

**THE EFFECT OF IMPLEMENTING  
THE KAIZEN CONCEPT ON EMPLOYEE PERFORMANCE  
IN PT. ASTRA HONDA MOTOR**



By:

**KHANSA ALFIRA RAHMA**

**20180410054**

**INTERNATIONAL PROGRAM OF MANAGEMENT AND BUSINESS**

**FACULTY OF ECONOMICS AND BUSINESS**

**UNIVERSITAS MUHAMMADIYAH YOGYAKARTA**

**2022**

**UNDERGRADUATE THESIS**

**THE EFFECT OF IMPLEMENTING**  
**THE KAIZEN CONCEPT ON EMPLOYEE PERFORMANCE**  
**IN PT. ASTRA HONDA MOTOR**

Submitted to Fulfill the Requirements for Obtaining a Bachelor's Degree at the  
Faculty of Economics and Business Management Study Program  
Universitas Muhammadiyah Yogyakarta



By:

**KHANSA ALFIRA RAHMA**

**20180410054**

**INTERNATIONAL PROGRAM OF MANAGEMENT AND BUSINESS**

**FACULTY OF ECONOMICS AND BUSINESS**

**UNIVERSITAS MUHAMMADIYAH YOGYAKARTA**

**2022**

## STATEMENT OF ORIGINALITY

Written by:

Name : Khansa Alfira Rahma

Student Number : 20180410054

I confirm this undergraduate thesis entitled “**THE EFFECT OF IMPLEMENTING KAIZEN CONCEPT ON EMPLOYEE PERFORMANCE IN PT. ASTRA HONDA MOTOR**” is my research to fulfill the requirement for a bachelor's degree in faculty economics and business, Universitas Muhammadiyah Yogyakarta and I did not plagiarize or do any quotation in ways that are inconsistent with the prevailing ethic in the scientific community. Therefore, if any violation of the intellectual right is found in this study. I agree to accept any relevant academic consequences.

Yogyakarta, 06<sup>th</sup> July 2022



Khansa Alfira Rahma

## PREFACE

Alhamdulillah, all praise and gratitude are always conveyed to Allah SWT, who has bestowed many blessings on His creatures. With the blessings of Islam, faith, and health given to the author, the author can complete the research of "**The Effect of Implementing Kaizen Concept On Employee Performance In PT. Astra Honda Motor**". Salawat and greetings are always conveyed to the Great Prophet, Prophet Muhammad, and his family and friends who faithfully accompanied him until the end of his life and to us, who hopefully continue to practice his teachings until the end of time. This undergraduate thesis is prepared to complete the undergraduate study to obtain a Bachelor of Economics degree, Faculty of Economics and Business, Universitas Muhammadiyah Yogyakarta. This research is not easy and instant but departs from a long process. Without motivation, enthusiasm, hard work, faith, and prayer, the author can't complete this research.

The author realizes that in compiling this thesis, it cannot be separated from the contributions and guidance of many parties. For the assistance in the form of moral and material to the researcher, the researcher would like to thank from the bottom of the heart and the highest appreciation to:

1. Dr. Ir. Gunawan Budiyo, M.P. as Rector of the Universitas Muhammadiyah Yogyakarta.
2. Rizal Yaya, S.E., M.Sc., Ph.D., Ak., CA., as Dean of the Faculty of Economics, Universitas Muhammadiyah Yogyakarta.
3. Dr. Rr. Sri Handari W, S.E., M.Sc., as Head of Management Study Program Universitas Muhammadiyah Yogyakarta.

4. Radyan Dananjoyo, S.E., M.M., M.Sc., Ph.D. as Head of International Management and Business Studies (IMABS) Study Program, Universitas Muhammadiyah Yogyakarta.
5. Dr. Indah Fatmawati, S.E., M.Sc., as Academic Advisor of International Program of Management and Business studies (IMABS) 2018 Universitas Muhammadiyah Yogyakarta, who guided me so positively.
6. Punang Amaripuja, S.E., S.T., M.IT, as my undergraduate thesis supervisor. Thank you for your thoughtful support, detailed feedback, and suggestions that are very important to me.
7. All Leaders, Lecturers, and Employees of the Faculty of Economics and Business, Universitas Muhammadiyah Yogyakarta, for the kindness and knowledge that have been given.
8. All employees of the procurement division at PT. Astra Honda Motor, who so generously took the time to participate in my research and make this research possible.
9. A big thanks to my dad and mom for all the support. Thank you for your constant love, support, and prayer that keeps me motivated and confident. Without your trust in me, I would not have achieved today's achievements and success.
10. My older dearest sister, Haniffajri Maulida, Amd.Keb., and my young dearest brother, Azzam Faiz Azzahri, who kept me going and strong through all the obstacles during my studies.
11. Thank you, Qory Fadhilah Arisroka, for your patience, time, thoughts, help, prayers, and support. Thank you for all your understanding during the work of this undergraduate thesis.
12. Members of Kelompok Studi Pasar Modal Fakultas Ekonomi dan Bisnis Universitas Muhammadiyah Yogyakarta (KSPM FEB UMY). Especially, my chairman, vice

chairman, secretary, vice secretary, and my partner of treasurer period 2020 – 2021; Insan Trinawan Saputra, Qory Fadhilah Arisroka, Vika Dwi Utami, Nur Eka Ayu Dana. M. Nur Abdul Aziz.

13. My friends who have prayed for, encouraged, supported, and motivated me.
14. Myself. Thank you for persisting and successfully overcoming the obstacles in the first semester, even now. The surgery you went through before leaving for student exchange and before the thesis exam didn't make you fall. Alhamdulillah, you did everything well, Khansa.

All parties who cannot be mentioned one by one, may Allah SWT give His blessings and gifts to those who have helped implement and complete this undergraduate thesis. In the end, no ivory is not cracked. The author realizes that there are still many limitations and mistakes. Therefore, criticism, suggestions, and further research development are needed for the depth of writing on this topic.

The author hopes that this thesis can be helpful for all parties, especially for PT. Astra Honda Motor and for the development of science in the Bachelor of Management Program, Universitas Muhammadiyah Yogyakarta.

Yogyakarta, 06<sup>th</sup> July 2022

Researcher

Khansa Alfira Rahma  
NIM. 20180410054

## TABLE OF CONTENTS

UNDERGRADUATE THESIS .....	i
SUPERVISOR VALIDATY PAGE .....	ii
VALIDATY SHEET.....	iii
STATEMENT OF ORIGINALITY .....	iv
MOTTO .....	v
ABSTRACT.....	vi
PREFACE.....	vii
TABLE OF CONTENTS .....	x
LIST OF TABLE .....	xii
LIST OF FIGURE.....	xiii
CHAPTER I INTRODUCTION.....	1
A.    Research Background.....	1
B.    Problem Formulation .....	4
C.    Research Objectives .....	4
CHAPTER II LITERATURE REVIEW.....	6
A.    Theory Basis.....	6
B.    Previous Research Results .....	11
C.    Hypothesis Development .....	13
D.    Research Model.....	17
CHAPTER III RESEARCH METHODS .....	19
A.    Objects and Research Subjects.....	19
B.    Population, Sample, and Sampling Technique .....	19
C.    Types of Data .....	21
D.    Data Collection Methods.....	21
E.    Operational definition of research variables .....	23
F.    Instrument Quality Test.....	25
G.    Data Analysis Tools .....	26
CHAPTER IV RESULTS AND DISCUSSION.....	30
A.    General Description of The Company .....	30
B.    Analysis of Respondents' Characteristics .....	30

C.	Analysis Statistics Description.....	33
D.	Quality Test Results of Research Instruments .....	40
E.	Classic Assumption Test .....	42
F.	Results of Data Analysis .....	44
G.	Results of Open-Ended Questions .....	50
H.	Discussion .....	57
	CHAPTER V CONCLUSION AND SUGGESTION .....	64
A.	Conclusion .....	64
B.	Suggestion .....	65
C.	Research Limitations.....	67
	REFERENCE.....	68
	ATTACHMENT .....	71



## LIST OF TABLE

Table 2. 1. Previous Research .....	11
Table 3. 1. Description of Scale Value.....	23
Table 3. 2. Operational Definition of Variables.....	23
Table 4. 1. Respondents by Position .....	31
Table 4. 2. Respondents by Age.....	31
Table 4. 3. Respondents by Gender.....	32
Table 4. 4. Respondents by last formal education.....	32
Table 4. 5. Respondents by Years of Work.....	32
Table 4. 6. Descriptive Analysis of Seiri Variables .....	34
Table 4. 7. Descriptive Analysis of Seiton Variables .....	35
Table 4. 8. Descriptive Analysis of Seiso Variables .....	37
Table 4. 9. Descriptive Analysis of Seiketsu Variables .....	38
Table 4. 10. Descriptive Analysis of Shitsuke Variables.....	39
Table 4. 11. Validity Test Results .....	40
Table 4. 12. Reliability Test Results .....	42
Table 4. 13. Normality Test Results.....	42
Table 4. 14. Multicollinearity Test Results .....	43
Table 4. 15. Heteroscedasticity Test Results.....	44
Table 4. 16. Multiple Linear Regression Test Results .....	45
Table 4. 17. F Test Results.....	47
Table 4. 18. T . Test Results.....	48
Table 4. 19. Coefficient of Determination Test Results.....	50
Table 4. 20. Problems Faced by Employees .....	50
Table 4. 21. Obstacles Faced by Employees .....	54
Table 4. 22. Benefits of Applying Kaizen Concept .....	57

## LIST OF FIGURE

Figure 2. 1. Research Model .....	17
-----------------------------------	----