



## ROLE OF KAIZEN WORK CULTURE AS MODERATING WORK QUALITY AND PRODUCTIVITY IMPROVEMENT

Fransiskus Xaverius Candra Gunawan<sup>1</sup>, Achmad Fauzi<sup>2</sup>, Errick Worabay<sup>3</sup>, Suryana Eka Dinisari Hafat<sup>4</sup>, Yeremia Immanuel Nasution<sup>5</sup>

<sup>1</sup> Student of Master of Management Program, Terbuka University, email: [gunawanfrans1@gmail.com](mailto:gunawanfrans1@gmail.com)

<sup>2</sup> Lecturer of Master of Management Program, Terbuka University and Bhayangkara University, email: [achmad\\_fauziok@yahoo.com](mailto:achmad_fauziok@yahoo.com)

<sup>3</sup> Student of Master of Management Program, Terbuka University, email: [errickun@gmail.com](mailto:errickun@gmail.com)

<sup>4</sup> Student of Master of Management Program, Terbuka University, email: [suryanaaan21@gmail.com](mailto:suryanaaan21@gmail.com)

<sup>5</sup> Student of Master of Management Program, Terbuka University, email: [yeremia.nasution@gmail.com](mailto:yeremia.nasution@gmail.com)

**Corresponding author: Fransiskus Xaverius Candra Gunawan<sup>1</sup>**

**Abstract:** Today, the role of a superior and strong work culture has become the main factor moderating performance improvement in a company. This can be seen in the quality and productivity of the work produced by the workers/employees and is a manifestation of the values formed by a habit and a strong desire to achieve the vision and mission. Kaizen's work culture has the principle of continuous and comprehensive improvement and prioritizes a high work ethic which has been widely adopted by many companies as a competitive advantage in facing change. This interest in Aini's work culture prompted us to conduct a literature review sourced from national, international journals and library research with the aim of studying the role of Kaizen Work Culture as Moderating Work Quality and Productivity Improvement. The results of the literature review found that a high work ethic and commitment to always adapt to the environment is a Kaizen strategy to face the dynamics of change based on the establishment of strong standard operating procedures, identifying problems in detail, conducting trials and continuous development, having a direct impact on improving work quality and productivity and becoming a competitive advantage for companies in the face of competition.

**Keyword:** Work Quality, Work Productivity, Kaizen Culture

### INTRODUCTION

The very rapid development of information technology and digitalization has a direct impact on the dynamics of increasingly fierce business competition, where the existence of superior human resources (HR) is a competitive advantage that companies need in business competition. In addition, in the era of the industrial revolution 4.0 which is a new order of human life, all strategic decisions are made quickly, directed and on time. (Hamid et al., 2021) said that the management of human resource management (HRM) needs to be carried

out effectively in order to increase the productivity of employees who have high competence and commitment.

How to implement this? The scope of human resource development will always be in the practice of the organization's work culture which is part of the strategic plan to adapt to change. Therefore, the paradigm of organizational thinking should be directed at how to improve the quality and high productivity of work by forming a solid, capable and highly dedicated work team. Kaizen management contains a deep core meaning of willingness to change and progress, prioritizing quality, always providing consistent efforts, involvement of all employees, as well as communication, discipline, and teamwork are the main things in increasing employee morale to carry out the kaizen quality cycle (Guritno, 2019).

This is the basis for critical thinking, namely what is the strategy of the organization or company in an effort to improve work quality and work productivity that has a competitive advantage and is highly competitive? Kaizen culture and motivation are interesting topics that are very important to be studied in more depth in order to answer the problems mentioned above. (Fitri, 2016) said that Gemba Kaizen is a Japanese culture to make continuous improvement and improvement in the workplace which aims to improve a high quality management system. The International Organization for Standardization Agency also emphasizes to every organization or company from top management to lower levels to make continuous improvements.

(Hamid et al., 2021) have conducted research on the effect of work ethic and employee career development which has a significant effect on organizational commitment to the hospitality industry. The results of the study explain that work ethic and career development simultaneously have a significant effect on organizational commitment and any increase that occurs in employee work ethic and employee career development will have an impact on increasing employee commitment. In addition, it was found that there is a positive relationship between work ethic and employee career development on organizational commitment which explains that the role of work culture and motivation is a force factor that moderates employee morale to improve work quality and productivity.

In other studies, (Intopiana et al., 2020) has analyzed the relationship between leadership and work motivation on job satisfaction in a government environment. The results of this study found that leadership and work motivation have a significant effect on employee job satisfaction, either simultaneously or partially, where work motivation has a dominant influence compared to leadership. This explains that the role of employees with a high work ethic within the scope of a good work culture (Kaizen) will be a valuable asset for the company to continue to move forward and develop. Maslow's hierarchy of needs theory says that lower-level needs must be met or at least sufficiently met before higher-level needs become motivating, such as physiological, safety, social, esteem and self-actualization needs.

### **Formulation of the problem**

Based on the background of the problems above, the formulation of the problem is built in a systematic thinking framework, namely: 1. What are the dimensions of the Kaizen work culture?. 2) What is the role of Kaizen work culture as a moderating factor in improving work quality?, 3) What is the role of Kaizen work culture as a moderating factor in increasing work productivity?, and 4) What is the role of Kaizen Work Culture as Competitive Advantage in facing competition?.

## **LITERATURE REVIEW**

### **Kaizen Work Culture**

The situation and conditions of competition are increasingly dynamic and competitive, so the role of an adaptive and innovative organizational work culture is the best

strategy in responding to these changes. These improvement efforts need to be carried out gradually and continuously in the workplace, such as Gemba Kaizen which in Japanese means the actual place or the place where the incident occurred, where in a business sense, gemba means the place where three main activities that generate profits are carried out, namely develop, produce and sell (Fitri, 2016).

In the context of QCD that has been determined by the organization, the role of the manager or leader must carry out the maintenance function properly and carefully in order to improve quality, reduce costs sharply, and fulfill timely delivery to consumers without large investments or new technological breakthroughs. The basic foundation of gemba is teamwork, moral improvement or work ethic, personal discipline, quality control group, suggestion system and visual management. Meanwhile, Kaizen's main activities will include 1) standardization, 2) 5R or workplace maintenance, and 3) elimination of youth, which aims to improve QCD, namely improvement in terms of quality, cost, and timely delivery. In addition, the role of employee involvement and employee commitment in teamwork is also an important element in carrying out all activities on an ongoing basis.

On the other hand, the role of the quality control group is an important part of the gemba building structure. Therefore, the suggestion system from individual employees and work teams is very helpful for management to improve the system. The most important thing to note in this suggestion system is an effective and efficient two-way communication that aims to create a sense of belonging to the new standard which has a positive impact on the level of personal discipline in complying with it. Implicitly, this also has an impact on increasing awareness to welcome any changes that occur.

The application of visual management aims to practice concretely through map schemes, lists and performance records, so that management and employees are always reminded of the various elements that make up success in quality, cost, and delivery starting with a demonstration of the overall strategy, production figures, to the list. from the employee's last suggestion. The main reason for the practice of visual management is to reveal problems so that they appear real. Gemba Kaizen in Japan always emphasizes action and action, namely: 1. Get rid of conventional ideas that are all rigid, 2. Think how to do it, not why it can't be done, 3. Don't make excuses and start by asking real practice from now on, 4. Don't look for perfection but do it immediately even though the chance of success is only 50%, 5. Make immediate corrections when something goes wrong, 6. Don't rely too much on material funds for Kaizen, use wisdom, 7. Wisdom develops when faced with pressure and challenges, 8. Ask questions until the source of the problem is found , 9. The wisdom of ten people is better than the knowledge of one person, and 10. Remember the possibilities of Kaizen are endless. Kaizen culture itself is closely related to the work motivation of organizational members.

### **Work quality**

In facing today's competition, the quality of work displayed by an organization or company is an important factor that adds value to ensure business sustainability. (Ardi & Permana, 2017) said that the quality of work is a description of a company condition that moves dynamically by paying attention to the relationship between services, products, processes, people, and the environment that suffices or exceeds an expectation. This explains that work quality will include service quality and employee job satisfaction with their work.

The scope of work quality is principally determined by its suitability with the specifications offered, such as specifications for service companies relating to timely delivery of goods or speed in responding to customer complaints (Adhiputra, 2017). On the other hand, service quality is a description of the totality of features and characteristics of a product or service that depend on its ability to satisfy or meet consumer needs (Sitio & Ali, 2019).

Meanwhile (Suryadi et al., 2018) said that the quality of work is the value of the work as measured by the effectiveness and efficiency of a job done by human resources or other resources in achieving the company's goals or objectives properly and efficiently. Several other studies related to work quality were also carried out by (Dahlan et al., 2017), Elmi & Ali (2017), Agussalim et al. (2016), Prayetno & Ali, (2020), Ansori & Ali, (2017) and (Putri Kharisma & Frinaldi, 2021).

### Work productivity

Work productivity is the willingness, desire, and effort made by an individual to improve the quality of his life personally and the quality of life of other individuals through improving the quality of the organization in which he is involved. Productivity is closely related to economic, philosophical and system functions. In the economic function, productivity is related to human efforts or activities to produce goods or services that are useful and can meet other human needs. Work productivity in its function as a philosophy of life is related to the attitude or mentality of an individual who always tries to improve things that already existed before, a belief that someone can do a better job today than yesterday, so that when work productivity increases, it is the effect of an increase in the efficiency of the work system, production techniques and an increase in the skills of its workforce (Sasuwe et al., 2018).

According to the Japanese productivity center, labor productivity is the ratio between inputs, namely people, materials, and money, and outputs in the form of goods or services produced. Work productivity is different from the production process. If the production process is oriented to activities that produce goods and services, then work productivity is oriented to the efficiency and effectiveness of the use of sources that produce goods or services. In addition, several similar studies were also conducted by previous researchers, namely (Rahmawati & Soehardi, 2017), (Enggana et al., 2017), (Riyanto et al., 2017), (Elmi & Ali, 2017), (Purba et al., 2017), and (Musri & Nadhira, 2020).

### Work motivation

Motivation is the willingness to show a high level of effort for the organization, which is conditioned by the ability to meet some individual needs. While work is all human activities or movements carried out to achieve the goals that have been set. According to (Afandi, 2018) motivation is a desire that arises from within a person or individual because he is inspired, motivated, and driven to carry out activities with sincerity, pleasure, and earnestness so that the results of the activities he does do get good results and quality.

According to (Edy, 2011) motivation is a factor that encourages someone to do a certain activity, therefore motivation is often interpreted as a factor driving a person's behavior. Motivation is a factor that encourages someone to carry out a certain activity, as for the indicators of employee motivation according to (Mangkunegara, 2013) includes: hard work, future orientation, high level of ideals, task / goal orientation, effort to move forward and perseverance. While the indicators of motivation according to (Afandi, 2018) are remuneration, working conditions, work facilities, work performance, recognition from superiors and the work itself. Several previous studies, namely, (Purba et al., 2017), (Brata et al., 2017), (Elmi et al., 2016), and (Zelani et al., 2022).

**Table 1: Previous Research**

No	Author (year)	Previous Research Results	Equation with this article	Difference with this article
1	Yuliaty (2021)	Quality of work life and kaizen culture have a positive and significant	Quality of work life and kaizen culture	Quality of work life and kaizen culture have a negative and

		effect on organizational commitment through job satisfaction.		insignificant effect on organizational commitment
2	Rahmawati & Soehardi (2017)	Kaizen culture (5S), Technology and Innovation together have a positive and significant impact on UMKM Productivity,	Kaizen culture (5S) has a positive and significant effect on UMKM Productivity	Technology has a positive and significant effect on UMKM Productivity and the Innovation variable also has a positive and significant impact on UMKM Productivity
3	Handayani & Sukardi (2020)	Kaizen culture and horensa culture have a positive and significant effect on employee work productivity	Kaizen culture has a positive and significant effect on employee work productivity	Horensa culture has a positive and significant effect on employee work productivity
4	Maryam et al (2020)	Kaizen culture and work discipline affect employee performance	Kaizen culture affects employee performance	Work discipline affects employee performance
5	Italina & Yani (2022)	Kaizen culture and personal factors have a partial and significant influence on employee work productivity	Kaizen culture has a partial and significant influence on employee work productivity	Personal factors have a partial and significant influence on work productivity
6	Rohmah & Mahfud (2021)	Kaizen culture, work discipline, and competence have a positive influence on employee performance	Kaizen culture has a positive influence on employee performance	Work discipline, and competence have a positive influence on employee performance.
7	Kusumaningrum & Muhtadin (2017)	Kaizen culture consisting of Seiso, Seiton, Seiketsu and Shitsuke simultaneously or together has a positive influence on employee performance	Kaizen culture simultaneously or together has a positive influence on employee performance	Seiso, Seiton, Seiketsu and Shitsuke simultaneously or together have a positive influence on employee performance
8	Nilawati (2020)	Kaizen Culture and Work Discipline have a significant influence on Employee Performance	Kaizen culture has a significant influence on employee performance	Work Discipline has a significant influence on Employee Performance
9	Permana et al (2021)	Kaizen culture has a positive and significant effect on work discipline, motivation, and employee performance	Kaizen culture has a positive and significant effect on employee performance	Kaizen culture has a positive and significant effect on work discipline and motivation
10	Hakim et al (2016)	There is a significant influence between the variables of the application of kaizen culture on employee motivation and performance	There is a significant influence between the variables of the application of kaizen culture on employee performance	There is a significant influence between the variables of the application of kaizen culture on employee motivation

## RESEARCH METHOD

The writing method used in this scientific study is descriptive qualitative which describes and analyzes the Determination of Work Quality and Work Productivity from the perspective of Kaizen Culture. The data sources used are national and international journal articles, as well as research libraries. The conceptual framework is built on a logical and systematic basis that is constructivisme and positivisme.

## FINDINGS AND DISCUSSION

### Kaizen Work Culture Dimensions

In the era of information disclosure and rapidly developing technological advances, every company has the ability to adapt quickly. This explains that the existence of organizational culture has a very important role in supporting the performance management system. (Guritno, 2019) said that the Kaizen work culture prioritizes the willingness to change and advance, prioritize quality, always provide consistent efforts, involvement of all employees, as well as communication, discipline, and teamwork are the main things in increasing employee morale to carry out the kaizen quality cycle. Explicitly, this describes the dimensions of the kaizen work culture that reflect the enthusiasm and work ethic of employees who are high and open to change, both individually and in groups or work teams.

In addition, it also explains that the concept of kaizen work culture does not recognize the term "static" in facing change, all areas within the company must always be ready to adapt, be it in terms of technology, management systems, and applicable operational standards. This is the main strength of the kaizen work culture, namely continuous and continuous maintenance and improvement. (Aguinis, 2014) said performance management as a continuous process that includes the process of identifying, measuring, and developing individual and team performance and aligning performance with the organization's strategic goals consistently and continuously. Such improvement efforts need to be carried out gradually and continuously in the workplace, such as Gemba Kaizen which in Japanese means the actual place or the place where the incident occurred which in a business context, gemba means the place where three main activities that generate profits occur, namely developing, producing and sell (Fitri, 2016).

Edson Pinheiro de Lima, Sergio E. Gouvea da Costa, Jannis Jan Angelis and Juliano Munik have conducted a study on "*Performance measurement systems: A consensual analysis of their roles*", an international journal article published by Production Economics in January 2012 reporting that performance management systems play an important role in overcoming competitive pressures and technological advances, particularly product development and operational design processes. In addition, this study seeks to produce a set of PMS roles (Performance management system) that includes operations strategy through the thoughts of experts, both academics and industry professionals who say that the focus and understanding of the role of PMS has changed over time, which has changed from the framework of the PMS framework. structural work and processes to emphasize implementation and use for quality improvement purposes. This explains that the dimensions of the company's work culture must aim to improve quality, both in terms of product services and production processes.

The role of the manager or leader becomes very strategic in the practice of kaizen work culture, which must be able to carry out the maintenance function properly and carefully in order to improve quality, reduce costs sharply, and fulfill timely delivery to consumers without large investments or new technological breakthroughs. The basic foundation of gemba is teamwork, moral improvement or work ethic, personal discipline, quality control group, suggestion system and visual management. In addition, other dimensions of the main activities of kaizen will include 1) standardization, 2) 5R or workplace maintenance, and 3) elimination of youth, which aims to improve quality, cost, and on-time delivery. Another thing is the role of employee involvement and employee commitment in teamwork is also an important element in carrying out all activities on an ongoing basis.

On the other hand, the role of the quality control group is an important part of the gemba building structure, where the suggestion system from individual employees and work teams is very helpful for management to improve the system. The strength in the practice of

this suggestion system is in the form of effective and efficient two-way communication which is intended to make all employees / workers feel ownership of the new standard which has a positive impact on the level of personal discipline in complying with it. Furthermore, this will be applied to visual management for direct testing through map schemes, lists and performance records, so that management and employees are always reminded of the various elements that make up success in quality, cost, and delivery starting with a demonstration of the overall strategy, the numbers production figures, to the list of the latest employee suggestions.

### **The Influence of Kaizen Work Culture on Work Quality**

Kaizen work management really emphasizes the enthusiasm and high work ethic of employees as the best strategy to face increasingly competitive and dynamic competition. (Fitri, 2016) said that the concept of kaizen work is a form of adoption of Japanese culture, namely Gemba kaizen which aims at improving the quality of performance management by always trying to make continuous.

Implicitly, this directly describes the practice of the company's work culture that leads to the formation of a solid, capable and highly dedicated work team. (Guritno, 2019) said that Kaizen Management contains a deep core meaning of willingness to change and progress, prioritizing quality, always providing consistent efforts, involvement of all employees, and communication, discipline, and teamwork are the main things in increasing employee morale to carry out the kaizen quality cycle. This is in line with (Hamid et al., 2021) who has conducted research on the influence of work ethic and employee career development which greatly influences organizational commitment to the hotel industry.

(Restuputri & Wahyudin, 2019) has conducted a study on the application of 5s in the manufacturing sector, especially in the field of making building materials. In the report it is said that inside the storage area there are a lot of materials which are raw materials and engine fuel and outside the storage area it is often found that tools or work tools are not stored in their place and are not in accordance with their needs due to the absence of storage space for tools or equipment. unused material in the storage area based on the function of the tools and materials that have an impact on workers' production activities. From the results of the 5s analysis, it was found that neat culture is the culture with the highest abuse, which is 34% and that is caused by no storage space by 25%. This illustrates the minimal quality of work life, where employees cannot meet their important needs at work, while on the one hand there is a feeling in the hearts of employees to be able to fulfill their obligations as members of the organization (Tilaar et al., 2017).

The above is in line with the Kaizen concept which emphasizes the importance for organizations to make continuous improvement efforts that involve all people, both managers (leaders) and employees to achieve the desired quality of performance by making cost efficiency (Fitri, 2016). Kaizen culture is of the view that a quality human way of life, whether in the scope of work, social, or household life, should strive to continuously adapt to change by making continuous improvements and quality improvements.

### **The Influence of Kaizen Work Culture on Work Productivity**

The increase in commitment that appears in quality and satisfying work is an illustration of an increase in work productivity. (Tilaar et al., 2017) said that work productivity is the level of employee ability to achieve the results that have been determined by the organization based on the quantity or in other words, work productivity is a comparison between the results achieved with the overall resources used. If this is related to the context of QCD in Kaizen work culture, then the role of the manager or leader becomes

the main force factor to improve work quality and productivity based on teamwork, morale, personal discipline, quality control group, suggestion system and visual management.

The center point of the kaizen work culture is the personality of human resources who have a work ethic and high productivity. (Sobirin, 2020) said that personality is a set of characteristics and tendencies of a person that is permanent and that makes that person different or the same as other people in the way of thinking, expressing feelings and behaving. Consistency theory states that personality is a learning process through one's life experience with the environment or humans have a desire to maintain attitudes, expectations and behavior consistently. Work culture has an impact on work productivity starting from organizational input which includes innovation and risk development, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability which is then perceived as an organizational culture that will become a high strength or power. low which has an impact on the level of productivity and employee satisfaction (Ismail, 2013).

(Ishak & Hulukati, 2020) said that personality is a set of characteristics and tendencies of a person that is permanent and that makes that person different or the same as other people in the way of thinking, expressing feelings and behaving. Consistency theory states that personality is a learning process through one's life experience with the environment or humans have a desire to maintain attitudes, expectations and behavior consistently. Work culture has an impact on work productivity starting from organizational input which includes innovation and risk development, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability which is then perceived as an organizational culture that will become a high strength or power. low which has an impact on the level of productivity and employee satisfaction Similar research has also been conducted by (Intopiana et al., 2020) which analyzes the relationship between Leadership and Work Motivation on Job Satisfaction, and reports that leadership and work motivation have a significant effect on employee job satisfaction, either simultaneously or partially, where work motivation has an influence. dominant when compared to leadership.

### **Kaizen Work Culture as a Competitive Advantage in the face of competition**

Efforts to improve the quality of work are determined by HR management and organizational culture that is always oriented towards quality services as an effort to meet the needs and expectations of the community. The ability of employees associated with the smooth aspect of achieving organizational goals, including in the context of providing quality services (Dahlan et al., 2017). Work Motivation Strong employees can produce effects that greatly affect individuals and performance in providing the best service, even in a competitive environment this influence can be greater than other factors such as organizational structure, financial analysis tools, leadership and others (Hasibuan, 2013).

Increasing work productivity can be achieved through a work culture approach, so that it is hoped that increasing work productivity will be built, because if not, the company will gradually weaken, lose competition and eventually collapse (close). Thus, the key to company development lies in productivity, and productivity can be built through an approach to improving organizational culture (Prayogo, 2018). Edy Sutrisno (2013), argues that productivity is a relationship between output, namely goods and services, with inputs, namely labor, materials and money. Productivity is a universal concept that aims to provide more goods and services to more people, using fewer real resources (Sedarmayenti, 2011).

Productivity is a comparison between results and inputs. If productivity increases this is only made possible by an increase in the efficiency of time, materials, labor and work systems, production techniques and an increase in the skills of the workforce. Clearly the two opinions support each other, that productivity is related to the ratio between output divided by input. The higher a person's work productivity means that all resources in the form of costs,

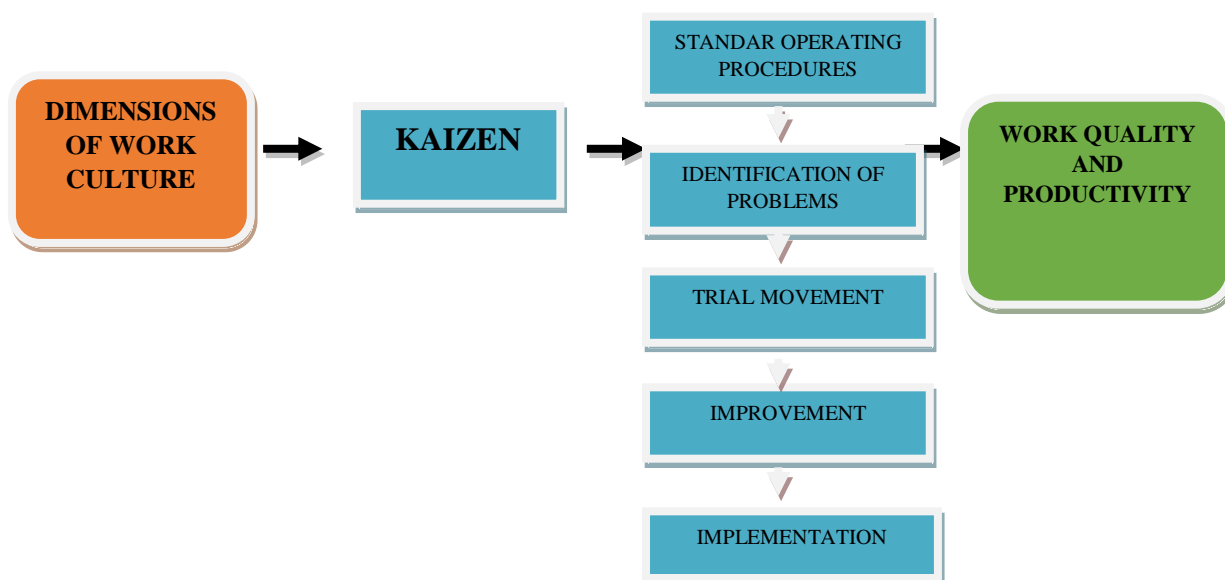


energy and time are actually used efficiently to produce a certain output (Suryadi et al., 2018). In the context of the Kaizen work culture, the emphasis on performance is more focused on continuous and continuous improvement efforts with the aim of satisfying customers and meeting customer needs. The strategy applied by kaizen work management is to improve quality, cost efficiency, and scheduling to meet the volume of goods and distribution time in a timely manner which aims to increase productivity.

The Kaizen method is the best way to improve company performance because it has the best level of efficiency and is able to build a solid employee work team by improving communication between them (Tri et al., 2019). This explains that the Kaizen work culture that is able to make savings or efficiency by always making improvements and innovations on an ongoing basis is an illustration of the commitment of the organization or company to face the changes that occur. In addition, the existence of a solid work team adds strength for the organization to be able to continue to advance and develop.

(Tri et al., 2019) said that the practice of Kaizen work culture lays the work foundation on three important aspects that prioritize processes for improvement with the aim of increasing productivity that are adjusted to new work performance standards, where today's standards will apply until new standards are found for repair. The standardization of the Kaizen work program was built in three parts, namely 1) management-oriented kaizen, 2) group-oriented Kaizen, and 3) individual-oriented Kaizen. If observed, this becomes a competitive advantage that is owned, where all lines within the scope of the company have the same vision and mission to develop the company by optimizing the utilization of existing resources.

### Conceptual Frame Work



### CONCLUSION

Kaizen emphasizes the importance of human resources who have a competitive advantage as an important asset to advance the company, where the role of leadership and company commitment which is a reflection of the organization's work culture is a moderating factor in improving work quality and work productivity. In addition, the practice of kaizen work culture can also be seen in the spirit and motivation of the work team, which together will strengthen each other to develop the company. This is the added value and competitive

advantage of the kaizen work culture to always progress and develop along with the dynamics of changes that occur.

One of the things that is certain in life is that change will always happen and be part of nature's way of selecting itself. Therefore, a wise and strategic step that companies need to take in order to face the threat of competition is to adapt to the changes themselves. A kaizen work culture that displays enthusiasm and a high work ethic can be a reference in improving the company's management. It is realized that there are still many important things related to the work culture of kaizen that need to be followed up in further research and become new hope in the development of human resource development management science.

## BIBLIOGRAPHY

- Adhiputra, M. W. (2017). Pengaruh Kepuasan Kerja Dan Komitmen Organisasional Terhadap Kualitas Layanan Hotel. *Business Management Journal*, 11(2), 120–139. <https://doi.org/10.30813/bmj.v11i2.628>
- Afandi. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Zanafa Publishing.
- Aguinis, H. (2014). *Performance Management*. Person.
- Agussalim, M., Ayu Rezkiana Putri, M., & Ali, H. (2016). Analysis work discipline and work spirit toward performance of employees (case study tax office Pratama two Padang). *International Journal of Economic Research*.
- Ansori, & Ali, H. (2015). Analisis Pengaruh Kompetensi dan Promosi terhadap Kinerja Pegawai Negeri Sipil pada Sekretariat Daerah Kabupaten Bungo. *Jurnal Ilmiah Universitas Batanghari Jambi*, 15(1), 50–60.
- Ardi, H., & Permana, A. (2017). Kepemimpinan Transformasional Dan Budaya Kerja Terhadap Peningkatan Kualitas Pelayanan Pada Perusahaan Daerah Air Minum Kabupaten Sumedang (Studi Kasus Pada PDAM Tirta Medal Kabupaten Sumedang). *Jurnal Ilmiah Manajemen Bisnis*, 3(3), 349–363. [http://digilib.mercubuana.ac.id/manager/t!@file\\_artikel\\_abstrak/Isi\\_Artikel\\_115070077414.pdf](http://digilib.mercubuana.ac.id/manager/t!@file_artikel_abstrak/Isi_Artikel_115070077414.pdf)
- Brata, B. H., Husani, S., & Ali, H. (2017). a Comparative Study on Development Off Small and Medium Enterprises (Smes) in Japan and Malaysia. *Saudi Journal of Business and Management Studies*. <https://doi.org/10.21276/sjbms>
- Dahlan, Hasim, D., & Hamdan. (2017). Pengaruh Manajemen Sumber Daya Manusia dan Budaya Organisasi Terhadap Kualitas Pelayanan Pada Kantor Kecamatan Tamalate Kota Makassar. *Jurnal Administrare: Jurnal Pemikiran Ilmiah Dan Pendidikan Administrasi Perkantoran*, 4(2), 69–75.
- Edy, S. (2011). *Manajemen Sumber Daya Manusia*. Kencana.
- Elmi, F., & Ali, H. (2017). The Effect of Incentive, Training, and Career Development on Productivity of Pt. Pelita Cengkareng Paper's Workers. *International Journal of Applied Business and Economic Research*, 15(6), 305–319.
- Elmi, F., Setyadi, A., Regiana, L., & Ali, H. (2016). Effect of leadership style, organizational culture and emotional intelligence to learning organization: On the Human Resources Development Agency of Law and Human Rights, Ministry of Law and Human Rights. *International Journal of Economic Research*.
- Enggana, J., Lie, D., Efendi, & Julyanthry. (2017). Pengaruh Budaya Organisasi Dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan Pada Pt Bank Mestika Dharma, Tbk. Cabang Pematangsiantar. *SULTANIST: Jurnal Manajemen Dan Keuangan*, 6(1), 11–20. <https://doi.org/10.37403/sultanist.v5i1.80>
- Fitri, M. (2016). Gemba Kaizen Dan Hubungannya Dengan Penerapan Sistem Manajemen Kualitas ISO 9001. *Jurnal Teknologi Elektro*, 7(1), 56–66.

- <https://doi.org/10.22441/jte.v7i1.816>
- Guritno, A. D. (2019). *Manajemen Operasi*. Universitas Terbuka.
- Hakim, M., Musadieg, M., & Nurtjahjono, G. (2016). Pengaruh Budaya Kaizen Terhadap Motivasi Dan Kinerja (Studi pada Karyawan PT Semen Indonesia Tbk). *Jurnal Administrasi Bisnis*, 35(1), 104–109.
- Hamid, N., Hakim, A., & Shaleha, W. M. (2021). Etos Kerja dan Pengembangan Karir Terhadap Komitmen Organisasi Karyawan pada Hotel Claro Kota Kendari. *Jurnal Valuasi : Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan*, 1(1), 200–215.
- Handayani, W., & Sukardi, S. (2020). Pengaruh Budaya Kaizen Dan Budaya Horenso Terhadap Produktivitas Kerja Karyawan Di Pt. Yamaha Music Indonesia Manufacturing Asia Cikarang Barat. *Mix: Jurnal Ilmiah Manajemen*, 10(2), 210–223. <https://doi.org/10.22441/mix.2020.v10i2.005>
- Hasibuan, M. (2013). *Manajemen Sumber Daya Manusia* (Ketujuh). Graha Ilmu.
- Intopiana, M., Ma'sud, M. H., & Suci, R. P. (2020). Analisis Hubungan Kepemimpinan dan Motivasi Kerja Terhadap Kepuasan Kerja pada Badan Keluarga Berencana dan Pemberdayaan Perempuan Kabupaten Konawe. *Jurnal Ilmu Manajemen*, 6(1), 49–60.
- Ishak, S. C., & Hulukati, W. (2020). Hubungan Antara Gaya Kepemimpinan Dan Kepribadian Dengan Etos Kerja Pegawai di Kantor Kecamatan Bongomeme Kabupaten Gorontalo. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 6(1), 45–53. <https://doi.org/10.37905/aksara.6.1.45-53.2020>
- Ismail, N. (2013). *Budaya Organisasi Kepemimpinan dan Kinerja*. Kencana Prenadamedia Group.
- Italina, C., & Yani, N. (2022). Pengaruh Budaya Kaizen Faktor Personal Dan Faktor Organizational Terhadap Produktivitas Pegawai Pada Kantor Bupati Pidie. *Jurnal Sains Riset (JSR)*, 12(1), 27–37.
- Kusumaningrum, D., & Muhtadin, M. (2017). Pengaruh Budaya Kaizen Terhadap Kinerja Karyawan PT. Indospring, Tbk Di Gresik. *GEMA EKONOMI (Jurnal Fakultas Ekonomi)*, 6(2), 185–201. <http://journal.unigres.ac.id/index.php/GemaEkonomi/article/view/584>
- Mangkunegara, A. P. (2013). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- Maryam, S., Purwanti, R. S., & Galuh, M. (2020). Pengaruh Budaya Kaizen dan Disiplin Kerja terhadap Kinerja Pegawai (Suatu Studi pada Kantor Kementerian Agama Kota Banjar). *Business Management and Entrepreneurship Journal*, 2(1), 56–65. <https://jurnal.unigal.ac.id/index.php/bmej/article/view/2479>
- Musri, A., & Nadhira, A. (2020). Pengaruh Budaya Organisasi, Komitmen Organisasi Dan Lingkungan Kerja Terhadap Produktivitas Kerja Pegawai Kantor Regional VI Badan Kepegawaian Negara Medan. *Jurnal Ekonomi Hukum Dan Humaniora*, 1(11), 1–17.
- Nilawati, S. (2020). Pengaruh Budaya Kaizen Dan Disiplin Kerja Terhadap Kinerja Karyawan Pt Surya Toto Indonesia. *Dynamic Management Journal*, 3(2), 90–100. <https://doi.org/10.31000/dmj.v3i2.2377>
- Permana, H. R., Hadiyati, E., & Mulyono, S. (2021). Pengaruh Budaya Kaizen Terhadap Kinerja Karyawan Melalui Motivasi Internal Dan Disiplin Kerja. *SOSTECH*, 1(4), 234–253.
- Prayetno, S., & Ali, H. (2020). The influence of work motivation, entrepreneurship knowledge and advocate independence on advocate performance. *International Journal of Innovation, Creativity and Change*.
- Prayogo, A. (2018). Pengaruh Motivasi Dan Budaya Organisasi Terhadap Produktifitas Kerja Karyawan (Studi Kasus Di PT Boogi Avindo, Bogor). *BIJAK: Majalah Ilmiah Ilmu Administrasi*, 13(2), 235–256. <https://doi.org/10.31334/bijak.v13i2.80>

- Purba, C. B., Arzio, & Ali, H. (2017). The influence of compensation, working environment and organization culture on working productivity of BPJS (workers social security agency) employment staff in Rawamangun Branch. *Man in India*, 97(24), 213–229.
- Putri Kharisma, B., & Frinaldi, A. (2021). Dampak Budaya Kerja Aparatur Terhadap Kualitas Pelayanan Pada Program Plase Care Papa di Kabupaten Padang Pariaman. *Manajemen Dan Ilmu Administrasi Publik (JMIAP)*, 3(2), 154–162.
- Rahmawati, & Soehardi. (2017). Pengaruh Budaya Kaizen ( 5S ), Teknologi Dan Inovasi Terhadap Produktivitas UMKM PT Ramadhan Kue Cianjur. *Jurnal Ilmiah Manajemen Ubhara*, 4(3), 125–155.
- Restuputri, D. P., & Wahyudin, D. (2019). Penerapan 5S (Seiri, Seiton, Seiso, Seiketsu, Shitsuke) Sebagai Upaya Pengurangan Waste Pada Pt X. *Jurnal Sistem Teknik Industri*, 21(1), 51–63. <https://doi.org/10.32734/jsti.v21i1.903>
- Riyanto, S., Adila, L., & Ali, H. (2017). The Effect of Incentives And Job Enthusiasm To Productivity of Go-Jek Driver At PT. Go-Jek Indonesia. *Journal of Research in Business and Management*, 5(1), 35–41. [www.questjournals.org](http://www.questjournals.org)
- Rohmah, Z., & Mahfud, Y. (2021). Pengaruh Budaya Kaizen, Disiplin Kerja Dan Kompetensi Terhadap Kinerja Pegawai Kantor Kementerian Agama Kabupaten Wonosobo. *Journal of Economic, Business and Engineering (JEBE)*, 3(1), 40–49. <https://doi.org/10.32500/jebe.v3i1.1994>
- Sasuwe, M., Tewal, B., & Uhing, Y. (2018). Pengaruh Budaya Organisasi Dan Stres Kerja Terhadap Kepuasan Kerja Dan Produktivitas Kerja Karyawan PT . Air Manado. *Jurnal EMBA*, 6(4), 2408–2417.
- Sedarmayenti. (2011). *Manajemen Sumber Daya Manusia (Kelima)*. PT. Refika Aditama.
- Sitio, T., & Ali, H. (2019). Patient Satisfaction Model and Patient Loyalty: Analysis of Service Quality and Facility (Case Study at Rawamangun Special Surgery Hospital). *Scholars Bulletin*, 05(10), 551–559. <https://doi.org/10.36348/sb.2019.v05i10.002>
- Sobirin, A. (2020). *Perilaku Organisasi*. Universitas Terbuka.
- Suryadi, A., Sjafitri, H., & Hasan, L. (2018). Pengaruh Kualitas Kerja dan Efisiensi Kerja terhadap Produktifitas Kerja Bintara TNI-AD di Makorem 032/Wirabaja. *Jurnal Manajemen Dan Kewirausahaan*, 9(1), 47–64.
- Tilaar, N. R., Sendow, G. M., & Jorie, R. J. (2017). Pengaruh Kualitas Kehidupan Kerja, Disiplin Kerja Dan Kompensasi Terhadap Produktivitas Kerja Pegawai Pada Kantor Dinas Lingkungan Hidup Provinsi Sulawesi Utara. *Jurnal EMBA*, 5(2), 2070–2078.
- Tri, D., Rakhmanita, A., & Anggraini. (2019). Implementasi Kaizen Dalam Meningkatkan Kinerja Pada Perusahaan Manufaktur Di Tangerang. *Jurnal Ecodemica: Jurnal Ekonomi, Manajemen, Dan Bisnis*, 3(2), 198–206. <https://doi.org/10.31311/jeco.v3i2.6077>
- Yuliaty, F. (2021). Quality Of Work Life, KAIZEN Culture, Job Satisfaction, And Organizational Commitment. *Jurnal Khazanah Intelektual*, 5(3), 1251–1268. <https://doi.org/10.37250/newkiki.v4i1.142>
- Zelani, D. I., Hutagalung, E. B., Ikmal, Sitanggang, L. D., & Zendrato, M. T. (2022). Pengaruh Penempatan Kerja, Gaya Kepemimpinan dan Pengembangan Karir Terhadap Burnout Karyawan Station Ninja Xpress Sibolga. *Jurnal Magister Manajemen*, 4(1), 109–116.