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The Influence of Kaizen Culture and Work Rotation on the Performance of PT. Mitsuba Indonesia Tangerang

Nofrita Indah Puspita Sari [1], Gurnari Courtney [2], Pafgett Torsten [3], Haferlach Jaroslaw [4]

[1] *Institut Teknologi dan Bisnis Ahmad Dahlan, Indonesia*
[2] *College of Science and Technology, Mauritania*
[3] *Zagazig University, Egypt*
[4] *Trinity College Dublin, Ireland*

Corresponding Author: Nofrita Indah Puspita Sari, E-mail; nofritaindah@gmail.com

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ABSTRACT

This study evaluates the effect of kaizen culture and job rotation on employee performance at PT Mitsuba Indonesia Tangerang. The research method used is a survey using a questionnaire as a data collection instrument. The research sample was randomly selected employees of PT Mitsuba Indonesia Tangerang. The collected data were analyzed using regression analysis. The results showed that kaizen culture has a positive and significant effect on the performance of employees of PT Mitsuba Indonesia Tangerang. In addition, job rotation also has a positive and significant effect on employee performance. Furthermore, the results also show that kaizen culture and work rotation together have a positive and significant effect on employee performance at PT Mitsuba Indonesia Tangerang. Based on the results of this study, it is recommended that PT Mitsuba Indonesia Tangerang improve the implementation of kaizen culture and work rotation as one of the strategies to improve employee performance.

Keywords: *Employee Performance, Job Rotation, Kaizen Culture*

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INTRODUCTION

In an increasingly fierce global competition era, changes that become a challenge need to get serious attention from company managers for a better company . Human resources are assets that have an essential role in a company's progress to achieve company goals. This strategy aims to achieve company goals consistently and efficiently. The part of performance strategy emphasizes that the people in an

organization are the most important people and the major business investmen (K. Yang dkk., 2020)t. One of the most effective strategies is improving employee performance. Employee performance is crucial because employees provide energy, talent, creativity, and workload.

If employee performance can be adequately managed, employee performance will increase (Madni dkk., 2019), positively impacting productivity and vice versa. Each company has its Performance, which cannot be separated from the quality of employee performance (Ralph dkk., 2019). Performance is a work result that is achieved by someone in carrying out their duties on skills, efforts, and opportunities Hasibuan (2018: 03) (Katan dkk., 2019). Theoretically, Mangkunegara (2017: 02) explains that Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Gagliano dkk., 2020). So what is meant by quality is the level of good and bad results obtained, while quantity is the amount received from work. In practice, it is only sometimes that employee performance is in the conditions desired by either the employee himself or the company.

Many constraints affect Performance, both company performance and individual Performance. PT Mitsuba Indonesia is a manufacturing company that produces electrical system spare parts for two and four-wheeled vehicles. PT. Mitsuba Indonesia is a subsidiary company with a holding company in Japan. PT (Dai dkk., 2019). Mitsuba Indonesia globally provides products that respond to people's safety needs through "motor, control and mechanism" technology (Huang dkk., 2019). PT. Mitsuba Indonesia is an electrical component for four-wheeled vehicles. This company has quite proud achievements, as evidenced by the increase in developments within the company. Several factors can affect employee performance, including the kaizen culture and job rotation (Hampson dkk., 2001). However, a few months ago, PT. Mitsuba Indonesia needs help regarding employee performance; the focus is productivity. In the work environment, companies need a balance or continuity to focus on the company's goals with efforts to improve employee performance factors.

Kaizen can be started by realizing that every company has problems. Kaizen solves issues by establishing a corporate culture where everyone can pose problems freely (Chong dkk., 2022). Job rotation is an effort to increase organizational productivity. However, training and Education are still needed to support the positions and positions of the employees to be carried out (Chen dkk., 2020). Hiltrop stated that, usually, job rotation is the movement of employees to other jobs and positions. Job rotation allows employees to exchange ideas and opinions, interact with each other, and adapt to the location environment and new employees, which is expected to improve the work performance of employees. According to Kaymaz in Megantara (2019:6)

Job rotation will reduce boredom, prepare employees for better management, increase productivity (Duduta dkk., 2019), and increase knowledge and skills. From the conclusion above, the writer is motivated and wants to test the problem. In this study, the research focuses on the Influence of kaizen culture and job rotation on improving

the Performance of employees currently working at PT. Mitsuba Indonesia (Di Renzo, Ntontin, dkk., 2020). This focus is on the competitive impact of employee performance in an organization and planning the best future strategy that can naturally be incorporated into the next organizational design to improve employee performance. Limiting the problem in this study (Z. Yang dkk., 2019), researchers only restrict the issue of the Influence of Kaizen Culture and Job Rotation on the Performance of employees of PT. Mitsuba Indonesia Tangerang.

Able to enrich the human resource management theories related to the Influence of culture, work rotation, and employee performance (Hossain dkk., 2019). On the other hand, it can also be used as additional reference material for further research. Practically this research can provide information for personnel at PT. Mitsuba Indonesia Tangerang and also for structural and functional leaders or officials in the environment as a basis for consideration in improving the Performance of the employees they have, so that they can meet the company's expectations and goals in improving Performance in an employee-work relationship

RESEARCH METHODOLOGY

The type of research is a method used by researchers to obtain data to achieve certain goals (Sarkar dkk., 2019). In this study, the authors used an associative research strategy. According to Sugiyono (2019: 65), quantitative research is a formulation of research problems that asks about the relationship between two or more variables. In this study (Nie dkk., 2020), the associative strategy method was used to determine the extent of the influence of the Kaizen Culture variable (X1) and the Work Rotation variable (X2) on Employee Performance (Y) both partially and simultaneously.

Researchers used the time from the date of issuance of the research permit for approximately five months, starting from the approval of the research title until the research was tested (Di Renzo, Zappone, dkk., 2020). The place that is the location of this research is PT Mitsuba Indonesia Tangerang which is a private company engaged in manufacturing. Jalan Raja Siliwangi No.88, RT.001/RW.004, Keroncong, Jatiuwung District, Tangerang City, Banten 15134. Research variables are everything that is determined by researchers to be analyzed so that information is obtained, then conclusions are drawn Ghozali (2018). This study has two variables, namely the dependent variable and the independent variable (Heinzlef dkk., 2020). The dependent variable in this study is company performance, and the independent variables are kaizen culture and job rotation.

The definition of variable operationalization is an attempt to detect variables with concepts related to research problems, this research is measured through instruments used and developed by previous researchers (Loda dkk., 2019). Sugiyono (2018: 66), research variables are anything in the form of anything that is determined by the researcher to study so that information is obtained about the necessary things and then conclusions are drawn (McKenzie dkk., 2019). Researchers continue to study the effect of a variable on other variables using survey tools. In this study there are three variables

observed, namely, Kaizen Culture (X1), Job Rotation (X2), and Employee Performance (Y).

RESULT AND DISCUSSION

PT Mitsuba Indonesia is a company engaged in spare parts for two-wheeled and four-wheeled vehicles (Automotive Electrical System) (Lewis dkk., 2019). PT Mitsuba Indonesia was formerly PT KGD Indonesia Inc. One of the shareholders of PT KGD Indonesia is Mitsuba Corporation Mfg, Co. Ltd, which is domiciled in Japan; PT KGD Indonesia then withdrew due to liquidation (Saqib & Satar, 2021). PT Mitsuba Indonesia was established on November 15, 2001, based on approval from the minister of justice and human rights with No.C14421 HT 01 of 2001 (Sherman dkk., 2020). It was inaugurated on February 23, 2003, with the first leader, Mr.Takumi Tada, as President and Director of PT Mitsuba Indonesia (Xiao dkk., 2020). It was based on ratification from the minister of justice and human rights regarding changes to the articles of association of PT Mitsuba Indonesia in investment with No. C00131 HT 01 04 the year 2003.

January 6, 2003, with Deed of Notary Singgih Susilo, SH No. 83, dated October 25, 2002, has been renewed with the approval of the Minister of Justice and the President Director of PT Mitsuba Indonesia named Mr. Takumi Tada. But in October 2008, Mr. Eiji Awaji replaced Mr. Takumi Tada as President Director of PT. Mitsuba Indonesia (Pinto dkk., 2021). In October 2018, Mr. Ozawa Hitoshi returned to Mr. Eiji Awaji as President Director of PT. Mitsuba Indonesia. PT employees Mitsuba Indonesia Tangerang (MINA) in the second week of October 2022, totaling 3,300 people consisting of 721 permanent employees and 2,076 training (contract) employees, and several employees work together with PT. Mitsuba Indonesia has 503 employees, including Hepler and OB.

The description of the data presented in this study is in the form of a questionnaire statement consisting of 10 questions for the Kaizen Culture variable (X1), ten statements for the Job Rotation variable (X2) (Schwerha dkk., 2021), and eight accounts for the Employee Performance variable (Y) which have been set to get input in the form of information in this research (Rocha dkk., 2022). This variable is calculated based on the indicators of each variable and is described in the form of an explanation and response from each (Menni dkk., 2021). Information that will be given a value using a Likert Scale is described with Numeric (quantitative data); the criteria are as follows: Strongly Agree (SS): given a score of 5, Agree (S): given a score of 4, Disagree (KS): given a score of 3 (Charfeddine & Kahia, 2019), Disagree (TS): given a score of 2, Strongly Disagree (STS): given a score of 1

Presentation of Respondent Data (Lawrence dkk., 2019), The number of tests used in this review was 42 respondents, obtained by distributing a list of statements or questionnaires to acquire direct data from respondents (Burton dkk., 2019). These were then assessed using a Likert scale based on the level of implementation in general (Andersson & Grönkvist, 2019). Characteristics of Respondent, In this study, the

questionnaire characteristics data distributed to employees of the PT Mitsuba Indonesia Po Group department consisted of gender, age, last Education, and years of service as follows:

Description of Respondents by Gender

Table 4.1 Characteristics of Respondents by Gender

No	Gender	Frequency (Person)	Percentage (%)
1	Man	34	57,63%
2	Woman	25	42,37%
Jumlah		**59**	**100%**

Based on Table 5 above, of the 59 respondents, 57.63% were male, and 42.37% were female. Overall the highest and highest percentages are male respondents (Postuma dkk., 2019).

Description of Respondents by Age

Table 4.2 Characteristics of Respondents by Age

No	Age (Years)	Frequency (Person)	percentage
1	20-27	47	79,66%
2	28-37	9	15,25%
3	38-47	2	3,39%
4	48-50	1	1,69%
Jumlah		**59**	**100%**

Based on Table 4.2 above, of the 59 respondents, 79.66% were respondents aged 20-27 years (Li dkk., 2020), 15.25% were respondents aged 28-37 years, 3.39% were respondents aged 38-47 years, and 1.69% were respondents aged 48-50 years. Overall the highest and highest percentages are in respondents aged 20-27 years than other respondents.

Description of Respondents based on Last Education

Table 4.3 Characteristics of Respondents Based on Last Education

No	Last Education	Frequency (Person)	Percentage (%)
1	SMA/SMK	42	71,19%
2	D3	1	1,69%
3	S1	16	27,12%
Jumlah		59	100%

Based on Table 7 above, of the 59 respondents, it is known that 71.19% are respondents with the last educational background SMA/SMK, 1.69% are respondents with the previous academic background D3 (Diploma), and 27.12% are respondents

with educational background last S1 (Bachelor) (Anosike dkk., 2021). So, overall, the highest and highest percentages are respondents with previous academic experience in SMA/SMK.

Respondents' Responses to Kaizen Culture Variables (X1)

The researcher presents data from the questionnaire results and responses from PT Mitsuba Indonesia Po Group respondents (Li dkk., 2020). Following are the results of the analysis of respondents' answers presented in tabular form: can group goods and equipment in the work area, including only what is needed.

Table 4.4 Questions X1.1

Statement	**Frequency (Person)**	**Percentage (%)**
Strongly agree	32	54,24%
Agree	24	40,68%
Disagree	1	1,69%
Disagree	1	1,69%
Jumlah	59	100%

Based on the data above, it can be seen that 32 people or 54.24% stated strongly agree, 24 people or 40.68% stated agree, 1 person or 1.69% stated disagree, 1 person or 1.69% stated disagree and 1 person or 1.69% stated disagree, so it can be concluded that the majority of respondents answered strongly agree (Dick dkk., 2021). This shows that the place I work has SOPs to make it more concise to release workspace and increase flexibility in the use of space.

Based on the data above, it can be seen that 31 people or 52.54% stated strongly agree, 24 people or 40.68% stated agree, 2 people or 3.39% stated disagree, 1 person or 1.69% stated disagree and 1 person or 1.69% stated strongly disagree, so it can be concluded that the majority of respondents answered strongly agree. This shows that I tidy up the equipment that has been used for the time needed (Dang-Pham dkk., 2022). All workplace locations and parts are clearly identified using different labels and signs.

Table 4.5 Question X1.4

Statement	Frequency (Person)	Percentage (%)
Strongly agree	30	50,85%
agree	26	44,07%
Disagree	2	3,39%
Don't agree	0	0%
Strongly Disagree	1	1,69%
Jumlah	59	100%

Based on the data above, it can be seen that as many as 32 people or 54.24% said they strongly agreed, and 24 people or 40.68% said they agreed. One person, or 1.69%,

said they did not agree, one person, or 1.69%, said they did not agree, and one person, or 1.69%, stated they did not agree. So the majority of respondents answered strongly agree (Al-Baik & Miller, 2019). This shows that the place where I work has an SOP to make it more concise to release workspaces and increase flexibility in the use of space.

Table 4.6 Questions X1.3

Statement	Frequency (Person)	Percentage (%)
Strongly agree	31	52,54%
agree	24	40,68%
Disagree	2	3,39%
Disagree	1	1,69%
Strongly Disagree	1	1,69%
Statement	59	100%

Based on the data above, it can be seen that as many as 31 people or 52.54% said they strongly agreed. Twenty-four people, or 40.68% said they agreed; two people, or 3.39%, said they did not agree; one person, or 1.69%, said they did not agree, and one person, or 1.69%, stated strongly disagree. So it can be concluded that the majority of respondents answered strongly agree. This indicates that I am tidying up equipment used for the time needed.

CONCLUSION

The results of the hypothesis testing (bootstrapping) conducted using the Smart PLS version 4.0 media show that the relationship between the kaizen culture variable and employee performance has a correlation value of 0.540. This value can be interpreted that the kaizen culture has a positive effect of 54% on the Performance of employees at PT. Mitsuba Indonesia supports the statement that 'kaizen culture encourages employees to innovate so that employees can think effectively and efficiently .'The results of the hypothesis test (bootstrapping) were carried out with the relationship between the variables of job rotation and employee performance having a positive effect on employee performance with a correlation value of 0.402. This value can be interpreted that work rotation positively impacting 40%. This can be interpreted that the better the work rotation is implemented, the better the employee performance will be produced.

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