

## THE INFLUENCE OF KAIZEN CULTURE AND THE WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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### ABSTRACT

The purpose of this study is to investigate how the work environment and kaizen culture affect employee performance. Credit Plus staff were given questionnaires to complete in order to gather data for the study, which takes a quantitative approach. Probability sampling is the sampling method used, which guarantees that every member of the population has an equal chance of being chosen for the sample. There were 115 responders in the trial. The results show that while the work environment has a considerable impact on employee performance, kaizen culture has no discernible effect on it. Additionally, it has been demonstrated that kaizen culture and the workplace have a favorable and significant impact on employee performance when examined concurrently.

Keywords : Kaizen Culture; Work Environment; Employee Performance

### ABSTRAK

*Tujuan penelitian ini adalah menganalisis pengaruh kaizen dan budaya tempat kerja terhadap kebiasaan kerja karyawan. Metode penelitian yang digunakan adalah pendekatan kuantitatif yang mengumpulkan data melalui survei kuesioner yang diberikan kepada karyawan Credit Plus. Metode pengambilan sampel yang digunakan disebut sampling probabilitas, yang memberikan setiap orang dalam populasi kesempatan yang sama untuk menjadi sampel penelitian. Jumlah responden dalam penelitian ini sekitar 115 orang. Temuan penelitian menunjukkan bahwa meskipun praktik kaizen memiliki pengaruh yang kecil terhadap kebiasaan kerja karyawan, lingkungan kerja memiliki dampak yang signifikan terhadap mereka. Di saat yang sama, praktik kaizen dan lingkungan kerja yang sehat memiliki dampak positif dan signifikan terhadap produktivitas karyawan.*

*Kata Kunci : Budaya Kaizen; Lingkungan Kerja; Kinerja Karyawan*

### INTRODUCTION

PT Financial Multi Finance is a financing company operating in Indonesia since 1994. They provide a variety of financing services, including financing for electronics and furniture, as well as multipurpose financing and working capital. Kredit Plus also offers financing secured by motorcycles and cars, as well as financing for the development of MSMEs in the Palopo area. Its practical application includes the design and implementation of planning, staffing, career management, employee development, performance evaluation, and labor relations. However, HR management fundamentally involves policies and decisions that impact the workforce and employee performance (Maryam et al. 2020).

The financial firm PT Financial Multi Finance has operated in Indonesia since 1994. They provide a variety of finance services, including financing for devices and furnishings, working capital, and multipurpose financing. Additionally, Kredit Plus offers credit backed by

cars and motorcycles as well as funding for the expansion of MSMEs in the Palopo region. Examples of its practical application include the planning and implementation of labor relations, career management, staffing, employee development, performance evaluation, and planning. However, the core of HR management consists of policies and decisions that impact the workforce and employee performance (Maryam et al. 2020).

Increasing productivity, efficiency, and the work of every employee by removing waste through improvement or evaluation of every group or organization is the main advantage of a kaizen culture. Small, ongoing measures are taken at the start of this process (Ita et al. 2021).

The process of achieving work success is fundamentally influenced by employee values and habitual behaviors. Such values are derived from traditions, religion, societal norms, and regulations, and are subsequently transformed into beliefs and recurring habits, also known as culture. Because culture can also be linked to work quality, it can also be called work culture (Nurhadi 2022).

Every country naturally strives to be the best, so improving and perfecting every small detail is always necessary. This is based on the meaning of kaizen itself, namely continuous improvement and refinement in one's life, both at home and in society, as well as at work (Nurhadi 2022).

The setting in which workers perform their everyday tasks and respond to organizational demands is referred to as the work environment. Employees may perform at their best when they work in a supportive environment because it makes them feel safe and at ease. Employees' emotions are impacted by their work environment, which keeps them motivated to complete their responsibilities and engage in activities. An atmosphere like this makes it possible to use working time in a productive and constructive way, which eventually improves employee performance. Additionally,

The physical circumstances in which workers carry out their responsibilities are also included in the work environment, in addition to the interactions between superiors and subordinates (Estiana, Karomah, and Saimima 2023).

The organizational environment in which people operate has an impact on their performance as well. An organization's physical and psychological components make up a positive work environment, which is essential for raising productivity. Therefore, it is possible to think of the workplace as a condition that influences workers' productivity. Well-organized office space, appropriate lighting and ventilation, and a friendly atmosphere that fosters relationships between coworkers and their managers are all characteristics of a suitable work environment (Estiana, Karomah, and Saimima 2023).

Additionally, the organizational work environment serves as the location where employees fulfill their regular responsibilities. In order for employees to function effectively and competently inside the company, their psychological requirements must also be met (Hadi and Irbayuni 2021).

Employee performance essentially shows the level of success in terms of the quantity and quality of work completed in carrying out the tasks and obligations delegated by the company. Gede Riana and Wayan Gede Supartha (2014). Groups within an organization can also be understood by their performance, which is in line with their allocated responsibilities and respective authority. Employees are also expected to respect ethical standards and adhere to applicable regulations in order to accomplish company goals (Hadi and Irbayuni 2021).

Another important factor in accomplishing a goal is employee performance. Strong team or individual performance leads to goal maximization, and vice versa. Inadequate individual or team performance can also lead to the failure to meet a predetermined objective. Performance's etymology is derived from the term "work achievement." According to Estiana, Karomah, and Saimima (2023), the word "work" is derived from the word "performance" or "actual performance," which refers to the actual work achievement or accomplishment done by an employee in carrying out their duties in line with the obligations allocated to them.

Put differently, a kaizen culture can be defined as an ongoing process of improvement aimed at improving worker performance and raising output quality and productivity. This entails teaching employees discipline and fostering a welcoming work environment by incorporating managers and staff from all levels of the organization (Maryam et al. 2020).

The purpose of this study is to investigate and characterize how the work environment and kaizen culture affect individual and group employee performance. Employee performance is thought to be the main factor influencing the company's development. Additionally, employee performance is a reflection of the corporate culture that they accept, and by integrating the work environment into the business, it is possible to sustain employee performance in a consistent and ongoing way.

## LITERATURE REVIEW

Maslow's Hierarchy of Needs is used in the theory underlying employee performance, and it is explained as follows: According to the theory, if workers' basic needs—from physiological requirements to self-actualization—are satisfied first, they will be more motivated. Applying employee performance guarantees that future performance will be higher for those who experience safety, value, and growth opportunities.

### **Kaizen Culture**

Taichi Onho was the first to establish kaizen culture. who were vice presidents of Toyota Motor Corporation at the time. The term "kaizen" is also used to describe organizational culture and management procedures, stressing ongoing development backed by the active participation and dedication of every worker, regardless of rank or status. Kaizen is not exclusive to Japanese workplace culture; it may be implemented by any person or organization that aspires to excellence, regardless of national boundaries. As a result, constant improvement and improvement are required. This is consistent with what kaizen actually means in the workplace and in society at large (Suhenda et al. 2020).

According to Suhenda et al. (2020), kaizen culture is as follows: kaizen, or continuous improvement, is a process carried out continuously to always improve the quality of kaizen culture and productivity in any output. Kaizen is also used as the philosophy of the 5S program, namely to create a good work culture. The 5S work culture consists of seiri, seiton, seiso, seiketsu, and shitsuke. Seiri is used to remove items or files that are no longer used in the workplace. Seiton is also used to sort all items or files that are no longer used, and must ensure that everything is also placed in the specified position. Seiso is used as something to clean the workplace, work space, equipment, and the work environment. Seiketsu is used to maintain work investment equipment and carry out work according to established procedures. Meanwhile, Shitsuka is used to maintain personal discipline, including habits and maintaining the existing 5S program.

H1: It is suspected that kaizen culture influences the performance of employees at PT. Finansia Multi Finance.

### **Work Environment**

The facilities, tools, and supplies that are available at work, as well as the individual and group work practices and arrangements of employees, can be referred to as the work environment. But in general, this type of workplace is divided into two types: the physical workplace and the non-physical workplace. The physical surroundings of the workplace that have the potential to directly or indirectly impact employees are collectively referred to as the physical work environment. According to Estiana, Karomah, and Saimima (2023), the non-physical work environment encompasses all aspects of professional connections, such as those between superiors, coworkers, and subordinates.

Coworker connections are one of the non-physical work environment indicators, according to Siagian in the journal (Estiana, Karomah, and Saimima 2023). Coworker relationships are characterized by harmony and lack of rivalry or conflict between coworkers.

The existence of cordial and familial working relationships is one element that encourages employees to stay with a company. The relationships between superiors and subordinates, supervisors and employees, and employees themselves must be upheld, and there must be mutual respectfulness. Respect for one another will lead to respect for one other. Employee cooperation needs to be maintained since it will have an impact on the work that they conduct. Employees can do their work effectively and efficiently if they can build a strong working relationship.

H2: It is hypothesized that the work environment has a significant influence on the employee performance at PT. Finansia Multi Finance.

### **Employee Performance**

Employee performance refers to the qualitative and quantitative outcomes achieved by employees in fulfilling their duties, in line with the responsibilities assigned and the mandates entrusted to them (Supatmi, Nimram, and Utami 2012).

The qualitative or quantitative outcomes that an employee achieves while performing their duties in line with their assigned obligations are also referred to as employee performance. The practice of evaluating an employee's work for a firm is known as employee performance. Performance is the intended outcome of completing the duties that have been delegated to them. According to predetermined standards, an individual's or group's performance as an employee of an agency must be in line with the powers and duties delegated to guarantee that the agency's objectives can be legally accomplished. Additionally, employee performance must adhere to established moral and ethical standards and not contravene the law (Hadi and Irbayuni 2021).

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Saripuddin and Handayani (2017) state that the following are a few indicators of employee performance: Conditions that affect a person's attitude toward duties given to the organization and help them achieve expectations are referred to as work quality. A business also evaluates the accuracy, competence, thoroughness, and integrity of an employee's work performance to determine quality. An assessment of an employee's ability to complete duties is a way to determine if they are good or terrible and to make sure they are retained.

The performance review, which is in charge of identifying the personnel the organization wants, also takes into account the dependability and accomplishment of employees. This indicates that a staff person or employee may be trusted if they can follow instructions at work, are self-starters, hardworking, and meticulous in their work. Attitude includes how a worker feels about the organization and how they engage with coworkers to foster positive relationships.

H3: Employee performance at PT Finansia Multi Finance is said to be impacted by the work environment and kaizen culture.

### **RESEARCH METHOD**

Method is a method of work that can be used to obtain something. While the research method can be interpreted as a work procedure in the research process, both in searching for data or disclosing existing phenomena (Zulkarnaen, W., et al., 2020:229).

#### **Types and approaches to research**

Quantitative research is often used in social sciences, economics, psychology, education, and other fields to test hypotheses, answer research questions, or discover patterns in phenomena. Quantitative research focuses on measuring variables that can be counted and analyzed statistically to draw more general and objective conclusions.

The use of measurement tools that can produce numerical data, such as surveys, questionnaires, and statistical tests, along with a focus on data analysis to evaluate relationships between variables or differences between groups, is a hallmark of quantitative research. To conduct this research, a correlational research design is used.

This method allows for measuring the relationship between two or more variables without manipulation or experimentation. In this case, you will measure the strength of the relationship between Kaizen culture, work environment, and employee performance.

#### **Research Location and Time**

This research will be conducted at PT Finansia Multi Finance. It will commence in June 2025.

#### **Population and Sample**

In a research context, a population is all elements or units that are the objects or subjects of research and meet certain criteria. A population includes all individuals or objects that possess characteristics relevant to the research objectives. In quantitative research, the population serves as the basis for sampling, which is then used to generalize research results.

Simply put, a population is a collection of all elements that share the same characteristics or traits of interest to the researcher. If the research is conducted on a group, the

population will include all members of that group. The population in this study includes all employees of Kedit Plus.

A sample is a group of elements or individuals selected from a larger population to serve as subjects in a study. Samples are used in research to represent the population as a whole, so that research results can be generalized to that population. The process of selecting a sample is called sampling. The sample has characteristics similar to the larger population, both in terms of demographic characteristics, behavior, and other variables relevant to the study. Appropriate sample selection is crucial to ensure that research results are valid and applicable to the wider population.

## **Data Collection Techniques**

### **1. Observation**

Observation is the process of directly observing a specific object, event, or phenomenon with the aim of collecting relevant data for research. In observation, researchers observe and record behaviors, events, or situations that occur within the context being studied, whether in a natural setting (in the field) or a controlled setting (in a laboratory).

### **2. Questionnaires**

A questionnaire is a special form of inquiry structured in a question-based format to solicit answers or responses from individuals. Questionnaires are often used in various types of social and business research to collect data regarding respondents' attitudes, opinions, experiences, or behaviors. Questionnaires can be administered in printed or electronic form (for example, using Google Forms, Survey Monkey, or other applications).

## **RESULTS AND DISCUSSION**

### **Reliability Test**

The reliability test evaluates the consistency of the instrument when administered repeatedly. Reliability was assessed using the Cronbach's Alpha coefficient, which is commonly employed for instruments with more than two response options.

According to Ansh & Susubiyani (2018), the reliability criteria are as follows:

- $< 0.6$  : poor reliability
- $\geq 0.7$  : acceptable reliability
- $\geq 0.8$  : high reliability

Based on the results shown in Table 2, the Cronbach's Alpha values for Kaizen Culture (X1), Work Environment (X2), and Employee Performance (Y) are all above 0.6, indicating that each variable demonstrates an acceptable level of reliability. Thus, the instrument consistently measures the intended constructs.

### **Conclusion on Instrument Validity and Reliability**

From both tests, it can be concluded that:

1. All questionnaire items are valid, as indicated by calculated r-values exceeding the critical r-value.
2. The instrument is reliable, as each variable shows a Cronbach's Alpha value above the acceptable threshold.

Therefore, the research instrument meets the required standards of validity and reliability and is suitable for use in this quantitative study.

### **Partial Hypothesis Testing (Uji T)**

#### **a. The Effect of Kaizen Culture on Employee Performance.**

The test result show that the significance value for the partial effect of kaizen culture (X1) on employee performance (Y) is 0.128, which is greater than 0,05, with a calculated t value of 1.981. This indicate that kaizen culture (X1) does not have a significant effect on employee performance (Y).

#### **b. The Effect of Work Environment on Employee Performance.**

The result indicate that the partial effect of the work environment (X2) on employee performance (Y) is statistically significant, with a significance value of 0,000 , which is lower than the threshold of 0,05. The calculated t – value of 5,752 exceeds the critical table value of 1.981. thus, it can be concluded that the work environment (X2) exert a significant influence on employee performance.

### **Simultaneous Test (F Test)**

The result presented in table 4 demonstrate that variable x1 and x2 jointly exert a significant influence on employee performance (Y), as evidenced by a significance value of 0.000, which is smaller than 0.05. the calculated f-value of 3.078 exceeds the value, indicating that hypothesis 3 (H3) is accepted. This confirms that kaizen culture (X1) and the work environment (X2) simultaneously influence employee performance (Y).

### **Determination Test (R<sup>2</sup>)**

Referring to table 5, the coefficient of determination (R<sup>2</sup>) is obtained at 0.544. this suggests that kaizen culture (X1) and work environment (X2) collectively contribute to 55.4% of the variation in employee performance (Y), the remaining 44.6% is explained by other beyond the scope of this study.

## **Discussion**

### **The Influence of Kaizen Culture on Employee Performance**

The statistical analysis's findings offer crucial new information on how PT. Finansia Multi Finance's Palopo City branch's kaizen culture and workplace affect worker performance. The kaizen culture variable (X1) yielded a computed t value of 1.534 with a significance level

of 0.128 ( $p > 0.05$ ), according to the results of the t-test. Despite showing a positive beta coefficient of 0.162, these results show that kaizen culture has no statistically meaningful impact on employee performance (Y). This implies that even while kaizen culture is based on the idea of constant improvement,

may provide theoretical benefits, its practical implementation within the company has not yet been sufficiently strong or consistent to generate a significant impact on employee performance.

Therefore, the higher the Kaizen culture adopted by employees at Palopo City Credit Plus Financing, the greater the employee performance will be. Conversely, when the level of kaizen culture is lower, employee performance will also tend to decline. Accordingly, hypothesis 1, which proposed that kaizen culture significantly affects employee performance, is rejected.

### **The Influence of the Work Environment on Employee Performance**

With a computed T of 5.752, which is higher than the t-table value of 1.981, the t-test result indicates that the Work Environment (X2) at Palopo City Credit Plus Financing affects employee performance (Y). This result suggests that employee performance at Palopo City Credit Plus Finance is directly, favorably, and significantly impacted by the work environment. Employee performance will therefore be higher if they view their work environment to be more favorable. Employee performance, on the other hand, usually suffers when the workplace is seen as less encouraging. Thus, it may be concluded that hypothesis 2, according to which employee performance is directly, favorably, and significantly impacted by the work environment, is accepted.

### **The Influence of Kaizen Culture and Work Environment on Employee Performance**

Based on the result of the t-test, it can be stated that Kaizen Culture (X1) with a calculated t value of 1.534 and a significance level of 0.128 ( $p > 0.05$ ), does not significantly affect employee performance (Y), with a beta coefficient of 0.162. On the other hand, the work environment (X2), with a calculated t value of 5.752, a beta coefficient of 0.608 and a significance value of 0.000 ( $p < 0.05$ ), significantly influences employee performance (Y). These findings suggest that kaizen culture and work environment together exert a direct, positive, and significant impact on employee performance at palopo city credit plus financing.

The result further indicate that the stronger the kaizen culture and work environment within the company, the higher the employee performance will be. Conversely, a weaker kaizen culture and an unsupportive work environment tend to reduce employee performance. Accordingly, hypothesis 3,, which proposed that kaizen culture and work environment have a significant and positive influence on employee performance, is supported.

In summary, the findings of this analysis demonstrate that kaizen culture and work environment both positively and simultaneously affect employee performance at palopo city credit plus financing, highlighting a mutually beneficial relationship between these variables.

Overall. These findings emphasize that employee performance within the company is more strongly determined by the quality of the both variables highlights the necessity of aligning cultural values of continuous improvement with a supportive and enabling work environment. Such alignment will ensure that organizational culture not only exists in daily practices that meaningfully support and sustain improved employee performance.

### CONCLUSION

The purpose of the validation test is to assess the validity of each statement that is part of the questionnaire. Comparing the resulting r-value with the critical value shown in the r-table completes the assessment procedure. The instrument is considered legitimate if the calculated r-value is greater than the critical value. On the other hand, the instrument is deemed invalid if the calculated r-value is less than the table value. According to this assessment, the validity test results show that every item included in the research instrument for the variables of employee performance (Y), work environment (X2), and kaizen culture (X1) satisfies the validity standards and is suitable for use in additional analysis.

### Thank You

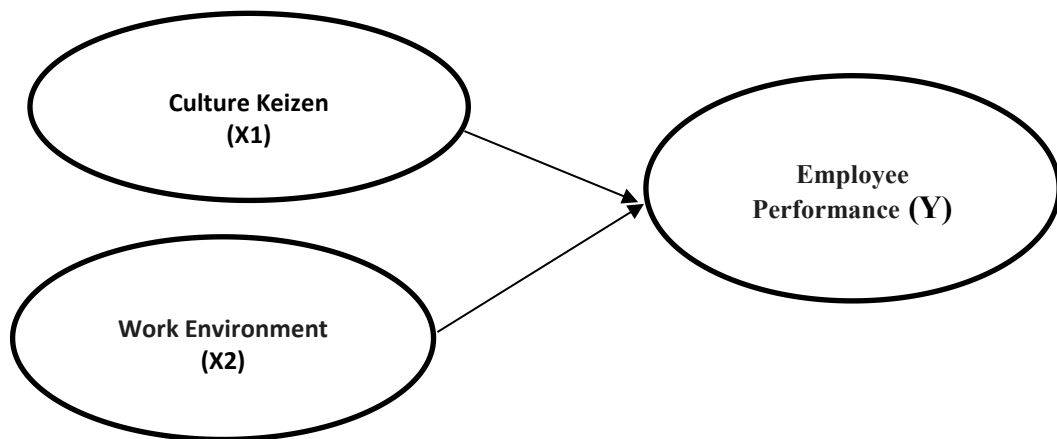
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GAMBAR DAN TABEL



Gambar 1. Kerangka Konseptual

Table 1. Measurement Indicators of Research Variables

Variables	Items	Indicators	Measurement Scale
Kaizen Culture (KC)	Employee Engagement	KC 1	Likert
	Quality Improvement Culture	KC 2	
	Collaboration And Teamwork	KC 3	
Work Environment (WE)	Competency Enhancement And Training	KC 4	Likert
	Career Development And Training	WE 1	
Employee Performance (EP)	Flexibility And Autonomy	WE 2	
	Innovation And Creativity	WE 3	
	Effective communication	WE 4	

Produktivty	EP 1	
Disipline And Punctuality	EP 2	Likert
Social Responsibility And Ethics	EP 3	
Achievement of Goals and Targets	EP 4	

Tabel 2. Test Validity

Variables	R <sub>Hitung</sub>	R <sub>Tabel</sub>	Ket.
Kaizen Culture(X1)			
X1.1	0,490	0,1832	VALID
X1.2	0,715	0,1832	VALID
X1.3	0,653	0,1832	VALID
X1.4	0,687	0,1832	VALID
X1.5	0,763	0,1832	VALID
X1.6	0,729	0,1832	VALID
Work Environment (X2)			
X2.1	0,783	0,1832	VALID
X2.2	0,617	0,1832	VALID
X2.3	0,656	0,1832	VALID
X2.4	0,804	0,1832	VALID
X2.5	0,829	0,1832	VALID
X2.6	0,434	0,1832	VALID
X2.7	0,276	0,1832	VALID
Employee Perfomance (Y)			
Y1			
Y2	0,680	0,1832	VALID
Y3	0,582	0,1832	VALID
Y4	0,662	0,1832	VALID
Y5	0,719	0,1832	VALID
Y6	0,570	0,1832	VALID
Y7	0,614	0,1832	VALID
Y8	0,758	0,1832	VALID
	0,656	0,1832	VALID

Source : Processed Primary Data 2023

Tabel 3. Test Reliability

Variables	Alpha Cronbach	Ket.
Kaizen Culture (X1)	0,763	RELIABEL
Work Enviroment (X2)	0,756	RELIABEL
Employee Performance (Y)	0,856	RELIABEL

Source : Processed Primary Data 2023

Tabel 4. Uji T

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.651	2.094		4.132	.000
Kaizen Culture (X1)	.208	.136	.162	1.534	.128
Work Environment (X2)	.674	.117	.608	5.752	.000

a. Dependent Variable : Employee Performance  
 Source : Processed Primary Data 2023

Tabel 5. Uji F

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	811.122	2	405.561	69.521	.000 <sup>b</sup>
	Residual	653.365	112	5.834		
	Total	1464.487	114			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Kaizen Culture

Source : Processed Primary Data 2023

Tabel 6. Coefficient of Determination Value

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744 <sup>a</sup>	.554	.546	2.415

a. Predictors: (Constant), Work Environment, Kaizen Culture

Source : Processed Primary Data 2023