



Analysis of Kaizen Culture on Ship Loading and Unloading Performance at PT. Tanto Intim Line Pelayaran Nusantara

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ABSTRACT

The low performance of PT. Tanto Intim Line Pelayaran Nusantara employees is reflected in the quantity and quality of their work, which do not meet the company's targets. Organizational culture, particularly the Kaizen philosophy rooted in continuous improvement, has been widely recognized as a critical determinant of employee productivity and operational efficiency in the maritime logistics sector. Therefore, the research team aims to use this study to analyze the organizational culture—specifically, a culture focused on Kaizen (5S: Seiri, Seiton, Seiso, Seiketsu, Shitsuke)—and its impact on the performance of ship cargo handling at the shipping company PT. Tanto Intim Line Pelayaran Nusantara. The research method employed by the team is a quantitative descriptive method utilizing simple linear regression analysis. The population and sample size consist of 30 respondents from the ship loading and unloading division, and the sampling technique used is saturation sampling (census). Data were collected through closed-ended questionnaires and company documentation. Instrument validity was verified using Pearson product-moment correlation ($r\text{-table} = 0.361$, $\alpha = 0.05$), and reliability was confirmed through Cronbach's alpha ($\alpha > 0.60$). The results of the research indicate that the Kaizen culture has a positive and significant influence on the performance of ship cargo handling, as evidenced by a correlation coefficient (R) of 0.751, a coefficient of determination (R^2) of 56.5%, and a t -test value of $6.026 > t\text{-table } 2.048$ (sig. $0.000 < 0.05$). These findings confirm that implementing Kaizen culture contributes substantially to improving operational performance in maritime cargo handling operations.

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Keywords:

Organizational Culture; Kaizen Culture; Performance

1. INTRODUCTION

With the increasingly intense level of competition in this era of rapid development, companies must be able

to create something that sets them apart from their competitors; this distinction requires a company to

possess. A greater competitive advantage compared to other companies. All business components must work hard to create something distinct and superior. One factor that distinguishes one company from another is the presence of organizational culture. The role of organizational culture is ingrained in employees, making it one of the defining characteristics of a company.

However, in reality, an organization consists of many diverse employees; each employee brings their own mindset to the company despite differing personalities, while the company also has an employee performance system that requires employees to adhere to specific performance standards. This is where a strong organizational culture plays a crucial role in uniting employees to achieve the company's desired goals.

According to [1], organizational culture plays a crucial role and is believed to shape management practices. Kaizen culture is a Japanese corporate culture that emphasizes continuous improvement and refinement, involving all company members by fostering a mindset focused not only on results but also on processes, as well as a management system that supports and values employees' efforts toward improvement. This term also encompasses the concept of improvement that involves everyone—both managers and employees—and requires only minimal costs. Kaizen is derived from the Japanese words “kai” and “zen,” where “kai” means “change” and “zen” means “good”; the popular term for this is “Continual Improvement or sustained improvement across all areas of the company, not just quality [2]. Kaizen is an approach to work quality that emphasizes three main aspects: continuous improvement, measurability, and gradual implementation [3]. Kaizen can begin with the realization that every company has problems. Kaizen

solves problems by fostering a corporate culture where everyone can freely raise issues [4]. The 5 S method consists of from several steps to organize workplace conditions that directly impact quality improvement, efficiency, faster completion of tasks before deadlines, reduction of waste, effectiveness, productivity, and workplace safety by creating a safer and more pleasant work environment.

The DKI Jakarta area, one company that implements the Kaizen culture is PT. Tanto Intim Line Pelayaran Nusantara, better known as PT. Tanto. This company operates, among other things, in the field of ship loading and unloading services. PT. Tanto was established in 1971 in Jakarta and holds ISO 9001:2015 and ISO 45001:2018 certifications. PT. Tanto has branch offices in Sumatra, Kalimantan, Nusa Tenggara, Sulawesi, Maluku, and Papua. The types of ships used include container ships, consisting of dry, motor rack, and flat rack types. It is the responsibility of employees in the ship loading and unloading division to unload all these goods or cargo onto the ships. To improve employee performance, a comfortable and clean work environment is required, along with easy access to tools and equipment at the workplace. To that end, the Kaizen concept specifically the 5S (Seiri, Seiton, Seiso, Seiketsu, Shitsuke) must be implemented. According to Mangkunegara [5], performance is defined as the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. A problem observed at PT. Tanto's Jakarta branch is that not all employees demonstrate good performance. The following data illustrates the performance of employees in the ship loading and unloading department based on their achievement of targets in 2022.

Table 1. Employee Performance Data for the Ship Loading and Unloading Division

Month	Ship Loading and Unloading (Tons)	No. Days / Month	Total Days Not Completed	Target Achievement (%)
Jan	143,000	31	4	87.09
Feb	124,000	28	5	82.14
Mar	136,000	31	3	90.32
Apr	132,000	30	6	80.00
May	137,000	31	10	67.74
June	127,000	30	4	86.67

July	133,000	31	2	93.54
August	129,000	31	5	83.87
Sept	135,000	30	1	96.66
Oct	140,000	31	0	100.00
Nov	134,000	30	1	96.66
Dec	142,000	31	9	70.96

(Data Source: initial survey by the research team, 2023)

Based on the table above, it can be seen that employee performance levels, as measured by monthly target achievement. It appears that in several months, the company's expected targets were not met, namely January (target achievement of 87.09%), February (target achievement of 82.14%), March (target achievement of 90.32%), April (target achievement of 80.00%), May (target achievement of 67.74%), June (86.67% of the target), July (93.54% of the target), August (83.87% of the target), September (96.66% of the target), November (96.66% of the target), and December (70.96% of the target). Low employee performance is reflected in the quantity and quality of work completed by employees, much of which does not meet the company's expectations or fail to meet monthly targets. These logical reasons form the basis for the research team to analyze the impact of Kaizen culture on ship loading and unloading performance at the shipping company PT. Tanto Intim Line Pelayaran Nusantara.

The issues raised by the research team, supported by relevant prior theories, can help make the upcoming research more systematic and robust by taking into account previously identified problems and findings. The following is a review of prior research:

1. Ismaya [13], with the research title "The Effect of Kaizen Culture on Employee Performance at PT. Madu Pramuka." The results of the study showed that the t-test indicated a significant effect of the Kaizen culture variable on employee performance.
2. Lestari [14], with the research title "The Effect of Kaizen Culture and Compensation on Employee Performance at the Lumajang Post Office." The results of the study showed that, when analyzed partially, neither Kaizen culture nor compensation had an effect on employee performance. When analyzed simultaneously, the results also showed

3. Samekto and Soejanto [15], with the research title "Improving the Performance of Marine Cargo Shipping Companies Through Business Diversification". The results of the research, based on a comprehensive analysis covering the planning, intervention, evaluation, and reflection processes, indicate that for PT. Andal Lautan Utama to provide optimal service, it is necessary to integrate its services and identify the company's competitive advantages.

2. RESEARCH METHOD

In analyzing the data, the research team used a quantitative descriptive method. The quantitative descriptive research method is a method aimed at creating an objective picture or description of a situation using numbers, starting from data collection, interpretation of the data, and the presentation of the results [6]. This type of research is used to examine the nature of a phenomenon and to describe activities carried out systematically and places greater emphasis on factual data rather than conclusions [7].

In this study, data was collected from two types of sources, namely:

- a. Primary Data. Primary data is data collected directly by the researcher from primary sources, according to Sugiyono [8]. The primary data in this study includes: questionnaires administered to respondents employees of the shipping company PT. Tanto in the ship loading and unloading division.
- b. Secondary Data. Secondary data is data published or used by an organization or company other than the one that generated it, according to Sugiyono [8]. In this study, data was obtained from written materials owned by the shipping company PT. Tanto, whether in the form of soft copies, hard copies, or from

the website provided by PT. Tanto.

To collect data for this study, the research team used the following data collection techniques:

1. Questionnaires. This is the most commonly used tool for collecting primary data. The questionnaire used is closed-ended, meaning respondents are expected to answer all the questions provided and are not given the opportunity to provide answers beyond the options provided.
2. Documentation. Documentation refers to the collection of both primary and secondary data as the basis for analysis and discussion.

A population is the collective of all elements whether events, things, or people that share similar characteristics and are the focus of a researcher's attention, as they are considered the subject of a study [10]. The population in this study consists of all employees PT. Tanto Shipping Company, in the loading and unloading operations division, consisting of 30 respondents. According to Sugiyono [9], a saturated sample or census is a sampling technique used when the total population is less than 100; in such cases, the entire population serves as the sample. Therefore, the sample in this study consists of 30 respondents.

3. RESULTS AND DISCUSSIONS

The data analyzed were obtained from a questionnaire administered to employees of the shipping company PT. Tanto who work in the ship loading and unloading division. The data analysis was conducted to examine the effect of Kaizen culture on ship loading and unloading performance at PT. Tanto.

1. Respondent Profile

The following describes the characteristics of the employee respondents at the shipping company PT. Tanto, specifically those in the ship loading and unloading operations division, including age, gender, educational level, and length of service.

- a. Characteristics of Respondents by Age. Age distribution of respondents at PT. Tanto, in the waste management sector loading ships, are as follows: 26.67% of employees are aged 21–30. Next, 56.67% of employees are aged 31–40, and 16.66% of employees are aged 41–50. It can be seen that the 31–40 age group dominates with 17 respondents; this indicates that the respondents—employees of the shipping company PT. Tanto working in ship loading

and unloading—are in their productive years and still physically fit.

- b. Respondent Characteristics by Gender. The gender distribution of PT. Tanto employees in the ship loading and unloading division is 100%, or 30 male employees, and there are no female employees. This is related to the primary duties and functions of the ship loading and unloading handling division require strong and healthy physical condition because the responsibilities involve working with heavy equipment and machinery used to transport containers and ship cargo.
- c. Characteristics of Respondents by Educational Level The educational background of PT. Tanto respondents in the field of ship loading and unloading is as follows: 66.67% are high school graduates or equivalent, 13.33% hold an Associate's degree (Diploma III), and 20% hold a Bachelor's degree (S1).
- d. Respondent characteristics based on length of service. The length of service of respondents at PT. Tanto, in the field of ship loading and unloading, was as follows: 0–5 years (6.67%), 6–10 years (30.00%), 11–15 years (20.00%), and more than 15 years (13 years).

2. Results of the Instrument Validity and Reliability Testing

1. Validity Test

Validity is a measure that indicates the degree of validity or reliability of an instrument. Validity testing is used to determine whether a questionnaire is valid or not. A questionnaire is considered valid if the questions in the questionnaire are capable of revealing what the questionnaire is intended to measure. [12]. Validity tests were used to determine the validity of the research instrument employed to collect data on the kaizen culture variable and the performance variable at PT. Tanto by calculating the correlation coefficient and the individual item scores for each statement/indicator relative to the total score of all questions used. If the calculated r is greater than the table r , then the instrument is considered valid. The product-moment table r for $df: (N - 2) = 30 - 2 = 28$ at a 5% significance level is 0.361. The questionnaire administered to all employees was divided into two variables, namely: the Kaizen culture variable and the performance variable. The results of the analysis using Statistical Product and Service Solution (SPSS) software version 20 and the table r values are as follows:

Table 2. Results of the Validity Analysis of the Kaizen Culture Questionnaire Variables

Statement	Correlation Coefficient (calculated r)	Table R Value n = 30	Significance	Conclusion
Item 1	0.468	0.361	0.005	Valid
Item 2	0.617	0.361	0.000	Valid
Item 3	0.775	0.361	0.000	Valid
Item 4	0.796	0.361	0.000	Valid
Item 5	0.585	0.361	0.000	Valid
Item 6	0.505	0.361	0.002	Valid
Item 7	0.476	0.361	0.004	Valid
Item 8	0.430	0.361	0.009	Valid
Item 9	0.553	0.361	0.001	Valid
Item 10	0.436	0.361	0.008	Valid

Source: SPSS Processed Data (2023)

It can be seen that the calculated r values for each question item are greater than the table r value of 0.285, with a significance level of less than 0.05. The table above shows that the question items/indicators for the kaizen culture variable have correlation values greater than the table r value. The item with the highest validity is item 4, with a correlation coefficient of 0.796, and the item with the lowest validity is item 8, with a correlation coefficient of 0.430. Therefore, it can be

concluded that the validity of these indicators for the kaizen culture kaizen is has met the validity to be in further research, exceeding a correlation value of 0.361 and yielding positive values for each questionnaire indicator, the questionnaire used can be subjected to further analysis. To examine the results of the of results for the employee performance variable can be seen in the following table:

Table 3. Results of the Validity Analysis of the Employee Performance Questionnaire

Statement	Correlation Coefficient (calculated r)	Table R Value n = 30	Significance	Conclusion
Item 1	0.551	0.361	0.001	Valid
Item 2	0.430	0.361	0.009	Valid
Item 3	0.597	0.361	0.000	Valid
Item 4	0.532	0.361	0.001	Valid
Item 5	0.657	0.361	0.000	Valid
Item 6	0.552	0.361	0.001	Valid
Item 7	0.525	0.361	0.001	Valid
Item 8	0.504	0.361	0.002	Valid
Item 9	0.404	0.361	0.013	Valid

Source: SPSS 2023 Processed Data

From the table above, it can be seen that the calculated r values for each questionnaire item are greater than

the critical r value of 0.361, with a significance level less than 0.05. The table above indicates that the

questionnaire items/indicators of the performance variable have correlation values greater than the critical r value. The question with the highest validity is item 5, with a correlation coefficient of 0.657, while the lowest validity is found in item 9, with a correlation coefficient of 0.404. Therefore, it can be concluded that the validity of these performance variable indicators meets the criteria for use in further research, as the correlation values exceed 0.361 and are positive for each indicator; thus, the questionnaire used is suitable for further analysis.

2. Reliability Test

Reliable means trustworthy and dependable. According to Jonathan [11], a measurement is considered reliable if the Cronbach's alpha (α) is greater than 0.6; in such cases, the item is deemed reliable. The reliability test was conducted using Cronbach's alpha formula. The instrument is considered sufficiently reliable if it has an alpha value greater than 0.60; the test results are presented in the following table:

Table 4. Reliability Test Results for All Variables

Variable	Question Item	Cronbach's Alpha	Reliability Threshold	Conclusion
Culture Kaizen (X)	10	0.765	0.60	Reliability
Performance (Y)	9	0.673	0.60	Reliable

a. Dependent Variable: Performance_Y
Source: SPSS 2023 Processed Data

Based on the table above, a questionnaire is considered reliable if the reliability coefficient obtained is at least 0.60. The reliability test results presented in the table show that the reliability coefficients for the Kaizen culture (X) and performance (Y) variables are greater than 0.60. Therefore, it can be concluded that each variable is reliable, and the respondents' questionnaires can be used in this study.

3. Simple Linear Regression Equation

Simple linear regression analysis is useful for determining whether the Kaizen culture variable influences the performance variable at PT. Tanto in the cargo handling. In simple linear regression analysis, the following formula is used:

$$Y = a + bX + \varepsilon$$

Where:

Y = Performance Variable

a = Constant

b = Regression Coefficient

X = Kaizen Culture Variable ε = epsilon

Table 5. Results of Simple Linear Regression Analysis

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Standard Error	Beta		
1 (Constant)	9.196	4.441		2.071	.048
Culture Kaizen_X	.747	.124	.751	6,026	,000

Source: Processed Data 2023

From the table above, the simple linear regression equation obtained from the calculations based on the table is:

$$Y = 9.196 + 0.747 X + \varepsilon$$

The coefficient b is called the regression coefficient and represents the average change in variable Y for a one-unit change in variable X. This means that for every one-unit increase in the Kaizen culture, the

performance variable will increase by 0.747.

The meaning of the equation above is as follows:

1. The value of $H_0 = 9.196$ indicates that if the X variable (Kaizen culture) is constant or 0 (zero), then the employee performance value is 9.196.
2. The H_a value of 0.747 indicates that if the value of the kaizen culture variable (X) increases by one unit or 1%, the performance variable will increase by 0.747.

From the simple regression analysis above, it can be seen that the value of a is 9.196; this value indicates that when the Kaizen culture (X) is zero, the performance (Y) is 9.196. Meanwhile, the value of b is 0.724 indicates that when there is a one-unit increase in the kaizen culture, or 1%, performance will increase by 0.747 units. Additionally, the positive sign

(+) indicates a positive relationship between the kaizen culture and ship loading and unloading performance at PT. Tanto.

4. Correlation Coefficient Test (R)

The simple correlation coefficient, denoted by R , is a measure of the strength of the relationship between the dependent variable and the independent variables collectively. The correlation coefficient (R) is used to determine the strength or weakness of the influence between the Kaizen culture variable and the ship loading and unloading performance variable. The R calculations were performed using the product-moment (Pearson) method with the assistance of Statistical Product and Service Solutions (SPSS) software, version 20, as shown in the following table:

Table 6. Correlation Analysis Results (R)

Correlation Coefficient Interval	Level of Relationship
0	No significant relationship
0.00 – 0.20	Very weak influence
0.21 – 0.40	Low
0.41 – 0.60	Moderate
0.61–0.80	Strong
0.81–0.99	Very Strong

Based on the SPSS table above, the correlation coefficient between the Kaizen culture variable and performance is 0.751, or 75.1%, at a significance level of 0.05 (one-tailed). The interpretation is as follows:

1. The probability value (p-value) in SPSS, denoted as sig (one-tailed), is 0.000, which is less than 0.05. If the probability value is less than 0.05, the hypothesis stating that there is an influence between Kaizen culture and performance is accepted. Thus, there is a significant and positive relationship between the Kaizen culture and ship loading and

unloading performance at PT. Tanto Shipping Company.

2. The correlation coefficient between the Kaizen culture variable and performance is 0.751, or 75.1%, and is positive. This indicates a positive correlation. This figure implies that the strength of the relationship between Kaizen culture and ship loading and unloading performance at PT. Tanto Shipping Company falls into the “strong” category.

To interpret the strength of this relationship, refer to the following variable rank and coefficient data:

Table 7. Interpretation of the Strength of the Correlation Coefficient Relationship

		Performance_Y	Kaizen Culture_X
Pearson Correlation	Performance_Y	1.000	.751
	Kaizen Culture_X	.751	1,000

Sig. (1-tailed)	Performance_Y	.	.000
	Kaizen_X Culture	.000	.
N	Performance_Y	30	30
	Kaizen Culture_X	30	30

Source: J. Supranto [16]

5. Hypothesis Testing (t-test)

The t-test was conducted to determine whether the independent variable (X) has a significant effect on the dependent variable (Y); “significant” means that the observed effect is generalizable to the population. The significance level used in this study is $5\% = 0.05$. The t-test was performed by comparing the calculated t-value with the critical t-value.

If the calculated t-value is greater than the table t-value, then H_0 is rejected and H_1 is accepted, meaning there is a partial effect between the independent and dependent variables. If the calculated

t-value is less than the table t-value, then H_0 is accepted and H_1 is rejected, meaning there is no partial effect between the independent and dependent variables.

The t-test is a statistical test used to determine whether the effect of variable X on variable Y is significant or not. To determine whether the result is significant, the calculated t-value is compared with the critical t-value. The results of the test, generated by the Statistical Product and Service Solutions (SPSS) software, version 20, are shown in the table below:

Table 8. Coefficients and Model Output of Regression

Model	R	R-Square	Adjusted R-Square	Standard Error of the Estimate	Durbin-Watson	Coefficients ^a									
							Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics			
							B	Std. Error	Beta			t	Sig.	Tolerance	VIF
1	.751 ^a	.565	.549	2,380	2,053										
						1 (Constant)	9.196	4.441		2.071	.048				
						Culture									
						Kaizen_X	.747	.124	.751	6,026	.000	1,000			1.000

From the table above, it can be seen that the calculated t-value for the Kaizen culture variable (X) is 6.026 with a significance level of 0.000. H_1 is accepted if the calculated t-value is greater than or equal to the critical t-value, and H_0 is accepted if the calculated t-value is less than the critical t-value. Since the t-table value is 2.048, it can be concluded that the kaizen culture variable (X) has a calculated t-value greater

than the critical t-value ($6.026 > 2.048$) and a significance level less than 0.05 ($0.000 < 0.05$); therefore, H_0 is rejected and H_1 is accepted. Thus, it can be concluded that the Kaizen culture variable (X) has a significant effect on performance (Y) from the results of this statistical test, it can be seen that the kaizen culture variable (X) has a positive and significant effect on performance (Y).

4. CONCLUSION

Based on the research findings and discussion regarding the effect of Kaizen culture on ship loading and unloading performance at the shipping company PT. Tanto Intim Line Pelayaran Nusantara, the following conclusions can be drawn: First, the Kaizen culture, encompassing the 5S principles (Seiri, Seiton, Seiso, Seiketsu, Shitsuke), has a positive and significant effect on employee performance in the ship loading and unloading division at PT. Tanto Intim Line Pelayaran Nusantara. This is supported by the simple linear regression equation $Y = 9.196 + 0.747X$, which indicates that every one-unit increase in Kaizen culture implementation results in a 0.747-unit improvement in employee performance. Second, the correlation coefficient (R) of 0.751 demonstrates a strong positive relationship between Kaizen culture and ship loading and unloading performance. The coefficient of determination (R^2) of 56.5% confirms that Kaizen culture explains more than half of the variance in employee performance, while the remaining 43.5% is attributed to other factors not examined in this study, such as compensation, leadership style, work motivation, and training programs. Third, the hypothesis testing through the t-test yielded a calculated t-value of 6.026, which exceeds the critical t-value of 2.048 at a significance level of 0.05, leading to the rejection of H_0 and acceptance of H_1 . This statistically confirms that Kaizen culture significantly influences ship loading and unloading performance. Based on these conclusions, it is recommended that PT. Tanto Intim Line Pelayaran Nusantara continue to strengthen the implementation of Kaizen culture across all operational divisions. Regular training and socialization of the 5S principles should be conducted to sustain continuous improvement. Furthermore, future researchers are encouraged to investigate additional variables such as employee motivation, leadership style, and compensation systems to provide a more comprehensive understanding of the factors influencing ship cargo handling performance in the maritime industry.

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