

WORK PRODUCTIVITY : THE ROLE OF KAIZEN CULTURE AND LEADERSHIP STYLE WITH JOB SATISFACTION AS AN INTERVENING VARIABEL IN PT. NIKOMAS GEMILANG

Fuadi¹, Deti Susilawati², Firli Agusetiawan Shavab³

¹ Pamulang University

² Bina Bangsa University

³ Faculty Of Economics and Business Sultan Ageng Tirtayasa University

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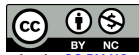
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ABSTRACT

Data from the Ministry of Manpower (Kemnaker), labor productivity figures in Indonesia from 2018 to 2022 are 82.56; 85.04; 83.48; 84.85; and 86.55 (million rupiah/labor). The higher the level of productivity of a country, the greater the profits obtained, and vice versa. The aim of this research is to determine and analyze the influence of kaizen culture, leadership style, on work productivity with job satisfaction as an intervening variable. The population in the research was all employees of the production department of PT Nikomas Gemilang, totaling 2,000 people, sampling using the Slovin formula, the sample consisted of 95 respondents. The analysis technique used is multiple linear regression and path analysis with a significance level of 5%, so the results of this research show that: 1)Kaizen culture has no effect on work productivity. 2)Leadership style has no effect on work productivity. 3)Job satisfaction influences work productivity. 4)Kaizen culture influences job satisfaction. 5)Leadership style has no effect on job satisfaction. 6)Job satisfaction can mediate the influence of work culture on productivity at PT. Nikomas Gemilang in Serang City). 7)Job satisfaction cannot mediate the influence of leadership style on work productivity at PT. Nikomas Gemilang in Serang City.



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Corresponding Author :

dosen02869@unpam.ac.id

detisusilawati74@gmail.com

firliagusetiawan@unirta.ac.id

INTRODUCTION

The manufacturing Industry plays a key role in job creation, increased added value, domestic market dominance, and as a supporter of sustainable development. In addition, this sector also serves as a source of foreign exchange through product exports, which is very important for the country's economy. According to data from the Ministry of Manpower (Kemnaker), Labor productivity in Indonesia between 2018 and 2022 was recorded as follows : 82,56 ; 85,04 ; 83,48 ; 84,85 ; and 86,55 million rupiah pert workforce. Cumulatively, during this period, Indonesia's labor productivity increased by 4,8%. This shows that Indonesia labor productivity has increased in the last five years. At PT. Nikomas Gemilang, there was a phenomenon of reducing employees by 1.600 people. This reduction is made through a voluntary resignation offer given by managemen to employees.

Labor Productivity is defined as a comparison between the output of goods or services and the number of labor used, both individually and in goups, in a certain period of time. This ratio describes the contribution of labor to economic activities.



Work productivity is influenced by a variety of factors, including work culture, leadership style and job satisfaction. One known approach is Kaizen, which is a culture of continuous improvement through periodic small to medium improvements. A popular implementation of Kaizen is the 5S concept, which can have a positive impact on companies that adopt it. Imai (2021), 5S consist of five steps : Seiri (separation), Seiton (structuring), Seiso (cleaning), seiketsu (standardization) and Shitsuke (discipline), Kaizen is a systematic approach to improving processes by involving all members of the organization, focusing on small but significant continuous improvements.

Imai (2021) states that 5S consists of five steps : Seiri (sorting), Seiton (setting in order), Seiso (shining), Seiketsu (standardization) and Shitsuke (sustaining), while Kaizen is a systematic approach to improving processes by involving all members of the organization, focusing on small yet significant continuous improvements. Imai emphasizes the importance of a corporate culture that supports these improvement initiatives. With the implementation of 5S, it is expected that various obstacles within in the company can be addressed, such as difficulties in locating items, managing large quantities of goods, sudden equipment or facility failures and unclean and disorganized work areas.

In addition to the cultural factor of kaizen, leadership style is a factor that influences work productivity. The leader’s task is to encourage suordinates to possess competencies through training and support, as well as to condition subordinates to have opportunities to grow and develop in anticipating challenges and opportunities to work under independent conditions (Sihombing, 2022). Each leader essentially exhibits different behaviors in leading their followers, and these behaviors are referred to as leadership styles.

All aspects and conditions surrounding employees are designed to enhance job satisfaction. Therefore, the work environment has a significant impact; a good environment can increase job satisfaction. Conversely, employees who feel uncomfortable, unappreciated, or unable to optimize their potential will struggle to concentrate fully on their tasks. Job satisfication is an emotional state that is pleasant or positive, resulting from an individual’s assessment of their work or work experience (Locke 2020). Employee job satisfaction must be taken into account in order to create an improvement or advancement for a company.

RESEARCH METHOD

This study is designed to explain the influence of Kaizen culture (X1), leadership style (X2), and job satisfaction (M) on work productivity (Y). The research was conducted using primary data by distributing questionnaires. The population of this study consists of all employees in the production department of PT Nikomas Gemilang, totaling 2,000 people. The sample was determined using the Slovin formula, resulting in a sample size of 95 respondents. The analysis technique used is multiple linear regression analysis and path analysis with a significance level of 5%.

The data analysis methods applied include : (1) Descriptive statistics; This analysis is used to describe the research variables, observed from the mean value.(2) Validity test (3) Reliability test (4) Classical assumption test ; This test is conducted to assess the data conditions to determine the appropriate analysis model, including normality, heteroscedasticity, multicollinearity, and autocorrelation tests. (5) Regression analysis with a mediator or intervening variable, with the following equations :

$$M = a + \beta X_1 + \beta X_2 + e..... \text{ (Equation 1)}$$

$$Y = a + \beta X_1+ \beta X_2+ \beta X_3+ e..... \text{ (Equation 2)}$$

Explanation :

Job Satisfaction (JS) : Intervening Variabel (M)

Kaizen Culture (KC): Independen Variabel (X₁)

Leadership Style (LS): Independen Variabel (X₂)

Work Productivity (WP) : Independen Variabel (Y)

a : Constant

β : Variabel Coefficient

e: Error / Disturbance Variable

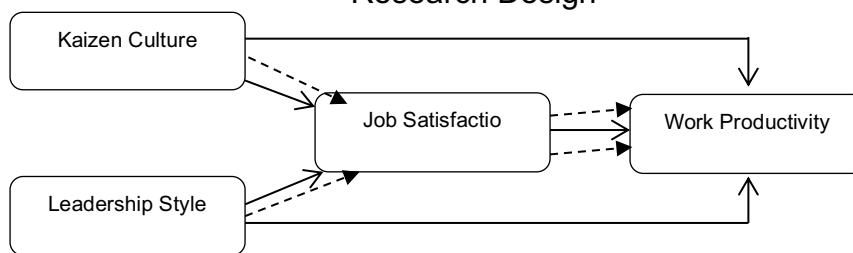
(6) Coefficient of Determination (R^2)

(7) Hypothesis testing, which consists of direct testing using partial tests (t-test) and indirect testing using the Sobel test. The results are then compared with the t-table using a 0.05 significance level. The criteria used are as follows:

a) If $t_{value} < t_{table}$, then H_0 is accepted, and H_a is rejected.

b) If $t_{value} > t_{table}$, then H_0 is rejected, and H_a is accepted.

Picture 1
Research Design



Resource: (Utarindasari, D., & Silitonga, W. S. H. ,2021), (Deden Misbahudin Muayyad, Ade Irma Oktafia Gawi, 2016), (Widya Handayani & Sukardi (2020)

RESULTS AND DISCUSSIONS

This analysis is used to provide a description of the research variables, including the dependent variable (work productivity) and the independent variables (Kaizen culture, leadership style, and job satisfaction), based on their mean values. Below is an explanation of the descriptive analysis of the research data variables:

Table 1
Descriptive Statistics Results

Variabel	Overall Mean Value
X1 Kaizen Culture	2,90
X2 Leadership Style	3,64
M Job Satisfaction	3,35
Y Work Productivity	3,77

Source: Processed primary data, 2024

The Kaizen culture variable has an overall mean value of 2.90, which falls within the range of 2.61 – 3.40, indicating a "moderate/fair" category. The leadership style variable has an overall mean value of 3.64, which falls within the range of 3.41 – 4.20, indicating a "good/high" category. The job satisfaction variable has an overall mean value of 3.35, which falls within the range of 3.41 – 4.20, indicating a "good/high" category. The work productivity variable has an overall mean value of 3.77, which falls within the range of 3.41 – 4.20, also indicating a "good/high" category.

Table 2
Data Validity Test Result

Statement	r_value	r_table	Description
B1	0,660	0,170	Valid
B2	0,711	0,170	Valid
B3	0,747	0,170	Valid
B4	0,708	0,170	Valid
B5	0,669	0,170	Valid
G1	0,660	0,170	Valid
G2	0,674	0,170	Valid
G3	0,607	0,170	Valid
G4	0,587	0,170	Valid
G5	0,593	0,170	Valid
Y1	0,612	0,170	Valid
Y2	0,578	0,170	Valid
Y3	0,563	0,170	Valid
Y4	0,611	0,170	Valid
Y5	0,743	0,170	Valid
Y6	0,507	0,170	Valid
K1	0,635	0,170	Valid
K2	0,710	0,170	Valid
K3	0,720	0,170	Valid
K4	0,462	0,170	Valid
K5	0,359	0,170	Valid
K6	0,619	0,170	Valid
K7	0,550	0,170	Valid
K8	0,402	0,170	Valid
K9	0,456	0,170	Valid

Source: Processed primary data, 2024

Table 2 shows that all statement items have a correlation (**r_value**) value above 0.170 for each questionnaire item. Therefore, it can be concluded that all questionnaire items are considered **valid**.

Table 3
Data Reliability Test Results

Variable	Cronbach Alpha	Description
Kaizen Culture	0,736	Reliabel
Leadership Style	0,636	Reliabel
Work Productivity	0,649	Reliabel
Job Satisfaction	0,749	Reliabel

Source: Processed primary data, 2024

Table 3 shows, it is evident that all statement items have a **Cronbach's Alpha** value above 0.60, indicating that they are **reliable**.

Table 4
Classical Assumption Test Results

Test	Equation 1	Equation 2
1. Normality Test (Kolmogorov-Smirnov) (Asymp. Sig. (2-tailed))	0,810	0,727
2. Multicollinearity Test (Tolerance and VIF values)	0,922 and 1,085	0,913, 0,770, 800 and 1,096, 1,298, 1,251
3. Heteroscedasticity Test (scatterplot graph)	No clear pattern, and the points are scattered above and below or around zero	No clear pattern, and the points are scattered above and below or around zero

The results of the normality test can be seen in Table 4, where the residual values for the Asymp. Sig. (2-tailed) in regression equation 1 are 0.810 and in regression equation 2 are 0.727. Since the Asymp. Sig. (2-tailed) values (0.810 and 0.727) are greater than alpha (0.05), it can be concluded that the data comes from a normally distributed population. The multicollinearity test is necessary to determine whether there are independent variables that have similarities with each other within the model. If the VIF value is between 1 and 10 and the tolerance value is greater than 0.1, then multicollinearity does not occur. Based on the heteroscedasticity test results in Table 4, it is observed that in both Equation 1 and Equation 2, the scatterplot graph shows that the data points are scattered above and below or around zero, without forming a specific pattern. Therefore, it can be concluded that the regression model does not contain heteroscedasticity.

Table 5
Multiple Linear Regression Coefficients

	Equation 1				Equation 2				
	Koe	Std.	T	Sign.	Koef.	Std.	t	Sign.	
Konstan	19,727	2,798	7.049	0,000	12,488	2,466	5,065	0,000	
Culture (BK)	0,541	0,127	4.250	0,000	0,149	0,099	1.508	0,135	
Style (GK)	0,140	0,147	0.954	0,343	-0,047	0,105	-.449	0,655	
Satisfaction (KK)					0,293	0,074	3,961	0,000	
R square									0,236
Adjusted R Square									0,211

Source: Processed primary data, 2024

Based on the constant values and regression coefficients in Table 5, the multiple linear regression equations for Equations 1 and 2 are as follows:

$$KK = a + \beta BK + \beta GP + e$$

The constant value (α) is 19.727, meaning that if work culture and leadership style are assumed to be zero, then job satisfaction will have a positive value of 19.727. The regression coefficient (β) for work culture is 0.541, meaning that every one-unit increase in work culture will increase job satisfaction by 0.541, assuming other variables remain constant. The regression coefficient (β) for leadership style is 0.140, meaning that every one-unit increase in leadership style will increase job satisfaction by 0.140, assuming other variables remain constant.

$$PK = a + \beta BK + \beta GPI + \beta KK + e$$

The constant value (α) is 19.727, meaning that if work culture and leadership style are assumed to be zero, then job satisfaction will have a positive value of 19.727. The regression coefficient (β) for work culture is 0.541, meaning that every one-unit increase in work culture will increase job satisfaction by 0.541, assuming other variables remain constant. The regression coefficient (β) for leadership style is 0.140, meaning that every one-unit increase in leadership style will increase job satisfaction by 0.140, assuming other variables remain constant.

Based on Table 5, Equation 1 shows an R Square value of 0.200, indicating that work culture and leadership style simultaneously influence job satisfaction by 20%. Meanwhile, in Equation 2, the Adjusted R Square value is 0.211, indicating that

work culture, leadership style, and job satisfaction simultaneously influence work productivity by 21.1%.

Direct Influence (Partial Significance Test)

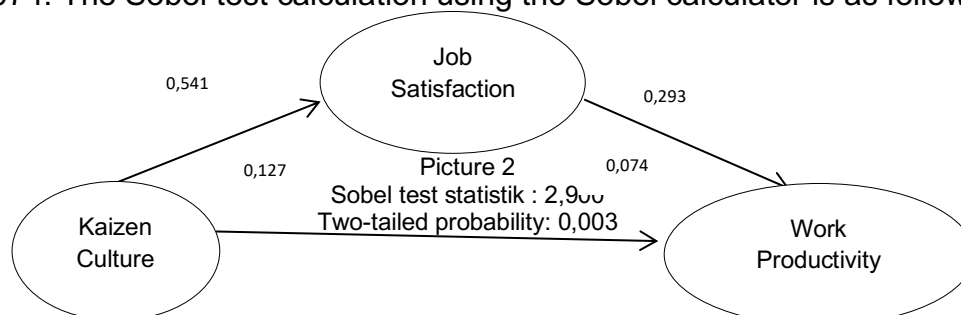
The testing criteria used involve comparing the t-value with the t-table based on a significance level of 0.05 and degrees of freedom $df (n-k) = 95-4 = 91$ (where n is the sample size and k is the number of variables). From the statistical table, the obtained t-table value is 1.662.

Work culture has a t-value smaller than the t-table value ($1.508 < 1.662$) and a significance level greater than 0.135 ($0.135 > 0.05$). This indicates that work culture does not affect work productivity at PT. Nikomas Gemilang in Kota Serang, leading to the rejection of Hypothesis (H1). Leadership style has a t-value smaller than the t-table value ($-0.449 < 1.662$) and a significance level greater than 0.05 ($0.655 > 0.05$). This indicates that leadership style does not affect work productivity at PT. Nikomas Gemilang in Kota Serang, leading to the rejection of Hypothesis (H2).

Job satisfaction has a t-value greater than the t-table value ($3.961 > 1.662$) and a significance level smaller than 0.05 ($0.000 < 0.05$). This indicates that job satisfaction significantly affects work productivity at PT. Nikomas Gemilang in Kota Serang, leading to the acceptance of Hypothesis (H3). Work culture has a t-value greater than the t-table value ($4.250 > 1.662$) and a significance level smaller than 0.05 ($0.000 < 0.05$). This indicates that work culture significantly affects job satisfaction at PT. Nikomas Gemilang in Kota Serang, leading to the acceptance of Hypothesis (H4). Leadership style has a t-value smaller than the t-table value ($0.954 < 1.662$) and a significance level greater than 0.05 ($0.343 > 0.05$). This indicates that leadership style does not affect job satisfaction at PT. Nikomas Gemilang in Kota Serang, leading to the rejection of Hypothesis (H5).

Indirect Influence (Sobel Test)

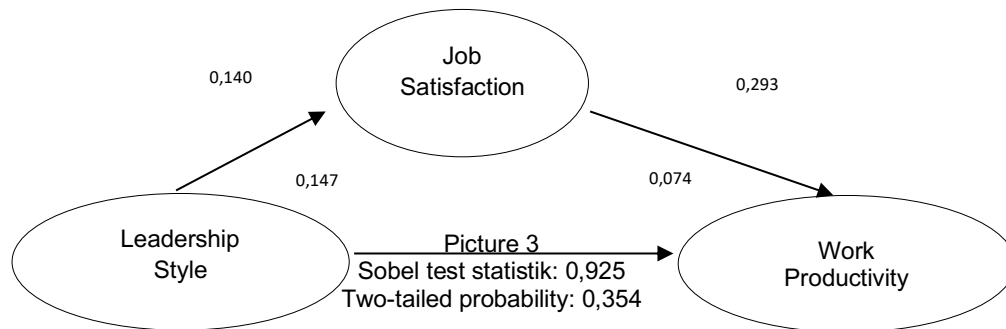
The relationship between work culture and job satisfaction has a coefficient value $\beta (a) = 0.541$ and a standard error (Sa) = 0.127. The relationship between job satisfaction and productivity has a coefficient value $\beta (b) = 0.293$ and a standard error (Sb) = 0.074. The Sobel test calculation using the Sobel calculator is as follows:



To determine the indirect effect of work culture on work productivity through job satisfaction using the t-test, the t-table value at $(n;0.05) (95-2;0.05)$ is 1.661, while the t-value is 2.900. Since t-value ($2.900 > 1.661$) and the significance level is less than 0.05 ($0.003 < 0.05$), Hypothesis (H6) is accepted. This means that job

satisfaction mediates the effect of work culture on work productivity at PT. Nikomas Gemilang in Kota Serang.

The relationship between leadership style and job satisfaction has a coefficient value β (a) = 0.140 and a standard error (Sa) = 0.147. The relationship between job satisfaction and productivity has a coefficient value β (b) = 0.293 and a standard error (Sb) = 0.074. The Sobel test calculation using the Sobel calculator is as follows:



To determine the indirect effect of leadership style on work productivity through job satisfaction using the t-test, the t-table value at (n;0.05) (95-2;0.05) is 1.661, while the **t-value** is **0.925**. Since t-value (0.925) < t-table (1.661) and the significance level is greater than 0.05 (0.354 > 0.05), Hypothesis (H7) is rejected. This means that there is no indirect effect of leadership style on work productivity through job satisfaction, or in other words, **job** satisfaction does not mediate the effect of leadership style on work productivity at PT. Nikomas Gemilang in Kota Serang.

CONCLUSION

The Kaizen culture does not affect work productivity at PT. Nikomas Gemilang in Kota Serang; thus, hypothesis (H1) is rejected. This indicates that the Kaizen culture is not a factor influencing work productivity, and any increase or decrease in the Kaizen culture does not impact work productivity at PT. Nikomas Gemilang in Kota Serang.

Leadership style does not affect work productivity at PT. Nikomas Gemilang in Kota Serang; thus, hypothesis (H2) is rejected. This indicates that leadership style is not a factor influencing work productivity, and any increase or decrease in leadership style does not impact work productivity at PT. Nikomas Gemilang in Kota Serang.

Job satisfaction affects work productivity at PT. Nikomas Gemilang in Kota Serang; thus, hypothesis (H3) is accepted. This indicates that job satisfaction is a factor influencing work productivity, where every increase in job satisfaction will enhance work productivity at PT. Nikomas Gemilang in Kota Serang.

The Kaizen culture affects job satisfaction at PT. Nikomas Gemilang in Kota Serang; thus, hypothesis (H4) is accepted. This indicates that the Kaizen culture is a factor influencing job satisfaction, and an increase in the Kaizen culture will enhance the work culture at PT. Nikomas Gemilang in Kota Serang.

Leadership style does not affect job satisfaction at PT. Nikomas Gemilang in Kota Serang; thus, hypothesis (H5) is rejected. This indicates that leadership style is

not a factor influencing job satisfaction, and any increase or decrease in leadership style does not impact job satisfaction at PT. Nikomas Gemilang in Kota Serang.

Work culture affects work productivity through job satisfaction at PT. Nikomas Gemilang in Kota Serang; thus, hypothesis (H6) is accepted. This means there is an indirect effect of work culture on work productivity through job satisfaction, or job satisfaction can mediate the influence of work culture on productivity at PT. Nikomas Gemilang in Kota Serang.

Leadership style does not affect work productivity through job satisfaction at PT. Nikomas Gemilang in Kota Serang; thus, hypothesis (H7) is rejected. This means there is no indirect effect of leadership style on productivity through job satisfaction, or job satisfaction cannot mediate the influence of leadership style on work productivity at PT. Nikomas Gemilang in Kota Serang.

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