THE FACTORS AFFECT PERFORMANCE IN A CULTURE OF KAIZEN PT VONEX-INDONESIA IN BANDUNG

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ABSTRACT: *The research is to analyze the effect of simultaneously industrial relations, quality control circle and social relationships in a culture of Kaizen on employee performance of PT Vonex-Indonesia in Bandung, and also analyze partially the influence of industrial relations, quality control circle, social relationships in a culture of Kaizen on employee performance of PT Vonex-Indonesia in Bandung. The research method is descriptive approach with survey methods. Technic data collection consists of primary and secondary data. The number of samples are 186 people and technique of data analysis using multiple regression analysis, simple regression analysis, classic assumption test, t-test and F-test. The results showed that the simultaneous influence of industrial relations, quality control circle and social relationships in a culture of Kaizen on employees performance of PT Vonex-Indonesia in Bandung is significant amount to 69.3%. The influence of partially industrial relations in the culture of Kaizen on employee performance is significant 20.7%. The influence of partially quality control circle in the culture of Kaizen on employee performance is significant 47.2%. Influence of partial social relationships in a culture of Kaizen on employee performance is significant 16.1%.*

KEYWORDS: Industrial relations, quality control circle, and social relationships in a culture of Kaizen on employee performance

INTRODUCTION

The development of the world's efforts towards global markets, this is made possible by the development of science and technology which became the impetus for the occurrence of competition and globalization changes the business world products and services so that the distance between countries is without limits and competition between businesses is increasing. The demands of business competition entered a new era so that there is no option for any organization to creating advantages to reach consumers on the go.

Consumers have the same demands, want to get good service satisfaction of products and services that are in use, according to the opinion of Seth and Sisodia (in Egan, 2001) that the satisfaction is a psychological process from the results of evaluating perceive performance based on predetermined expectation supported by strategic resources that belong to the organization. The key strategic resource is its human resources, so that the role of the department of human resources and organizational leaders is very important in moving to changes the companies to improve the competitiveness of excellence.

Human resources must be managed properly, it is increasingly realized by the company so that it appears the term human resource management that not only is a mere personnel management, but includes goal, namely looking man with all its uniqueness and has the ability to develop. Human resource development can increasy a sense of belonging to the company, loyalty, and

dedication, improve teamwork, communication between parts, and human relationships, so that in the end can improve efficiency the work and effectiveness of the company to achieve high productivity.

PT vonex is a joint venture company between Indonesia and Japan, resulting in the execution of his business was greatly influenced by the culture of Japan with its Kaizen system. Organizational culture these days often come to the surface, and be the talk and study, either among scientists or practitioners. According to Robbins and Judge (2007) organizational culture is a system of shared meaning, shared by employees who distinguish the organization from other organizations. Organizational culture is often also called the work culture, because it can not be separated with the performance of human resources. The various actions taken by individuals certainly vary in shape behavior.

Organizational culture was strongly influenced by the tradition of social cultural in communication. The organization created a shared reality which distinguishes them from other cultural organizations with. Morgan (1986) explains the meaning together are shared understanding, and shared the feeling of all is a different way of explaining culture. In the implementation of the cultural organization expressed through behavior, individual behavior will be influenced by the culture of the organization.

In the aspect of the construction of human resources in Kaizen system geared to increase productivity as well as the continuity of the company, then the integrated quality control circle factors, quality control circle and working relationships became a major concern. integrated quality control circle and high working relationships will impact to increased productivity and efficiency in the production process because of the time savings, effort and cost so the target production and product quality is achieved even beyond, eventually being able to compete in the market caused by increased employee performance.

The word Kaizen translated as improvements comes from the word Kai which means change and Zen meaning good, in the process of management and business culture, Kaizen means continual improvement and slowly implemented with participation of employees actively and commitment within the company, more exactly in the manner of execution of the work, Wellington (1998).

According to Noboru, (2008) that the cross functional management and deployment policies are two main management concepts that support the strategy of total quality control (TQC). In the thought of TQC management tasks are broken down into two areas, first; maintenance-executor, business achievements for the results and profits right now, and second; Kaizen-implementers, to improve processes and systems. Kaizen-executing both cross-functional management and dissemination policy.

Cross functional management with regard to coordinate the activity of different units for the realization the objectives of cross functional Kaizen, dissemination and implementation of the policy in achieving the Kaizen. In Japan, the term policies is used to describe the orientation of the medium and long-term management and also target or target annual. Therefore, the word policy refers to the long term goals and annual.

Based on the opinion of Noboru (1994) that in the presence Kaizen management consciousness that the company had a problem, Kaizen solves the problem by forming a company culture

where every person can apply the problem with free, problems in companies can either be a single functional or cross functional.

REVIEW OF THE LITERATURE

Industrial Relations

Understanding of industrial relations are the relationship between all the parties concerned or snagged over production processes or services in an enterprise. Industrial relations include a set of phenomena, either outside or within the work place pertaining to the determination of employment relationships and arrangements.

Suwarto (2003) said the industrial relations can be defined as a system of relationships that are formed between the perpetrators of the production process of goods and/or services. Parties concerned in this connection mainly is the workers, employers, and Government. In the process of production of the parties directly involved are physically workers and entrepreneurs, while the Government is involved in only certain things. The relationship of industria1 originated from the existence of a working relationship that is more individually between workers and employers. Setting the rights and obligations of workers set up through agreements that are individuals. This agreement made at the time of acceptance of the workers, among others, contains a provision concerning the time of appointment, the question of the trial period, the office concerned, salary (wages), availability of facilities, responsibility, task description, and placement work.

1.   Quality Control Circle.

The notion of functional quality control circle. According to Noboru (2001) quality control circle is defined as a small group volunteered to carry out quality control activities in which employees work, perform duties continuously as part of the program at the company related to quality control, self development, joint development, and controlling the flow and the refinement in the company. By participating in the activities of the quality control circle, employees gain valuable experience in communicating with friends, working together to solve problems, share work motivation and experience between employees and also with other clusters in other companies. Acording of Anoraga (2009) work Motivation is a power can raises the spirit of, or the encouragement of work. Strong and weak quality control depend on the motivation of working employees contributed to achievements define joined. Therefore, work motivation in psychology called morale boosters and driving the passion.

2.   Social Relations Industry.

Understanding social relationships in the industry, according of Suharto, et al. (1997) said, industrial or social work in companies is a very important profession in the granting of social services, both of which are prevention, healing or development.

Social work is a profession of humanitarian aid where its primary purpose is to assist the social functioning of individuals, families and communities implementing in social role. The social worker has a set of knowledge, skills and values of the acquired professional help through a variety of educational.

Conventionally, social work is usually viewed as a profession deal with social welfare issues at both in institutions and in the community. To find out how good the performance of employees in accordance with the standards that have been set, then the performance assessment needs to be done, namely continuous assessment on performance. Assessment of the work achievement according to Hasibbuan (2008), is an accomplished work of individuals in performing tasks which are charged to the organization based on the skills and commitment as well as time.

3.   Performance.

According to Tika (2006), performance is defined as a job function/activity results of individual or group within an organization that is affected by a variety of factors to achieve the objectives of the organization within a specific time period.

Performance or achievements of high employee is one measure of the achievement business objectives of the Organization. With regard to commitment, it seems that employees who have a high commitment will more easily achieve high working achievements, due to the high level of commitment by employees tend to be active and creative in solving. As said by the Mangkunegara (2009) performance is strongly affected by the ability and motivation of the individual in working.

RESEARCH METHODS

1.   Population and sample research.

The population in this study are all employees of PT Vonex-Indonesia, based in Bandung, totaling 400 people assuming the respondent canvassed are homogeneous. The population was homogeneous data source that has the same properties of elemental so that there is no need to question the amount quantitatively.

Sample determination technique based on population using the formula Issaac and Michael,

$$s = \frac{\lambda^2 NPQ}{d^2(N-1) + \lambda^2 NPQ}$$

Based on the above formulas obtained samples as much as 186. Samples taken randomly (random sampling), because respondents are broken according to the units section, then the number of samples in each section divided by the proportionate way (proportional random sampling). The basis of the calculation of the percentage of the sampling population i.e. each part divided the total number of the population entirely multiplied 100%.

2.   Methods of Data Collection.

The techniques of collection data collected by researchers, primary data are taken directly from PT Vonex-Indonesia in Bandung, through:

a. Observation, direct observation against the employees of PT Vonex-Indonesia in Bandung which was working.

b. Interview, interview to the leaders and employees of PT Vonex-Indonesia in Bandung to get information.

c. Dissemination of the questionnaire, i.e. by sharing a detailed questionnaire to employees of PT Vonex-Indonesia in Bandung.

3.   Validity and Realibility

Validity indicates to extend a measuring device that measures what is measured. To test the validity of the instrument is carried out by means of correlating score the answers obtained on each item instrument using the technique of correlation formulas product moment, Singarimbun and Effendi, (1989). Reliability is the index that shows to extend a reliable gauge or reliable. If a measuring device used to measure the same symptoms and the results of the measurements obtained are relatively consistent, then gauges the reliability. In other words, reliability, shows a consistency in measuring tools in measuring the same symptoms, said Kartadinata, (1988). If the measuring instrument using a scale that his score is the stretch between multiple values, for example, can use the Likert scale procedures of techniques known as Cronbach Cronbach's alpha (Umar, 2002).

4.   Data Analysis

After the data obtained, the next step is to analyze the data using SPSS methods appropriate and easy to understand. The goal is to make the raw data obtained from field has a meaning and significance in order to answer the problems that exist. In this study used methods of analysis as follows:

a. Descriptive Methods.

Descriptive procedure is described the condition of PT Vonex-Indonesia in Bandung as an object of research in a systematic, factual, and accurate, based on existing data. Aiming to gain an idea of the condition of the organizational culture and performance of employees of PT Vonex-Indonesia in Bandung as well as to identify the characteristics of each of the variables compared to existing theory.

b. Inferensial Methods.

This method aims to test the influences between variables, a variable is bound against free, and is also used for hypothesis testing with particular significance level.

1) **Multiple Regression Analysis:** Multiple regression analysis is intended to find out the influence of the variable industrial relations, quality control cluster and social relationships in a culture of Kaizen on performance of employees of PT Vonex Indonesia in Bandung. As for the linear regression equation according to Nurgiyantoro (2000) is as follows:

    a).   Simple Regression Analysis.

    Simple regression analysis is intended to find out the influence of the variable industrial relations, quality control circle and social relationships in a culture of Kaizen on performance employees of PT Vonex Indonesia Bandung in partial.

    b).   Test Validity.

Validity indicates to what extent a gauges that measure what it wants to be measured. To test the validity of the instrument is carried out by means of correlating score the answers obtained on each item instrument using the technique of correlation formulas product moment Singarimbun and Effendi, (1989), as follows:

Description:

r_{xy} = The correlation coefficient.

X = Score items.

Y = Score total items.

N = The number of samples (respondents).

The instrument is valid if the correlation coefficient of each item is greater than the value of the r_{tabel} pada $\alpha = 0,05$

c). Test Reliability.

Reliability is the index indicating the degree to which a reliable gauge or reliable, Kartadinata (1988). If the measuring instrument using a scale that his score is the stretch between multiple values, for example, can use the Likert scale procedures of techniques known as Cronbach Cronbach's alpha (Umar, 2002). The formula Cronbach's alpha

$$r_{XY} = \frac{N \, \Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{\{N \, \Sigma X^2 - (\Sigma X)^2 \, N \, \Sigma Y^2 - (\Sigma Y)^2\}}}$$

CLASSIC ASSUMPTION TEST

1 Multicollinearity.

Multicollinearity occurs when free variables among a very strong relationship, to detect or not there multicollinearity can be done by looking at the value of the Variance Inflation Factor (VIF) between the free variables, each free variable is not more than 10 (Gujarati, 1998), it can be ensured that did not happen in a linear regression equation multicollinearity double.

Table 1: Summary Of Analysis Examination Multicollinearity.

Coefficients [a]

Mode	Variables	Unsrandized coefficients		Colinearity statistics	
		ß	Std Error	Tolerance	VIF
1	(Constant)	-16,989	2.364		
	X1	,588	,069	,975	1,025
	X2	,719	,049	,975	1,026
	X3	,467	,072	-968	1,033

a. Dependent variable Y

2.   Heteroscedasticity.

Heteroscedasticity means the residual variations are not the same for all observations. Heteroscedaticity test using the Spearman Rank Correlation by way of composing the correlation among variables rank the absolute total with residual on level = 0.05. If each free variable did not correlate significantly with residual absolute, then in the regression model cannot be a symptom of heteroscedasticity.

Table 2. Summary Of Analysis Examination Heteroscedasticity.

Correlations

Type	Variables	Statistics	Standardize residual
Spearman' s rho	X1	Correlation Coefficient	-,027
		Sig (2 tailed)	,718
		N	186
	X2	Correlation Coefficient	,024
		Sig (2 tailed)	,741
		N	186
	X3	Correlation Coefficient	-,027
		Sig (2 tailed)	,712
		N	186
	Standardized Residual	Correlation Coefficient	1000
		Sig (2 tailed)	
		N	186

3.   Normality (Residual Value Average)

Test of normality is done by the method of Kolmogorov-Smirnov with the criteria of significance if the value is greater than 0.05 = then the assumption of normality is fulfilled.

Table 3. Summary of the analysis of the examination normality

One-Sample Kolmogorov-Smirnov Test

Statistic		X1	X2	X3	Y
N		186	186	186	186
Normal a,b Parameter	Mean	27,84	27,284	17,146	26,995
	Std deviation	3,9189	5,5141	3,7559	6,4573
Kolmogorov-Smirnov Z		0,080	0,046	0,054	0,081
Asymp. Sig. (2-tailed)		0,076	,063	,054	,068

  a.   Test distribution is Normal.
  b.   Calculated from data

RESULTS AND DISCUSSION

Hypothesis testing is conducted to find out the great influence of the variable "industrial relations" (X_1), "Quality Control Circle" (X_2), "social relations" (X_3) on employee performance (Y) PT Vonex-Indonesia in Bandung. The data used in the analysis is the data that's been transformed with PT Vonex-Indonesia in Bandung. The data used in the analysis is the data that's been transformed with Method of Successive Intervals (MSI). The methods used to find out the influence is multiple regression analysis (multiple regressions).

Table 4. Estimation Of Multiple Regression Model.

Coefficients[a]

	Model	Unstandardize Coefficient		Standardize Coefficient		
		ß	Std Error	Beta	t	Sig
1	(Constant)	-16.9891	2.364		-7.187	.000
	X1	.588	.069	.357	8.575	.000
	X2	.719	.049	.614	14.761	.000
	X3	.467	.072	.272	6.511	.000

  a.   Dependent Variable y

Hypothesis: Industrial relations, quality control circle and social relationships in a culture of Kaizen simultaneous effect on employee performance.

SPSS Analysis Summary on table 4. These indicate that the estimate of the regression model are as follows: model structure:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$

$Y = -16{,}989 + 0{,}588X_1 + 0{,}719X_2 + 0{,}467X_3 + \varepsilon$

The test results in table 4 above shows a value of the t-test statistical significance in each regression coefficient has a value of significance is equal to 0.000, does that mean Ho is rejected (Ha received) on level $\alpha = 0.05$. This proves that the variable industrial relations, quality control circle and social relationships in a culture of Kaizen with statistically significant effect on employee performance of PT Vonex-Indonesia in Bandung on levels of trust 95%.

Table 5. Simple Regression Model Estimation (Industrial Relations)

Coefficients[a]

Model		Unstandardize Coefficient		Standardize Coefficient		
		ß	Std Error	Beta	t	Sig
1	(Constant)	6.113	3.041		2.010	.046
	X1	.750	.108	.455	6.934	.000

a. Dependent Variable y

Hypothesis: Industrial relations in the culture of Kaizen influential partially on employee performance of PT Vonex-Indonesia in Bandung.

Model structure: $Y = a + b_1X_1 + \varepsilon$

Summary analysis of SPSS in table 5, shows that the estimation of the regression model are as follows; $Y = 6{,}113 + 0{,}750\ X_1 + \varepsilon$

The test results in table 5 above indicates a value of the t-test statistical significance in each regression coefficient has a value of significance is equal to 0.000, does that mean Ho is rejected (Ha received) on level $\alpha = 0.05$. This proves that industrial relations with influential variables are statistically significant against the employee performance of PT Vonex-Indonesia in Bandung on 95% confidence level

Table 6. Simple Regression Model Estimation (Quality Control Circle)

Coefficients[a]

Model		Unstandardize Coefficient		Standardize Coefficient		
		ß	Std Error	Beta	t	Sig
1	(Constant)	5.047	1.746		2.890	.004
	X2	.804	.083	.687	12.822	.000

a. Dependent Variable y

Hypothesis: (quality control circle in the culture of Kaizen influential partially on employee performance of PT Vonex-Indonesia in Bandung.

The structure model: $Y = a + b_2X_2 + \varepsilon$

SPSS Analysis Summary on table 6, shows that the estimation of the regression model are as follows:

$Y = 5{,}047 + 0{,}804\ X_2 + \varepsilon$

The test results in table 6 above shows a value of the t-test statistical significance in each regression coefficient has a value of significance is equal to 0.000, does that mean Ho is rejected (Ha received) on level $\alpha = 0.05$. This proves that the variable quality control circle with statistically significant effect on employee performance of PT Vonex-Indonesia in Bandung on 95% confidence level.

Table 7. Simple Regression Model Estimation (Social Relationships)

Coefficients[a]

Model		Unstandardize Coefficient		Standardize Coefficient		
		ß	Std Error	Beta	t	Sig
1	(Constant)	15.160	2.037		7.441	.004
	X3	.690	.116	.401	5.946	.000

    a.   Dependent Variable y

Hypothesis: Social relationships in a culture of Kaizen influential partially on employee performance of PT Vonex-Indonesia in Bandung.

The structure of the model: $Y = a + b3X3$

SPSS Analysis Summary in table 7, shows that the estimation of the regression model are as follows: $Y = 15{,}160 + 0{,}690\ X_3 + \varepsilon$

The test results in table 7 above shows a value of the t-test statistical significance in each regression coefficient has a value equal to 0.000 significance, meaning that Ho is rejected (Ha received) on level

$\alpha = 0.05$. This proves that social relationships with influential variables are statistically significant against the employee performance of PT Vonex-Indonesia in Bandung on 95% confidence level.

Next is a great looking influence given by the variables X1, X2, and X3 simultaneously against Y is calculated based on the value of the coefficient of multiple determination (multiple determination's) who is given the symbol R2. The following is a summary of the calculation of the coefficient of determination in the table 8 below;

Table 8. A Summary of The Calculation Coefficient Multiple Determination.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.833ᵃ	.693	.688	3.60642

a. Predictors: (Constant) X1. X2. X3

The results of the calculations in table 8 above provides the correlation coefficient value of 0.833, this means that the influence of industrial relations, quality control circle and social relationships in a culture of Kaizen on employee performance of PT Vonex-Indonesia in Bandung is very strong. The value of the coefficient of determination is equal to 0.693 or 69.3%. This means that the great influence exerted by industrial relations variables, quality control and social relationships in a culture of Kaizen together-together against the employee performance of PT Vonex-Indonesia in Bandung is 69.3%.It also describes evidence of contributions to the influence exerted by other variables that are not incorporated into the model research on the employee performance is of 100%-69.3% = 30.7%, for example, work motivation, work environment, capacity, style of leadership, discipline, training, education, and others.

Table 9. A Summary of The Calculation of the Simple Coefficient Determination.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.455ᵃ	.207	.203	5.76523

a. Predictors: (Constant) X1

The results of the calculations in table 9 above gives the value of the coefficient of correlation of 0.455, this means that the influence of industrial relations in the culture of Kaizen on employee performance of PT Vonex-Indonesia in Bandung is strong enough. The value of the coefficient of determination is of 0.207 or equal to 20.7%. This means that the great influence of the variable given by the industrial relations in the culture of Kaizen partially on employee performance of PT Vonex-Indonesia in Bandung is 20.7%.

Table 10. A Summary of The Calculation of the Simple Coefficient Determination.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.687ᵃ	.472	.469	4.70540

a. Predictors: (Constant) X2

The results of the calculations in table 10 above provides the correlation coefficient value of 0.687, this means that the influence of functional quality control circle in the culture of Kaizen on employee performance of PT Vonex-Indonesia in Bandung is strong. The value of the coefficient of determination is of 0.472 or equal to 47.2%. This means that the great influence exerted by the variable quality control circle in the culture of Kaizen partially on employee performance of PT Vonex-Indonesia in Bandung is amounting to 47.2%

Table 11. A Summary of The Calculation of the Simple Coefficient Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.401[a]	.161	.157	5.93006

a. Predictors: (Constant) X3

The results of the calculations in table 11 above gives the value of the correlation coefficient of 0.401, this means that social relationships influence in the culture of Kaizen on employee performance of PT Vonex-Indonesia in Bandung is strong enough. The results of the calculations in table 11 above gives the value of the correlation coefficient of 0.401, This means that social relationships influence in the culture of Kaizen on employee performance of PT Vonex-Indonesia in Bandung is strong enough. The value of the coefficient of determination is 0.161 or equal to 16.1%. This means that the great influence exerted by the variable social relationships in a culture of Kaizen partially on employee performance of PT Vonex-Indonesia in Bandung is 16.1%.

CONCLUSION

Based on the results of the analysis of research and discussion, then a conclusion can be made as follows:

a. The simultaneous influence of industrial relations, quality control and social relationships in a culture of Kaizen on employee performance of PT Vonex-Indonesia in Bandung is significant.

b. The influence of partially industrial relations in the culture of Kaizen on employee performance of PT Vonex-Indonesia in Bandung is significant.

c. The influence of partially quality control circle in the culture of Kaizen on employee performance of PT Vonex-Indonesia in Bandung is significant.

d. Influence of partial social relationships in a culture of Kaizen on employee performance of PT Vonex-Indonesia in Bandung is significant.

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