



The influence of kaizen behavior, OCB, and organizational commitment on employee job satisfaction at Sidoarjo Station

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ABSTRACT

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Kaizen culture, OCB and organizational commitment have been identified as three synergies that have an important influence in influencing employee job satisfaction, the importance of effective human resource management in order to achieve planned quality success. Kaizen is long-term and sustainable towards change, while OCB encourages voluntary behavior and organizational commitment to the extent to which the company has an emotional attachment to employees. The aim of this research is to describe numerically the extent of the overall influence of the variables that have been used as context in this research. A quantitative model with a descriptive approach was chosen to make it easier to explain statistical analysis by researchers using the total sample of employees working at Sidoarjo Station 1 as well as an assessment instrument using Linkert guidelines. The results of this research show that kaizen culture has a significant influence on employee satisfaction, as well as OCB and organizational commitment also have a significant influence on employee satisfaction which has been supported through testing the t-partial and f-simultaneous hypotheses.

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1. INTRODUCTION

The transformation of PT. Kereta Api Indonesia (Persero), commonly referred to as PT. KAI, from a state-owned enterprise focused solely on service to a profit-oriented company marks a significant shift in the company's strategy. As a key player in Indonesia's transportation sector, PT. KAI manages the nation's entire railway system, divided into operational regions known as DAOP (Daerah Operasi), each represents the central office in various areas, including Sidoarjo Station, a Class I station within DAOP 8. With 69 employees working across diverse job functions, such as Station Head (KS), Train Dispatcher (PPKA), Signaller (PRS), Track Inspector (PLR), Crossing Guard (PJI), Security, Ticketing, Boarding, Customer Service, and Cleaning Staff (K2). The dynamics of employee job satisfaction at this station offer a microcosm of the broader organizational culture within PT. KAI. Therefore, companies need human resources with high-quality performance to successfully achieve their targets. For this reason, it is necessary to develop human resource management strategies so that employees, especially those with excellent

performance, can be empowered to their fullest potential (Justina et al., 2022). These challenges are largely tied to implementing workplace regulations and cultural frameworks, such as Kaizen, Organizational Citizenship Behavior (OCB), and organizational commitment. Sidoarjo Station is the subject of this study because, especially in light of its DAOP 8 operating territory, it represents a microcosm of the larger organizational dynamics within PT. Kereta Api Indonesia (Persero). Sidoarjo Station is a Class I station that is ideally suited to study employee job satisfaction in a high-pressure, customer-focused setting.

Kaizen, meaning "continuous improvement" in Japanese (Harish et al., 2020). is a management philosophy that promotes small, ongoing enhancements in work life, including productivity and quality (Gunawan et al., 2022). It emphasizes that all aspects of work can be improved, relying on the active participation of all employees (Rizal S et al., 2023). Employee satisfaction is vital for organizations like PT. KAI, which manages important transportation infrastructure. Keeping employees motivated and happy is crucial for effective operations and profitability (Ajamobe et al., 2022). Yet, despite these clear imperatives, the employees at Sidoarjo Station face unique challenges in their daily work environment that may undermine their job satisfaction. Kaizen has been adopted by many organizations worldwide, including PT. KAI. This concept encourages incremental changes and employee participation in refining processes, enhancing productivity, and improving service quality (Sagar & Adhav, 2019). However, employees at Sidoarjo Station face challenges that may reduce their job satisfaction. Although Kaizen has been adopted by PT. KAI, its implementation at Sidoarjo Station has not been effective. Rules like banning cell phones during work and requiring the submission of 365 job-related photos per month have led to dissatisfaction. These measures, intended to boost productivity, have instead created frustration and feelings of overregulation among employees.

Instead of being used consistently throughout PT. KAI, kaizen is tailored to the particular operational requirements, difficulties, and features of every DAOP. Although Kaizen's general tenets of continuous improvement, employee involvement, and incremental change apply to all company parts, local circumstances may cause specific practices and techniques to differ. For instance, while smaller stations might emphasize technical maintenance or customer service upgrades, DAOPs with larger, busier stations might concentrate on Kaizen tactics linked to optimizing high volume passenger flow. Because of its distinct operational dynamics and strategic importance within PT. KAI's DAOP 8 region, Sidoarjo Station makes an excellent case study for examining the connections between Kaizen, Organizational Citizenship Behavior (OCB), organizational commitment, and work satisfaction.

Organizational Citizenship Behavior (OCB) is a concept in organizational psychology that describes employee behaviors that are not directly required by the organization but positively contribute to the company's effectiveness and performance (Lubis, 2020). OCB goes beyond the formal tasks outlined in job descriptions and includes behaviors such as helping colleagues, showing initiative, maintaining a positive work environment, and supporting organizational goals. Employees who exhibit high levels of OCB tend to care more about the success of the team and the organization as a whole, even if it means putting in more effort than is expected. Moreover, Organizational Citizenship Behavior (OCB) which reflects how employees engage in voluntary, constructive behaviors beyond their formal job descriptions plays a crucial role in fostering a positive work environment (Wahyuni & Dirbawanto, 2022). Employees who exhibit high levels of OCB are more likely to contribute to the organization's success by taking initiative, helping colleagues, and demonstrating flexibility. However, at Sidoarjo Station, there appears to be a gap between the organizational expectations and the actual behavior of employees. This discrepancy may be linked to the perceived rigidity of the Kaizen regulations, which stifle creativity and autonomy, leading to a reduction in OCB (Kharub et al., 2023).

Organizational commitment refers to the extent to which employees feel a sense of loyalty and emotional attachment to the organization they work for (Manullang & Ardana, 2022). It

encompasses affective commitment (employees' desire to stay because they feel emotionally connected to the organization), normative commitment (a sense of obligation to stay due to social norms or personal values), and continuance commitment (employees feel the need to remain because of the risks or losses they might face if they leave the organization) (Lunnardi & Turangan, 2021). Employees with high organizational commitment are typically more motivated to work hard, remain loyal to the organization, and strive to achieve its goals (Hikmah Perkasa et al., 2023). Organizational commitment is another vital factor influencing job satisfaction. Employees who are strongly committed to their organization are more likely to exhibit loyalty, put in extra effort, and remain with the company for longer periods (Meilia & Iriani, 2019). At Sidoarjo Station, organizational commitment is closely tied to how employees perceive the company's leadership, workplace culture, and regulatory frameworks. While PT. KAI's shift towards a profit-oriented model demands higher productivity and efficiency, the accompanying changes in employee management and workplace regulations may not always align with the expectations and well-being of the staff.

Given these dynamics, this research seeks to explore the influence of Kaizen behavior, OCB, and organizational commitment on employee job satisfaction at Sidoarjo Station. By examining these three pillars, this study aims to uncover the underlying factors that contribute to employee satisfaction or dissatisfaction and provide insights into how PT. KAI can enhance its organizational culture to support its workforce better.

Employee job satisfaction is not just an abstract concept; it has real, tangible impacts on an organization's performance, particularly in service-oriented industries like transportation (Lam et al., 2020). Satisfied employees are more likely to be engaged, productive, and committed to the organization's goals, leading to better customer service, operational efficiency, and overall company success. On the other hand, dissatisfaction can lead to higher turnover rates, reduced productivity, and a decline in service quality, all of which can negatively impact the company's bottom line. Job satisfaction has become increasingly important, especially since the end of the last millennium, as many organizations have recognized its relevance in enhancing employee commitment within their companies (Suryani, 2022). On one hand, managers must learn how to efficiently handle and manage their dynamic capabilities and soft skills to adapt to the environments in which their collaborators operate (Meilia & Iriani, 2019).

For PT. KAI, keeping employees happy is very important, especially as the company focuses on making more profit. As a transportation provider, PT. KAI needs satisfied workers to safely move people and goods. This is especially true at busy places like Sidoarjo Station, where employee happiness affects how well services are provided. However, applying Kaizen principles at Sidoarjo Station has caused some problems. Strict rules, like not allowing cellphones and requiring many photos, have made employees feel controlled and stressed. This likely leads to lower job satisfaction and commitment. It's important for PT. KAI to fix these issues to get the most out of the Kaizen approach, making sure employees are productive, motivated, and engaged.

This study is important because Organizational Citizenship Behavior (OCB) is crucial in today's workplaces. In the fast transportation industry, employees who do more than their basic jobs are very valuable. But if the work environment doesn't support or recognize their efforts, they may feel frustrated and less willing to help. By looking at how OCB relates to job satisfaction at Sidoarjo Station, this research shows the need for a supportive workplace where employees feel appreciated and motivated to take initiative. (Sari et al., 2023).

There has been a lot of research on job satisfaction, Kaizen behavior, OCB, and organizational commitment, but few studies have looked at these factors in Indonesia's railway sector, especially at Sidoarjo Station. This study aims to explore how Kaizen behavior, OCB, and organizational commitment affect employee job satisfaction in this setting. Understanding these gaps allows PT. KAI to implement policies and create a supportive work environment that

encourages employees to go beyond their formal job roles, ultimately enhancing teamwork and operational efficiency.

This research is unique because it examines how Kaizen principles are applied in real workplaces. While Kaizen is known for improving processes, this study shows the challenges that can arise when using it. The findings can help organizations improve their Kaizen practices, especially in service industries where employee satisfaction is important. The findings highlight the unintended consequences of overly rigid Kaizen practices, such as employee frustration and reduced job satisfaction. By addressing these issues, PT. KAI can refine its Kaizen implementation strategies, ensuring they foster motivation and engagement rather than dissatisfaction.

The study also adds to the understanding of OCB by looking at how it works in a structured environment like Sidoarjo Station. By identifying what encourages or prevents OCB, the research offers new ideas on how to promote positive behavior among employees.

Additionally, focusing on organizational commitment is important, especially as PT. KAI faces major changes. Understanding what affects employee loyalty and engagement is essential. This research looks at how organizational commitment influences job satisfaction and gives practical suggestions for improving employee retention and morale.

In summary, this study tackles the important issue of employee job satisfaction in the railway sector and provides new insights into Kaizen, OCB, and organizational commitment. It contributes to both academic knowledge and practical ways to enhance employee satisfaction in Indonesia's transportation industry.

2. RESEARCH METHOD

This research uses a quantitative model with a survey approach. Quantitative research focuses on numerical descriptions in explaining causality regarding study hypotheses (Sunaryono et al., 2024). The research was conducted at DAOP 8 Class I Sidoarjo Station, East Java. In this context, researchers refer to the Likert scale parameters as the numerical results of the questionnaire measurements distributed (Taluke et al., 2019). The questionnaire was pre-tested to ensure its validity and reliability before being distributed to the full sample. It is a widely used and effective tool for measuring attitudes, perceptions, and opinions, especially in the context of employee satisfaction research. Its ability to capture the intensity of respondents' feelings on a continuum provides nuanced data that are critical for understanding the complex relationships between variables like Kaizen behavior, OCB, organizational commitment, and job satisfaction. As is common in quantitative methods, especially in efforts to determine the population, the researcher applied quota sampling (comprehensive sampling) because the sample size at PT KAI was known. The 68 personnel at Sidoarjo Station make up the relatively modest and well-known total population, which is why quota sampling was chosen. This strategy is thorough and useful for obtaining the viewpoints of the entire workforce because it guarantees that all available employees are included in the survey. Therefore, quota sampling is more appropriate for this situation. The results of this study are more broadly applicable to other PT KAI stations and comparable organizational environments, even if it focuses on Sidoarjo Station under DAOP 8. The variables being examined kaizen behavior, OCB, and organizational commitment on employed job satisfaction, are universal concepts that apply to a variety of work environments. The study's findings can be used as a guide to pinpoint and resolve related issues in other PT KAI stations or businesses with comparable operational structures. However, organizational culture, labor dynamics, and local station conditions may all affect the precise implementation details. This study's generalizability and relevance to PT KAI as a whole could be improved by more research at other stations.

3. RESULTS AND DISCUSSIONS

Based on the research conducted by Meilia & Iriani, 2019 titled "How Important Are OCB as Mediation in Relationship Between Job Satisfaction, Organization Commitments, and Organizational Performance," this study discusses the relationship between OCB, organizational commitment, job satisfaction, and organizational performance. Although the primary focus is on OCB as a mediating variable, the study provides valuable insights into how these three elements influence each other within an organizational context.

3.1 Validity Test

At the beginning of analyzing the findings numerically, the researcher created a valid model for all the instruments used for each variable, as shown in Table 1.

Table 1. Validity Test

VARIABLES	R COUNT	R TABLE	Explanation
KAIZEN (X1)	0,652	0,2369	LEGITIMATE
	0,700	0,2369	LEGITIMATE
	0,689	0,2369	LEGITIMATE
	0,600	0,2369	LEGITIMATE
	0,664	0,2369	LEGITIMATE
	0,632	0,2369	LEGITIMATE
	0,555	0,2369	LEGITIMATE
	0,586	0,2369	LEGITIMATE
	0,702	0,2369	LEGITIMATE
	0,521	0,2369	LEGITIMATE
	0,695	0,2369	LEGITIMATE
	0,648	0,2369	LEGITIMATE
	0,749	0,2369	LEGITIMATE
	0,679	0,2369	LEGITIMATE
OCB(X2)	0,738	0,2369	LEGITIMATE
	0,776	0,2369	LEGITIMATE
	0,735	0,2369	LEGITIMATE
	0,797	0,2369	LEGITIMATE
	0,630	0,2369	LEGITIMATE
	0,677	0,2369	LEGITIMATE
	0,701	0,2369	LEGITIMATE
	0,749	0,2369	LEGITIMATE
	0,735	0,2369	LEGITIMATE
	0,639	0,2369	LEGITIMATE
ORGANIZATIO NAL COMMITMENT (X3)	0,644	0,2369	LEGITIMATE
	0,758	0,2369	LEGITIMATE
	0,611	0,2369	LEGITIMATE
	0,652	0,2369	LEGITIMATE
EMPLOYEE JOB SATISFACTION (Y)	0,471	0,2369	LEGITIMATE
	0,576	0,2369	LEGITIMATE
	0,499	0,2369	LEGITIMATE
	0,458	0,2369	LEGITIMATE
	0,497	0,2369	LEGITIMATE
	0,507	0,2369	LEGITIMATE
	0,546	0,2369	LEGITIMATE
	0,465	0,2369	LEGITIMATE

Source: SPSS 24 Validity Test Analysis Results

Highlighting from the overall value of Table 1 of the validity test, all instruments that have been determined in this test can be classified in the "Valid" category. It is based on the value *Pearson correlation* produced by each item that has met or exceeded the R-value of the table that has been determined so that it can be included as valid.

3.2 Reliability Test

The findings of the feasibility test that has been carried out refer to the visualization results in Table 2 as follows.

Variable	Croanbach's alpha	Critical value	Information
Kaizen	0,755	0,600	Worth it
Ocb	0,771	0,600	Worth it
Organizational Commitment	0,797	0,600	Worth it
Employee Job Satisfaction	0,726	0,600	Worth it

Source: SPSS 24 Reliability Test Results

The results of the reliability parameter model for this variable visualize the Cronbach's Alpha value for the entire variable being greater than the critical value. These findings exceed the baseline of 0.60. Analysis proves that all the instruments involved are classified as consistent or reliable.

3.3 Normality Test

The findings of the normality distribution test for all variables that have been carried out refer to the visualization results in Table 3 as follows.

Asymp 2-tailed	Sig	Information
0,200	0,05	Normal

Source: Kolmogorov Smirnov SPSS 24 Normality Test Results

Highlight the findings of Asymp 2-tailed results or the significance value exceeds the basic probability. In other words, a value of $0.200 > 0.05$ is considered normal. These results identify that the data is classified as feasible or normally distributed.

3.4 Heteroscedasticity Test

The findings of the Heteroscedasticity test for all variables that have been carried out refer to the visualization results in Figure 1 as follows.

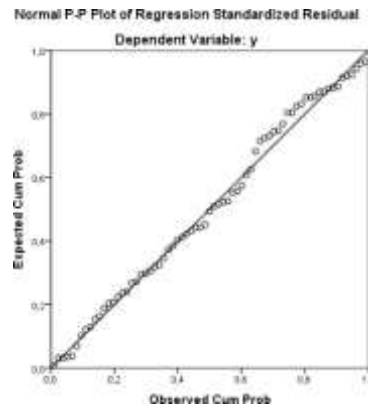


Figure 1. Heteroscedasticity test
Source: Scatterplot SPSS 24

The results of the heteroscedasticity parameter model show that there are no symptoms of heteroscedasticity because the scatter plot display shows that the visual points or distribution items follow the reference line guidelines.

3.5 Multiple Linear Regression Test

$$\begin{aligned} \text{AND} &= a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \\ &= 15,913 + 0,215X_1 + 0,203X_2 + 0,425X_3 + e \end{aligned}$$

states that the independent variables are equal to zero, namely Kaizen, OCB and Organizational Commitment. So Employee Job Satisfaction is 15,913. Every time the variable X1 (Kaizen) increases by 1, employee job satisfaction increases by 0.215 (21.5%) or vice versa. Every time the variable X2 (OCB) increases by 1, employee job satisfaction increases by 0.203 (20.3%) or vice versa. Every time there is an increase in variable X3 (Organizational Commitment) by 1, employee job satisfaction increases by 0.215 (42.5%) or vice versa.

3.6 Partial t test

The partial t test findings for all variables that have been carried out refer to the visualization results in Table 4 as follows.

Table 4. Partial t test

Variable	T count	T able	Sig.
Kaizen	2,646	1.996	0,01
OCB	3,282	1.996	0,02
Organizational Commitment	3,485	1.996	0,01

Source: SPSS 24 t test results

Value The results of the t test for Kaizen (X1) have revealed that the calculated t value is 2.646, which exceeds the t-table value of 1.996, with a significance level of 0.010 which is smaller than 0.05. With a calculated t value that is greater than t table, then H1 is accepted. Meanwhile, OCB (X2) has revealed a calculated t value of 3.282, which exceeds the t-table value of 1.996, with a significance level of 0.02 which is smaller than 0.05. With a calculated t value that is greater than t table, then H2 is accepted. Meanwhile, Organizational Commitment (X3) revealed that the calculated t value of 3.485 was greater than the t table of 1.996 with a significance of 0.01. It is hereby stated that H3 is accepted.

3.7 Simultaneous f test

The findings of the simultaneous f test for all variables that have been carried out refer to the visualization results in Table 5 as follows.

Table 5. Simultaneous f test

f count	f table	Explanation
15,323	2,746	0,00

Source: SPSS 24 simultaneous f test results

Highlighting the findings in table 5, the results of the simultaneous test can be identified that all variables have a positive or meaningful influence. This is supported by the calculated f results being greater than the distribution level of the f table and a significance level of less than 0.05, which means they are simultaneous.

The research findings indicate that kaizen culture significantly influences employee job satisfaction at Station I Sidoarjo. This is supported by a beta coefficient of 0.215 and a calculated t-value of 2.646, which exceeds the t-table value of 1.996, with a significance level of 0.01, below 0.05. Therefore, the first hypothesis, stating that kaizen culture positively influences employee job satisfaction, is statistically supported. This does not agree with the opinion that (Prasetyo, 2023) who argues that kaizen culture does not significantly affect job satisfaction. Nonetheless, kaizen culture is essential for enhancing employee satisfaction over time, as its application, such as through the 5S guidelines, provides effective feedback for employee welfare and contributes to company development.

OCB on Employee Job Satisfaction. Referring to the results of the model findings for all parameters, researchers identified that the OCB variable had a sufficient and significant effect on employee satisfaction at Station 1 Sidoarjo. This is indicated by the beta coefficient of 0.425 and the calculated t value of 3.282 which is greater than the t table value of 1.996 with a significance level of 0.000 which is smaller than 0.05. Thus, the second hypothesis which states the positive and significant influence of OCB on employee satisfaction is supported statistically. Overall, OCB has an important role in helping companies achieve success by creating conditions that support employees emotionally. This is in line with (Sangga et al., 2021), (Putri & Supriadi, 2022) and (Anwar, 2021) who argue that OCB has a significant effect on employee job satisfaction so that the better the OCB will be able to increase the potential for good satisfaction regularly.

The research findings indicate that organizational commitment significantly affects employee satisfaction at Station 1 Sidoarjo. This is shown by a beta coefficient of 0.425 and a calculated t-value of 3.485, which exceeds the t-table value of 1.996, with a significance level of 0.000, well below 0.05. Therefore, the third hypothesis, which posits a positive and significant influence of organizational commitment on employee satisfaction, is statistically supported. Overall, organizational commitment plays a crucial role in helping companies succeed by fostering an emotionally supportive environment for employees. This is in line with (Zulfikar, 2022) who asserts that organizational commitment significantly influences employee job satisfaction in the North Aceh education service. Furthermore, (Sandy & Selamet Riadi, 2023) state that organizational commitment also affects employee job satisfaction at the Samarinda City Education and Culture Service. However, this is different from research results (Prasetyaningrum, 2020) which indicate that organizational commitment does not significantly impact job satisfaction unless supported by an intervening variable, such as work motivation.

The data analysis revealed that kaizen culture, OCB, and organizational commitment significantly influence employee job satisfaction at Station 1 Sidoarjo when considered together. The beta coefficients indicate that kaizen contributes 0.215, OCB 0.205, and organizational commitment 0.425. The calculated f-statistic is 15.323, with a significance level of 0.00, well below

0.05, and also exceeds the f-table value of 2.746. Thus, the fourth hypothesis, which states that there is a strong influence of all variables on employee satisfaction, is statistically supported. Therefore, employee satisfaction is affected by how well these three synergies are optimized, particularly at Station 1 Sidoarjo, to achieve the organization's vision and mission and develop competitive human resources.

4. CONCLUSION

As are the findings regarding the parameters of the Kaizen culture variables (X1), OCB (X2) and organizational commitment (X3) on employee job satisfaction at Daop 8 Station 1 Sidoarjo (Y): Kaizen culture (X1) is statistically proven to influence employee satisfaction at station 1 Sidoarjo (Y), the t-calculated parameter model exceeds the t-table provisions and lacks significance. Therefore, H1 is accepted. Meanwhile, OCB (X2) also influences employee satisfaction (Y) at Station 1 Sidoarjo statistically, as confirmed by the t-calculated parameter model which exceeds the t-table provisions and lacks significance. With this H2 is accepted. Furthermore, organizational commitment (X3) also influences employee satisfaction (Y) at Sidoarjo Station 1 statistically, as confirmed by the calculated t-parameter model which exceeds the t-table provisions and lacks significance. Hereby H3 is accepted. As for the perspective of analyzing other parameters together (simultaneously), it influences the level of employee job satisfaction at Sidoarjo Station 1 by strengthening the calculated f results which exceed f table, making the three synergies of this research variable have their respective role contexts.

PT. KAI can utilize focused tactics to keep talented workers by knowing the elements influencing job satisfaction. These tactics could involve acknowledging contributions, offering chances for professional development, and striking a balance between workplace rules and employee autonomy. Future researchers are encouraged to expand the scope of this study by including multiple DAOPs or stations under PT. KAI to examine whether the findings at Sidoarjo Station hold in other contexts.

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