Culture on Employee Performance. Thus, Work Motivation effectively mediates the influence of Organizational Culture on Employee Performance under the Directorate of IT at PT XYZ.

Table 6. VAF Value

Effect	Nilai
Organizational Culture (X) -> Work Motivation (Z1) -> Employee Performance (Y)	0.669
Work Motivation (Z1) -> Employee Performance (Y)	0.323
Organizational Culture (X) -> Employee Performance (Y)	0.342
VAF	0.387
Result	Partial Mediation

The Variance Accounted For (VAF) of Organizational Culture through the mediation of Work Motivation is 0.387. This result indicates that Work Motivation can provide a partial mediating effect in the relationship between Organizational Culture and Employee Performance. This aligns with Hair et al. (as cited in Dewi & Giantari, 2023), which states that a VAF value greater than 20% and less than 80% indicates partial mediation.

3.4. Discussion

a. The Influence of Organizational Culture on Work Motivation

The results of hypothesis testing indicate that Organizational Culture has a significant positive effect on Work Motivation among employees under the Directorate of IT at PT XYZ. The original sample value of 0.699 shows the strength of the relationship between Organizational Culture and Work Motivation, meaning that an increase in Organizational Culture will lead to an increase in Work Motivation by 0.699 units. This study demonstrates that Work Motivation is positively influenced by Organizational Culture, implying that when employees effectively embody Organizational Culture, it positively impacts their motivation. Field observations reveal that banners promoting Organizational Culture are placed in almost every corner of the main workspace and in the factory area. The company also continuously campaigns through loudspeakers to ensure that employees remember and practice these values. The more frequently and easily employees encounter and observe elements of Organizational Culture, the more deeply these values are ingrained in their behavior. Employees who consistently practice Organizational Culture serve as real examples for their colleagues, thereby enhancing their motivation. Furthermore, the company conducts daily meetings at the start of work in every unit, where leaders review and reiterate the values of Organizational Culture.

This ensures that employees are motivated to work in alignment with the company's goals before beginning their tasks. The findings of this research are supported by previous studies conducted by Ernawati et al., 2022; Hamzah & Sarwoko, 2020; Prasetyo et al., 2018; Wahyuni, 2015 and Baribin & Cici Bela Saputri, 2020 which state that Organizational Culture positively and significantly influences Work Motivation.

b. Influence of Organizational Culture on Employee Performance

The results of hypothesis testing indicate that organizational culture has a significant positive effect on employee performance among employees under the Directorate of IT at PT XYZ. The original sample value of 0.342 demonstrates the strength of the relationship between organizational culture and employee performance, meaning that an improvement in organizational culture will lead to an increase in employee performance by 0.342 units. This study presents findings that employee performance is positively influenced by organizational culture, indicating that when employees effectively implement organizational culture, it positively impacts their performance. Field observations show that elements of organizational culture are also used as key performance indicators (KPIs) for employees, particularly for those in structural positions. The results of this study are supported by previous research conducted by Pujiono et al., 2020; Kamalakannan, 2021; Pratiwi & Nawangsari, 2021; Sibarani & Wijaya, 2023; Muis et al., 2018; Mukmin & Prasetyo, 2021 and Jufrizen & Rahmadhani, 2020 which state that organizational culture positively and significantly influences employee performance.

c. Influence of Work Motivation on Employee Performance

The results of hypothesis testing indicate that work motivation significantly and positively affects employee performance among employees under the Directorate of IT at PT XYZ. The original sample value of 0.323 reflects the strength of this relationship, meaning that an increase in work motivation corresponds to an increase in employee performance by 0.323 units. Field observations reveal that employees who effectively manage their time, such as taking breaks on schedule and consistently arriving on time, achieve Key Performance Indicators (KPIs) in line with company targets. Units characterized by harmony and minimal conflict demonstrate high performance, as evidenced by the quality of service provided. These findings are supported by previous research conducted by Prabowo et al., 2018; ufrizen & Sitorus, 2021; Martha et al., 2020; Trianingrat & Supartha, 2020; Paramarta & Astika, 2020; Wahyuni, 2015 and Abdillah et al., 2022 which assert that work motivation positively and significantly influences employee performance.

d. Influence of Kaizen Culture on Employee Performance

The results of hypothesis testing indicate that Kaizen culture has a significant positive effect on employee performance among employees under the IT Directorate of PT XYZ. The original sample value of 0.519 demonstrates that an increase in Kaizen culture correlates with a 0.519 unit increase in employee performance. This finding emphasizes that when employees effectively implement Kaizen practices, their performance improves accordingly. Field observations reveal that the values associated with Kaizen are incorporated as key performance indicators (KPIs) for all employees. The company actively promotes various Kaizen programs, including competitions and conventions, which motivate employees to apply Kaizen principles in their daily tasks. Additionally, weekly Kaizen reports showcasing "before" and "after" images of work areas help to instill a culture of continuous improvement among employees. Supporting evidence can be found in previous studies by Ankomah et al., 2022; Mui et al., 2022 and Pham et al., 2023 all of which confirm that Kaizen culture positively and significantly influences employee performance.

e. The Moderating Influence of Kaizen Culture on Organizational Culture on Employee Performance

The results of hypothesis testing indicate that the Kaizen culture cannot moderate the organizational culture to have a significant impact, even though there is a positive relationship with employee performance among employees under the control of the IT Directorate at PT XYZ. This study presents findings that employee performance cannot be significantly influenced by the moderation of Kaizen culture on organizational culture. Field findings show that the values of Kaizen culture and organizational culture are part of the KPIs (Key Performance Indicators) but have separate applications and values. Kaizen culture has its own conventions, with the expectation from the company that it will encourage employees to engage in continuous improvement within specific categories, while the values of organizational culture are applied to all employees without specific categories. Hence, the results of this study indicate that it is not suitable to place the Kaizen culture variable to moderate the relationship between organizational culture and employee performance.

4. CONCLUSION

This research focuses on employees under the IT Directorate at XYZ and examines only Organizational Culture, Kaizen Culture, and Work Motivation as they relate to Employee Performance. Organizational culture has been shown to have a positive and significant effect on work motivation. This means that the higher the organizational culture, the greater the increase in employee motivation. These results are consistent with the findings of Ernawati et al., 2022 and Prasetyo et al., 2018. Furthermore, organizational culture also positively and significantly influences employee performance, indicating that as organizational culture improves, employee performance increases as well. This finding aligns with the studies conducted by Wijaya, 2018 and Muis et al., 2018. Additionally, work motivation has a positive and significant effect on employee performance, meaning that higher work motivation leads to improved employee performance. This result is supported by Prabowo et al., 2018 and Abdillah et al., 2022. Kaizen culture has also been found to positively and significantly impact employee performance, suggesting that a stronger Kaizen culture correlates with better employee performance. This is in line with the findings of Ankomah et al., 2022 and Mui et al., 2022. However, the moderation of Kaizen culture on organizational culture does not have a positive and significant effect on employee performance. This observation can be explained by the path coefficients, with the influence of organizational culture and work motivation on employee performance being 0.342 and 0.323, respectively, both of which are smaller than the influence of Kaizen culture on employee performance, which is 0.519. This situation may be attributed to the employee composition, with 60% having over 10 years of service. This implies that long-serving employees may find it easier to adapt to the relatively stable Kaizen culture compared to the more dynamic organizational culture, which can change its targets over time. Therefore, advanced methods may be needed to help senior employees better understand organizational culture and apply it in alignment with company goals. As employees accumulate tenure without rotation, there is a potential decline in motivation, highlighting the need for programs that enhance employee motivation. The path coefficient for the moderation of Kaizen culture on organizational culture's influence on employee performance is 0.092. This condition suggests that Kaizen culture should be treated as a standalone variable since field findings indicate that organizational culture and Kaizen culture are applied differently, including their targets, cycles, and programs undertaken by the company.

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