

ANALYSIS OF THE INFLUENCE OF KAIZEN CULTURE AND WORK ETHOS ON THE PERFORMANCE OF EMPLOYEES IN DISCIPLINE MEDIATION AT THE REGIONAL OFFICE OF THE MINISTRY OF RELIGION IN SOUTH SULAWESI PROVINCE

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Abstract

This study plans to research the impact of kaizen culture and hard working attitude on representative execution through disciplinary variables in the workplace. The kaizen culture is a methodology that empowers constant improvement inside the association, while the hard working attitude mirrors the qualities, mentalities and responsibility of representatives towards their work. Discipline is the capacity of workers to reliably keep hierarchical guidelines and methodology. This study utilizes a quantitative methodology with an overview strategy, where information is gathered from representatives at different levels and offices inside the association. The examination instrument was a poll that deliberate the degree of kaizen culture, hard working attitude, discipline, and worker execution. The consequences of the information examination showed that there was a positive connection between's kaizen culture and hard working attitude and worker execution. The more grounded the kaizen culture and hard working attitude in the association, the higher the degree of worker execution. Moreover, it was found that discipline goes about as an interceding variable in the connection between kaizen culture and hard working attitude and representative execution. That is, the kaizen culture influences worker execution through the discipline shown by representatives in completing their obligations and obligations.

Key Words: *Kaizen culture, work ethic, performance discipline*

A. INTRODUCTION

Kaizen culture is a methodology presented by Masaaki Imai that underlines persistent improvement inside an association. This idea expects to establish a workplace that urges representatives to consistently work on quality, proficiency and efficiency in doing their obligations and obligations. In culture kaizen, each representative is urged to partake in the improvement cycle, give ideas, and contribute in tracking down the best answers for work on hierarchical execution. Hierarchical execution will increment assuming representatives have a hard working attitude that urges them to put in more effort to accomplish the objectives and norms set by the association. In like manner with the presence of good discipline in doing obligations and obligations in the extent of work, it will decidedly affect representative execution, since it can expand proficiency, practicality, and nature of work. By consolidating kaizen culture, hard working attitude, and discipline in research, can give a thorough image of how these three variables cooperate and add to further developing worker execution in a hierarchical setting.

B. LITERATURE REVIEW

Kaizen Culture

Kaizen culture is a way of thinking or approach beginning from Japan that underscores persistent improvement in an association, both in cycles, items and HR. This idea accentuates the significance of little and persistent endeavors to accomplish huge upgrades in quality, efficiency, effectiveness and development. The idea of kaizen culture was presented by Masaaki Imai, a Japanese administration expert, in his book named "Kaizen: The Way in to Japan's Serious Achievement" which was distributed in 1986. In his book, Imai made sense of the

significance of taking on a kaizen culture in all levels of the association to accomplish upper hand in business and beat different difficulties looked by organizations. Imai likewise underscores the significance of the dynamic support of all individuals from the association in distinguishing issues, assessing work cycles, and looking for methods of persistent improvement.

Work ethic

1. Max Weber (1864-1920): Hard working attitude is a bunch of values, mentalities and convictions that support an individual or gathering to buckle down, have liability, devotion and responsibility in completing undertakings and work appropriately and with energy. The idea of Max Weber's hard working attitude was made sense of in his book entitled " The Protestant Ethic and the Soul of Private enterprise" which was distributed in 1905. In his work, Weber connected the hard working attitude with the impact of Protestantism on the improvement of present day private enterprise.
2. Emile Durkheim (1858-1917): Hard working attitude is moral standards and aggregate qualities that are assimilated by people as a component of social joining, subsequently reassuring people to work and contribute emphatically in the public eye. Reference: Emile Durkheim, a noticeable French humanist, created thoughts regarding the hard working attitude in his book entitled " The Division of Work In the public eye" (The Division of Work In the public arena) which was distributed in 1893.
3. Thorstein Veblen (1857-1929): Hard working attitude is the perspectives, propensities, and values connected with difficult work and efficiency as deciding variables of status and social situation in the public eye. si : The idea of hard working attitude by Thorstein Veblen can be found in his book entitled " The Hypothesis of the Recreation Class" (Hypothesis of Satisfactory Classes) distributed in 1899. In his work, Veblen examines the job of hard working attitude in portraying social definition and utilization in the public eye.

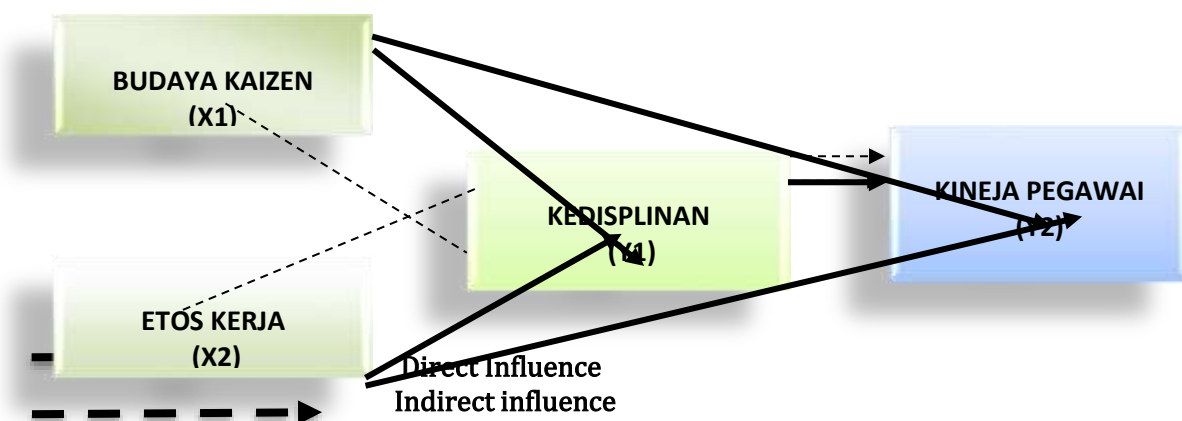
Discipline

1. Frederick Winslow Taylor (1856-1915): Discipline is a condition wherein laborers reliably and on time keep the guidelines, techniques and standards put by organization the board together to accomplish high proficiency and efficiency. Frederick Winslow Taylor, an American specialist and the executives master, set forward the idea of discipline in his book entitled " The Standards of Logical Administration" (Standards of Logical Administration) distributed in 1911.
2. Douglas McGregor (1906-1964): Discipline is the consequence of the board strategies that help and work with the dynamic support of representatives in direction, in this manner making a feeling of responsibility of their own work. Douglas McGregor, an American clinician and the board master, introduced a perspective on discipline as a feature of Hypothesis X and Hypothesis Y in his book entitled " The Human Side of Big business " (The Human Side of the Organization) which was distributed in 1960.
3. Peter F. Drucker (1909-2005): Discipline is a characteristic outcome of workers who are objective situated and dependable, and ready to sort out themselves to accomplish the normal outcomes. Peter F. Drucker, an Austrian-American administration researcher and the board expert, gave a comprehension of discipline as a feature of current administration hypothesis in a large number of his works, remembering for the book " The Compelling Leader" distributed in 1967.

Employee Performance

1. Edwin A. Locke (1940 - present): Execution is the degree of accomplishment of results or accomplishments of people or gatherings in completing assignments and obligations that are estimated in view of guidelines or objectives that have been set. Edwin A. Locke, a clinician and the executives master in the US, has added to different examinations and speculations about work execution and inspiration. Locke's meaning of execution is vigorously impacted by his hypothesis of objective - setting hypothesis which has become one of the establishments in grasping individual inspiration and execution.
2. Peter F. Drucker (1909-2005): Execution is a commitment that offers added benefit to associations and society that reflects viability and effectiveness in accomplishing hierarchical objectives. Peter F. Drucker, an Austrian-American administration master and the board specialist, is known as the dad of current administration. His meaning of execution underlines the significance of accomplishing authoritative objectives really and productively to make added esteem.
3. Gary P. Latham (1942 - present): Execution is the final product of the collaboration between individual capacities and inspiration to accomplish specific execution objectives or targets. Reference: Gary P. Latham, a main modern hierarchical clinician, has directed research on inspiration and occupation execution. Latham's meaning of execution underscores the significance of persuasive variables and individual capacities in accomplishing the normal presentation results.

CONCEPTUAL FRAMEWORK



C. METHOD

The plan of this examination is graphic quantitative with informative methodology. The examination device utilized is the way examination model in this study is the interceded way model. The way outline is a device for graphically portraying the design of the causal connection between free, mediating and subordinate factors.

D. RESULTS AND DISCUSSION

a. Research Instrument Validation Test Results

NO	Statement	$r_{\text{h count}}$	$r_{\text{t a bell}}$	INFORMATION
1	X 1. 1	0.677 _	0.195	Valid
2	X 1. 2	.736 _	0.195	Valid
3	X 13	0.590 _	0.195	Valid
4	X1.4	0.622 _	0.195	Valid
5	X1.4	0.665	0.195	Valid

1	X2.1	0.448	0.195	Valid
2	X2.2	0.449	0.195	Valid
3	X2.3	0.402	0.195	Valid
4	X2.4	.485	0.195	Valid
5	X2.5	0.516	0.195	Valid
6	X2.6	0.642	0.195	Valid
7	X2.7	.640	0.195	Valid
8	X2.8	0.668	0.195	Valid
9	X2.9	0.513	0.195	Valid
10	X2.10	0.456	0.195	Valid
11	X2.11	0.612	0.195	Valid
12	X2.12	0.456	0.195	Valid
<hr/>				
1	Y1.1	0.508	0.195	Valid
2	Y1.2	0.571	0.195	Valid
3	Y1.3	0.659	0.195	Valid
4	Y1.4	0.771	0.195	Valid
5	Y1.5	0.749	0.195	Valid
6	Y1.6	0.706	0.195	Valid
7	Y1.7	0.759	0.195	Valid
8	Y1.8	0.478	0.195	Valid
<hr/>				
1	Y2.1	0.878	0.195	Valid
2	Y2.2	0.751	0.195	Valid
3	Y2.3	0.713	0.195	Valid
4	Y2.4	0.702	0.195	Valid
5	Y2.5	0.699	0.195	Valid
6	Y2.6	0.525	0.195	Valid

Source: processed data

The consequences of the legitimacy test show that of all the inquiry things on the factors of kaizen culture, hard working attitude, discipline and representative execution, the value of r_{count} is greater than r_{table} . Thus the indicators or questionnaires used by the four variables are declared valid.

b. Reliability Test Results

The consequences of the dependability test with the assistance of SPSS will create Cronbach Alpha. An instrument can be supposed to be dependable (solid) in the event that it has Cronbach Alpha is more than 0.70 (Imam Ghozali, 2016:48).

In view of measurable tests, it tends to be seen that all factors have Cronbach Alpha qualities for every variable above 0.70. Thus, one might say that all assertions in the examination instrument are pronounced solid or dependable.

Reliability Test Results		
Variable	Cronbach Alpha	N of Items
Kaizen Culture	0.769	5
Work ethic	0.713	12
Discipline	0.807	8
Employee Performance	0.809	6

Source: SPSS data processing

c. Path Analysis Test Results

Sub Structure 1

To find out how much influence the determination given by variables X1 and X2 has on Y1, it can be seen through the following Model Summary table This:

**Model Summary Table
Sub Structure 1**

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.629 a	.496	.370	3,229

a. Predictors: (Constant), WORK ETHOS , KAIZEN CULTURE

Source: Out put Statistics,

Based on the Model Summary table, it is known that the value of R square is 0.496. This indicates that the contribution of X₁ and X₂ to Y1 is 49.6%, while the remaining 50.4% is influenced by other variables not included in this study. To obtain the value of $e_1 = \sqrt{1 - 0,496} = 0,504$

**Testing of Sub-structure Path
Coefficient 1**

For this structural model 1, the effect of each variable can be seen in the coefficient table of the following SPSS output results: .

Table of Partial Sub-Structure 1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	std. Error	Betas		
1	(Constant)	7.132	3,831		1862	.069
	KAIZEN CULTURE	.725	.142	.713	5.109	.000
	WORK ETHIC	1.165	.382	.605	3045	.004

a. Dependent Variable: DISCIPLINE

Source: Out put Statistics

The way coefficient table above shows that the Kaizen Social Variable (X1) has a beta coefficient of 0.713 with an importance level of 0.000 < 0.05, this demonstrates that the Kaizen Social Variable (X1) significantly affects the Discipline variable (Y1). The beta coefficient worth of Hard working attitudes Variable (X2) on Discipline (Y1) is 0.605 with an importance level of 0.004 < 0.05. This demonstrates that the hard working attitude affects discipline. In view of the consequences of the examination, a way chart for Sub-Design 1 is gotten as follows:

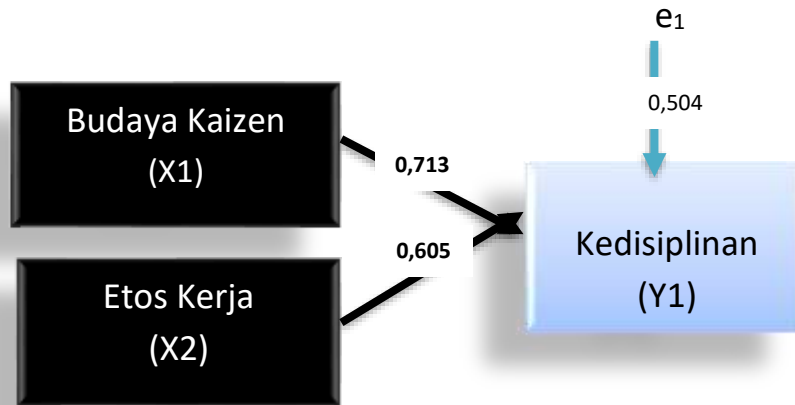


Figure 4.2.
Sub-structure Path Diagram 1

Thus the structural equation for sub-structure 1 can be obtained as follows:

$$Y = \rho_y X_1 + \rho_y X_2 + \varepsilon_1$$

$$Y = 0.713X_1 + 0.605X_2 + 0.504$$

In light of the underlying condition sub-structure 1, it tends to be made sense of that:

- Discipline (Y1) is impacted by Kaizen Culture (X1) and Hard working attitudes (X2) at the same time and essentially by 39.6% and the leftover 60.4% is affected by different factors outside this review.
- The way coefficient worth of X1 to Y1 is 0.713. really intending that assuming the Kaizen Culture increments by one unit, discipline will increment by 0.713 expecting the other free factors have a proper worth. Moreover, if the kaizen culture diminishes by one unit, discipline will diminish by 0.713.
- The way coefficient worth of X2 to Y1 is 0.605. really intending that assuming the hard working attitude increments by one unit, discipline will increment by 0.605 expecting the other free factors have a proper worth. Moreover, assuming the hard working attitude diminishes by one unit, discipline will diminish by 0.605.

Path Analysis (Path Analysis) Sub Structure 2

To decide the impact of deciding the factors Kaizen Culture (X1), Hard working attitudes (X2), and Discipline (Y1) on Worker Execution (Y2) should be visible through the Synopsis Model Sub-structure 2 table underneath:

Model Summary Table
Sub Structure 2

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.750 ^a	.562	.549	3,991

a. Predictors: (Constant), Discipline, Work Ethic, Kaizen Culture

Source: SPSS output .25

The value of R square is 0.562. This shows that the contribution of X1 and X2 and Y1 to Y2 is 56.2%, while the remaining 43.8% is influenced by other variables not included in this study. To obtain the value of $e_2 = \sqrt{1 - 0.562} = 0.661$

Sub Structure Path Analysis 2

For this second design model, the impact of every variable should be visible in the coefficient table of the accompanying SPSS 25 result results:

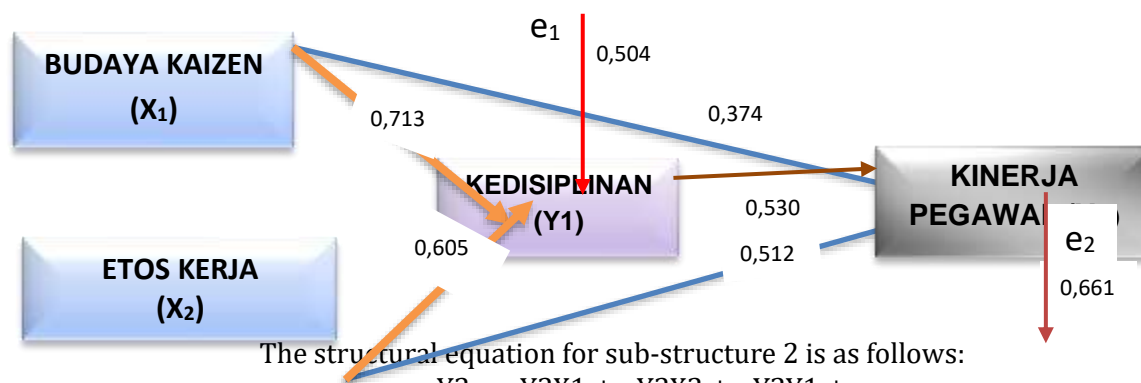
Table of Partial Test Results Sub Structure 2						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	1,437	2,174		.661	.510
	Kaizen Culture	.231	.047	.374	4,942	.001
	Work ethic	.396	.087	.512	4,544	.000
	Discipline	.494	.098	.530	5043	.000

a. Dependent Variable: Employee Performance

In view of the relapse examination, the outcomes show that the Kaizen Social Variable (X1) has a beta coefficient of 0.374 with an importance level of 0.001 < 0.05, this demonstrates that the Kaizen Social Variable (X1) significantly affects the Representative Exhibition variable (Y2). Moreover, to test the Hard working attitudes variable (X2) on Worker Execution (Y2), it very well may be seen that the beta coefficient worth of the X2 variable is 0.512 with an importance level of 0.00 < 0.05. This demonstrates that the hard working attitude impacts worker execution (Y2).

The halfway trial of the Discipline variable on Representative Execution (Y2), shows that the beta coefficient worth of the Y1 variable is 0.530 with an importance level of 0.000 < 0.05. This demonstrates that Discipline impacts Worker Execution (Y2).

In light of the consequences of these qualities, a way outline for Sub-Design 2 is gotten as follows



The structural equation for sub-structure 2 is as follows:

$$Y2 = \rho Y2X1 + \rho Y2X2 + \rho Y2Y1 + \varepsilon_2$$

$$Y2 = 0.374X1 + 0.512X2 + 0.530Y1 + 0.661$$

Where R Square = 0.562

In view of the primary condition sub-structure 2, it tends to be deciphered that:

Representative Execution (Y2) is affected by Kaizen Culture (X1), Hard working attitude (X2), and Discipline (Y1) of 56.2% and the excess 43.8% is impacted by different factors outside this review.

In view of the consequences of way examination where the way coefficient worth of X1 to Y2 is 0.374, with an importance worth of 0.000. A relationship of 0.374 truly intends that assuming the Kaizen culture increments by one unit, worker execution will increment by 0.374 expecting the other free factors have a decent worth. The other way around, if the kaizen culture variable declines by one unit, the worker's exhibition will likewise diminish by 0.374.

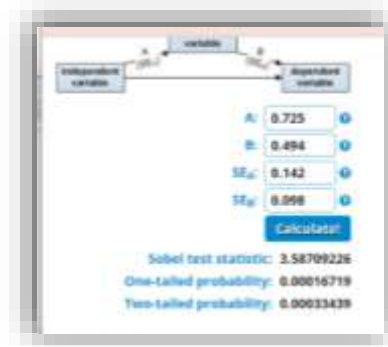
The hard working attitude (X2) way coefficient esteem on representative execution (Y2) is 0.512, intending that on the off chance that the hard working attitude increments by one unit, worker execution will increment by 0.512 expecting the other free factors are of a proper worth.

The other way around, if the kaizen culture variable declines by one unit, the worker's presentation will likewise diminish by 0.512

The way coefficient worth of Discipline (Y1) on Representative Execution (Y2) is 0.530, really intending that on the off chance that discipline increments by one unit, worker execution will increment by 0.530 expecting the other free factors have a proper worth. What's more, the other way around, assuming the discipline variable reductions by one unit, the representative's exhibition will likewise diminish by 0.530.

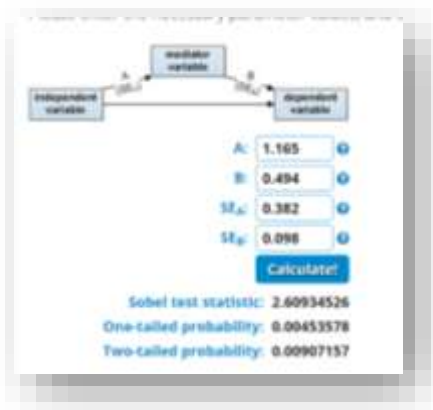
Indirect Effect Test Results

Test results of the influence of Kaizen Culture (X1) on Employee Performance (Y2) Mediated Discipline (Y1)



The consequences of the mini-computer sobel test showed that the worth of one-tiled likelihood and two-tiled likelihood showed a worth of $0.00 < 0.05$, so it was presumed that kaizen culture on representative execution interceded by discipline has a critical positive impact. That is, discipline can intercede the connection between kaizen culture and worker execution at the workplace of the Service of Religion of South Sulawesi Territory.

Test Results of the Effect of Work Ethics (X2) on Employee Performance (Y2) mediated by Discipline (Y1)



The consequences of the number cruncher sobel test showed that the worth of one-tiled likelihood and two-tiled likelihood showed a worth of $0.00 < 0.05$, so it was presumed that hard working attitude on worker execution interceded by discipline has a huge positive impact. That is, discipline can intervene the connection between hard working attitude and representative execution at the workplace of the Service of Religion of South Sulawesi Territory.

E. DISCUSSION

The Influence of Kaizen Culture on Discipline

The Kaizen culture offers rousing help for maintaining work discipline. The Kaizen culture gives areas of strength for a to additionally foster worker discipline. Kaizen culture is steady improvement association to chip away busy working procedure, work on quality and ease of use of results with, in addition to other things. This investigation is as per Imam Nursidik and Ahmad Gunawan, where the discoveries show that 1. Kaizen culture (X1) decidedly affects Delegate Execution (Y) at PT. Meaina. 2. Work Discipline (X2) Earnestly Influences Specialist Execution (Y) at PT. Meaina. 3. While Kaizen Culture (X1) and Work Discipline (X2) Influence Delegate Execution (Y) at PT. Meaina.

The Effect of Kaizen Culture on Employee Performance

The consequences of this study demonstrate that there is an impact of kaizen culture on representative execution in the workplace of the Service of Religion of South Sulawesi Area. The Kaizen culture is a Japanese corporate culture which suggests constant improvement and improvement that envelops all people of the association by making a point of view that lies in results as well as oversees processes and managerial structures that help and like specialists' endeavors for advancement.

The Effect of Work Ethics on Discipline

This exploration has demonstrated that hard working attitude affects discipline. Hard working attitude is a bunch of positive ways of behaving that are established in principal convictions joined by a complete obligation to a basic work worldview (Sinamo 2005:151). Hard working attitude as a type of positive way of behaving, obviously, will be reflected in one's everyday mentality and ways of behaving. A representative who has a decent hard working attitude will influence his psychological mentality and compliance in completing the obligations and capabilities for which he is mindful. As far as discipline, somebody who has a decent hard working attitude will comply and promptly maintain rules and discipline in his workplace.

The Effect of Work Ethics on Employee Performance

This examination has demonstrated that hard working attitude impacts representative execution. Wirawan (2015: 277) proposes that presentation is affected by a few variables of representative way of behaving, to be specific hard working attitude, work discipline, and occupation fulfillment. These outcomes are in accordance with the consequences of exploration led by Yulianti (2016) named "The Impact of Hard working attitude, Work Discipline, and Hierarchical Responsibility on Representative Execution at the Lodging and Spatial Arranging Office of Morowali Rule" finding that hard working attitude affects worker execution.

The Effect of Discipline on Employee Performance

The aftereffects of this study demonstrate that discipline affects worker execution. To turn into a wellspring of upper hand through expanding human resources including discipline at work, organizations need severe standards to have the option to contend and adjust with different establishments (Suhartono 2016). This exploration is in accordance with what was unveiled by (Farid and Hamid 2016), which makes sense of that there is a connection between work discipline part of HR to expanded execution.

F. CONCLUSION

The aftereffects of this study reason that representative presentation is straightforwardly affected by the kaizen culture and hard working attitude of representatives in the workplace Service of Religion of the Republic of Indonesia, South Sulawesi Territory. The

aftereffects of the Sobel test demonstrate that there is a roundabout impact of kaizen culture and hard working attitude on representative execution intervened by discipline. This implies that representative work discipline can intercede the connection between kaizen culture and hard working attitude with representative execution. This study gives knowledge and important proposals to human asset the board in further developing representative execution and establishing a workplace that is useful and situated towards persistent improvement.

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