The Effects of Talent Management, Kaizen Programs, and Work Culture on Productivity at Pt Denso Manufacturing Indonesia (A Case Study of Employees in The Servo Motor Department)

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Human resources are a company's most important asset, particularly a highly skilled workforce capable of adapting to the Fourth Industrial Revolution. The concept of the Fourth Industrial Revolution emphasizes the importance of a systematic approach to human resource management from recruitment and development to employee retention to achieve optimal productivity in the future. To this end, this study was conducted to analyze the influence of talent management, the Kaizen program, and work culture on employee productivity in the Servo Motor Department at PT Denso Manufacturing Indonesia. This is a quantitative study where the sample was selected using probability sampling, specifically random sampling. The population for this study consisted of 164 individuals, with a sample of 116 respondents. The results of this study indicate that through multiple linear regression analysis, it was found that talent management significantly increases employee productivity with a beta coefficient of 0.607 ($p < 0.05$). Work culture also contributes positively to productivity with a beta coefficient of 0.330 ($p < 0.05$). However, the Kaizen program did not show a significant effect on productivity ($p = 0.065$). Collectively, these three variables explain 80.5% of the variation in employee productivity (Adjusted $R^2 = 0.805$). This study recommends that PT Denso Manufacturing Indonesia strengthen the implementation of talent management and workplace culture to boost productivity, while improving the implementation of the Kaizen program to make it more effective.
Keywords: Kaizen Program, Productivity, Talent Management, Work Culture.

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1. Introduction

As a developing country facing the era of digital transformation and the Fourth Industrial Revolution, Indonesia is required to improve the quality of its human resources in order to compete globally. Workforce productivity is one of the key factors determining a company's success in achieving its organizational goals. Therefore, companies need to implement effective human resource management strategies to boost employee productivity.

Within the Servo Motor Department at PT Denso Manufacturing Indonesia, several challenges related to work productivity remain, such as suboptimal talent development, varying levels of employee participation in Kaizen programs, and the inconsistent implementation of work culture. These conditions have the potential to impact the effectiveness and efficiency of employees in achieving the company's production targets.

Various previous studies have shown differing results regarding the influence of talent management, Kaizen programs, and work culture on work productivity. Some studies found that talent management has a positive and significant impact on productivity, while others showed varying effects depending on organizational conditions. The same applies to the variables of Kaizen and work culture, which continue to yield diverse findings.

The differences in these research findings indicate the existence of a research gap that requires further investigation. Therefore, this study was conducted to analyze the effects of talent management, Kaizen programs, and work culture on employee productivity in the Servo Motor Department at PT Denso Manufacturing Indonesia. The novelty of this study lies in the simultaneous testing of these three variables within the context of the automotive manufacturing industry, which demands high productivity.

As a developing country with a demographic dividend, Indonesia faces the challenge of improving the quality of its human resources to meet the needs of the digital industry and the Fourth Industrial Revolution. Companies require a workforce that is competent, adaptable, and productive to enhance their competitiveness. Labor productivity is a key factor in a company's success because it is closely linked to the effectiveness and efficiency of employees' work.

PT Denso Manufacturing Indonesia (DMIA) faces challenges from global competition, technological advancements, and demands for international quality standards. To address these, the company implements a talent management strategy through recruitment, training, mentoring, and job rotation to develop employee competencies. Additionally, the company implements the Kaizen program as a culture of continuous improvement that involves all employees in enhancing work quality and productivity [1].

Although the company has a work culture known as the Denso Spirit, its implementation in the field has not been fully consistent, particularly in the Servo Motor Department, where some employees still lack discipline and do not reflect the company's work culture.

This study aims to determine the influence of talent management, the Kaizen program, and work culture on employee productivity at PT Denso Manufacturing Indonesia, both partially and simultaneously.

2. Literatur Review

Various studies indicate that talent management, Kaizen programs, and work culture are factors that can influence employee productivity. Effective talent management can enhance employee competencies and performance, while the implementation of Kaizen drives continuous improvement in work processes. Additionally, a strong work culture can foster disciplined and responsible work behavior, thereby supporting increased productivity.

Nevertheless, previous research findings still reveal inconsistencies regarding the impact of these three variables on work productivity. Therefore, further research is needed to gain a more comprehensive understanding of the relationship between talent management, Kaizen programs, work culture, and employee productivity.

Based on current trends and the results of previous research, this study focuses on several key issues: specifically, whether talent management, Kaizen programs, and work culture influence employee productivity at PT Denso Manufacturing Indonesia, both individually and collectively.

Productivity

Productivity, according to [2], is a concept that describes the relationship between work output and the effort expended. Meanwhile, productivity, according to [3], is the level of work achievement that can be attained by an individual or a group of people within a company, in accordance with their respective authorities and responsibilities, as part of efforts to achieve the company's objectives. According to [4], productivity is the ratio of the output achieved to the input required to produce that output.

Talent Management

According to [5], talent management is a comprehensive and integrated set of processes designed to build a talent pool within an organization in order to achieve its objectives. [6] Also define talent management as the process of identifying and placing high-potential employees in roles where they can perform their duties and produce results. According to [7] talent management is a strategic and holistic human resource

management (HRM) approach aimed at enhancing the performance and potential of talent, with measurable outcomes that contribute to the organization's current and future effectiveness.

Kaizen

The Kaizen program is a system for the continuous improvement of productivity, quality, technology, production processes, work culture, workplace safety, and leadership [8]. Meanwhile, [9] define the Kaizen program as a self-improvement activity involving small, sustainable actions carried out continuously to foster habits that lead to success. According to [10] Kaizen is a process of continuous improvement that involves all members of the company by fostering a process-oriented mindset and a management system that supports and values employees' efforts.

Work Culture

According to Jon Edy [11], work culture is a system of shared understandings based on a worldview, comprising values that shape the characteristics, habits, and motivators cultivated within a group, thereby distinguishing it from other groups. Meanwhile, [12] argue that work culture is a series of behavioral patterns that are fully integrated into each individual within an organization. [13] define work culture as a system of values, perceptions, behaviors, and beliefs held by individual employees and groups of employees regarding the meaning of work and how it is reflected in activities aimed at achieving organizational and individual goals. [14] work culture is a concept encompassing the behaviors, attitudes, and understandings that people employ when performing their work within an organization or institution.

3. Method

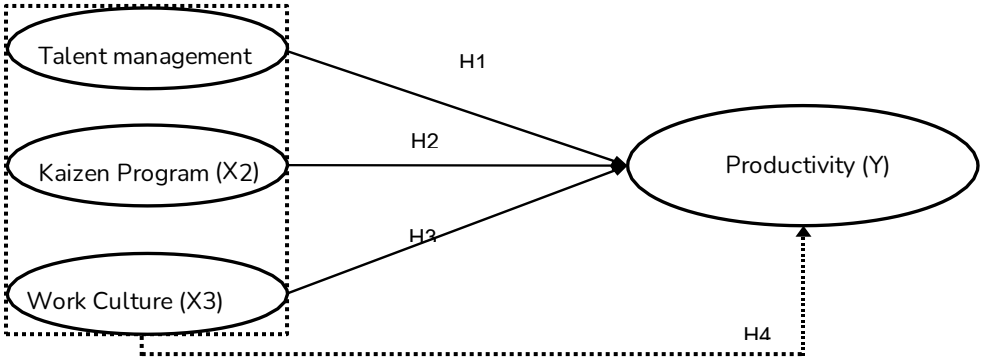
This study employs a quantitative approach with the aim of examining the relationship between the variables of talent management, the Kaizen program, work culture, and work productivity. The study population consists of all 164 employees of the Servo Motor Department at PT Denso Manufacturing Indonesia. The sample was determined using the Slovin formula, resulting in 116 respondents selected through probability sampling using the simple random sampling method.

Data collection was conducted using a questionnaire designed based on the indicators of each research variable using a five-point Likert scale. Subsequently, the data were analyzed using SPSS software through validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, partial tests (t), simultaneous tests (F), and the coefficient of determination (R^2).

This type of research falls under the category of quantitative research, which is a systematic scientific approach to specific elements and phenomena, as well as the relationships among them. Quantitative methods can be defined as research methods based on quantitative data using random sampling with the Slovin formula, applied to study a specific population or sample, data collection using research instruments, and quantitative or statistical data analysis, with the aim of describing and testing established hypotheses [15]. Research is fundamentally conducted to verify the truth or find solutions to problems related to the variables under study. In this study, the author seeks to determine the extent of the influence of Talent Management, the Kaizen Program, and Work Culture on the productivity of PT. Denso Manufacturing Indonesia within the servo motor department. This study employs an associative research design, which aims to identify relationships or influences between two or more variables. According to Sugiyono dan Lestari an associative research question is a research question that examines the relationship between two or more variables. Location and Schedule This study was conducted at PT Denso Manufacturing Indonesia, located at MM2100 Industrial Town, Jalan Irian Block FF 3, 5 & 6, Danau Indah Cikarang Barat, Bekasi, West Java, Indonesia. The study ran from July 2024 to February 2025. During this period, various research activities and methods were applied to gather in-depth information regarding the topic of focus. The

strategic location within the MM2100 Industrial Zone provided a relevant industrial context, while the duration of the study allowed for comprehensive analysis and evaluation.

Framework



Source: data processed by the researcher, 2025

4. Results And Discussion

Research findings indicate that talent management is the factor that contributes most significantly to increasing employee productivity. Therefore, companies need to strengthen competency development programs through training, mentoring, job rotation, and ongoing career planning so that employees' potential can be fully realized.

Additionally, work culture has been proven to have a positive impact on productivity. This underscores the importance of reinforcing corporate cultural values through continuous communication, monitoring, and evaluation of work culture implementation to ensure consistent adoption by all employees.

On the other hand, the Kaizen program has not yet shown a significant impact on productivity. Therefore, the company needs to improve the effectiveness of the Kaizen program's implementation by encouraging active employee participation, rewarding improvement ideas, and strengthening the evaluation system for the program.

Analysis Results

The results indicate that job rotation has a positive and significant effect on employee satisfaction and performance, showing that appropriate job placement can improve experience and productivity. Job satisfaction also plays an important role in strengthening employee performance. Meanwhile, the physical work environment does not directly affect satisfaction but still contributes indirectly to performance, indicating that environmental factors support performance improvement even if they are not the main driver of satisfaction.

A validity test was conducted to determine the validity or suitability of the questionnaire used by the researcher to collect data from respondents. With a sample size of 116 respondents, the table r value can be obtained using the product-moment correlation coefficient with df (degrees of freedom) = N - 2; thus, df = 116 – 2 = 114, and the table r value is 0.1824. The validity test is considered valid if the calculated r is greater than the table r; however, if the calculated r is less than the table r, the questionnaire is deemed invalid. The following are the results of the validity test analysis conducted using SPSS 27:

Table 1. Analisis Outer Model Validity and Reliability Test

	Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Description
X1.1	83,29	115,861	0,778	0,747	Valid
X1.2	83,52	114,356	0,701	0,745	Valid
X1.3	83,44	119,257	0,711	0,755	Valid
X1.4	83,49	117,487	0,620	0,752	Valid
X1.5	83,09	121,366	0,568	0,761	Valid
X1.6	83,60	108,276	0,764	0,730	Valid
X1.7	83,01	123,069	0,566	0,765	Valid
X1.8	83,42	110,785	0,843	0,734	Valid
X1.9	83,31	116,512	0,703	0,749	Valid
X1.10	83,21	120,061	0,654	0,757	Valid
X1 TOTAL	43,86	32,242	1,000	0,893	

Source: data processed by the researcher, 2025

The validity test for the Talent Management variable was conducted using 10 items, with the calculated t-value exceeding the critical t-value. Therefore, all items were deemed valid.

Table 2. Instrument Reliability

No	Variable	Cronbach's Alpha	The Cronbach's Alpha Indicated	Description
1.	Talent Management	0,771	>0,60	Reliable
2.	Kaizen Programs	0,770	>0,60	Reliable
3.	Work Culture	0,755	>0,60	Reliable
4.	Productivity	0,764	>0,60	Reliable

Source: Data processed by the researcher, 2025

Based on the results of the instrument reliability test that was conducted, it can be seen that the Cronbach's Alpha scores for each variable Talent Management (X1), Kaizen Program (X2), Work Culture (X3), and Productivity (Y) are above the required Cronbach's Alpha threshold of 0.06. Based on the reliability test results, all variables are deemed reliable. A normality test is essential because one of the prerequisites for parametric testing is a normally distributed data set. In the context of this study, the one-sample Kolmogorov-Smirnov (K-S) test was used. The decision in this test is based on a comparison between the Exact-sig. (two-tailed) value and alpha (α), which is a significance level of 5% or 0.05. If the Exact-sig. (two-tailed) value is greater than alpha (0.05), the data is considered normally distributed. Conversely, if the Exact-sig (2-tailed) value is smaller than alpha, the data is considered not to be normally distributed.

Table3. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		116
Normal Parameters[a,b]	Mean	0,0000000
	Std. Deviation	2,02554853
Most Extreme Differences	Absolute	0,095
	Positive	0,095
	Negative	-0,068
Test Statistic		0,095
Asymp. Sig. (2-tailed)[c]		0,112

Based on the table above, the results of the normality test using the Kolmogorov-Smirnov test show an asymptotic significance value for the residuals of 0.112 > 0.05. Therefore, it can be concluded that the regression data distribution is normal. This is also supported by the histogram test results, which show that the graph forms a mountain or bell shape, and based on the regression P-P plot, it is evident that the residual values are scattered around the line and follow the diagonal line. This multicollinearity test aims to assess whether there is any correlation. This can be identified through the tolerance value and variance inflation factors (VIF). If the tolerance value is > 0.1 and the VIF is < 10, it can be concluded that there is no correlation among the independent variables (Sujarweni, 2021:185). The results of the multicollinearity test in this study can be found in the table presented below.

Table 4. Multicolinearity Test

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
(Constant)		.452	2.594		.174	.862	
Talent Management		.497	.047	.607	10.551	.000	.513	1.951
Kaizen Programs		.077	.042	.086	1.861	.065	.797	1.254
Work Culture		.417	.069	.330	6.070	.000	.575	1.739

A. Dependent Variable: Productivity

From the table above, it can be seen that the tolerance values for the variables talent management, Kaizen programs, and work culture are each greater than 0.10. These results indicate that there is no significant correlation among the independent variables. Furthermore, the variance inflation factor (VIF) values for all variables do not exceed 10. Therefore, it can be concluded that there is no indication of multicollinearity among the independent variables in this regression model. Heteroscedasticity tests for differences in the variance of residuals across observation periods (Sujarweni, 2021:186–187).

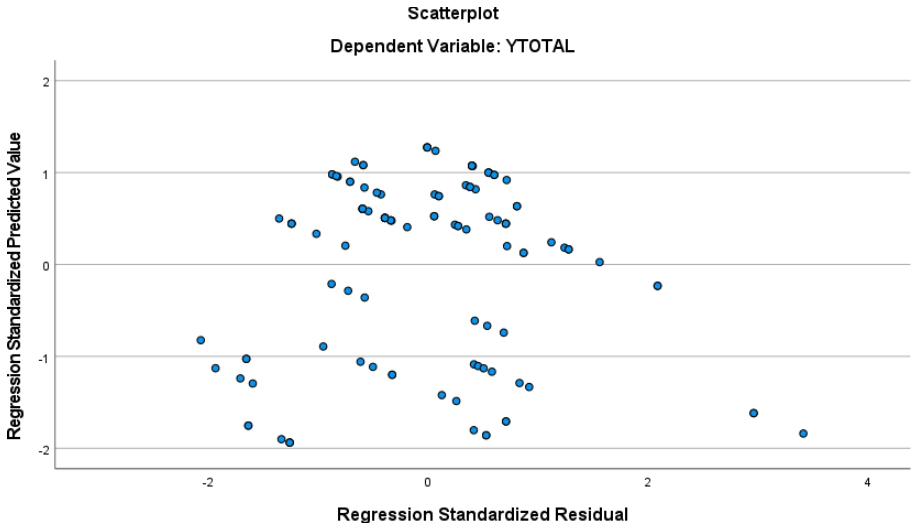


Figure 1. Heteroscedasticity Tests

Based on the figure above, the data points on the graph are scattered randomly and irregularly, indicating that the data in this study is free from heteroscedasticity. Autocorrelation can be detected using the Durbin-Watson test by calculating the Durbin-Watson (DW) statistic. According to Ghozali (cited in Thamrin, 2020), autocorrelation arises because consecutive observations over time are related to one another. This problem

occurs because the residuals are not independent from one observation to the next. A good regression model is one that is free from autocorrelation.

Table 5. Autocorrelation Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,900[a]	,810	,805	2,05250	2,055

A. Predictors: (Constant), Work Culture, Kaizen Programs, Talent.Management

B. Dependent Variable: Productivity

The t-test is used to determine the extent of the independent variable's partial effect on the dependent variable. A sample of 116 respondents was used. The decision criteria are as follows: t-calculated > t-table = The independent variable has a positive effect on the dependent variable. t-calculated < t-table = The independent variable does not have a positive effect on the dependent variable.

1. If the calculated t-value > table t-value, then the independent variable (X) has an effect on the dependent variable (Y).
2. If the calculated t-value < table t-value, then the independent variable (X) has no effect on the dependent variable (Y)
3. Sig < 0.05 = The independent variable has a positive effect on the dependent variable.
4. Sig > 0.05 = The independent variable does not have a positive effect on the dependent variable.

Table 6. t-Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.452	2.594		.174	.862
	Talent Management	.497	.047	.607	10.551	.000
	Kaizen Programs	.077	.042	.086	1.861	.065
	Work Culture	.417	.069	.330	6.070	.000

a. Dependent Variable: Productivity

t-table (n-k-1) = (116-3-1) = t-table 112 = 1.65857

1. Testing the First Hypothesis (H1)
   Based on the t-test table above, the effect of the Talent Management variable (X1) t-calculated (10.551) > t-table (1.65857) and the significance value for Work Productivity (Y) is 0.000 < 0.05. This means that the Talent Management variable (X1) has a positive and significant effect on the Productivity variable (Y); in other words, H0 is rejected and H1 is accepted, indicating a positive and significant effect.
2. Testing the Second Hypothesis (H2)
   Based on the t-test table above, the effect of the Kaizen Program variable (X2) has a calculated t-value (1.861) < critical t-value (1.65857), and the significance level for Employee Productivity (Y) is 0.065 > 0.05. This means that the Kaizen Program variable (X2) has a positive but insignificant effect on the Productivity variable (Y); in other words, H0 is rejected and H1 is accepted, indicating a significant positive effect.
3. Testing the Third Hypothesis (H3)
   Based on the t-test table above, the effect of the Work Culture variable (X3) has a calculated t-value (6.070) > critical t-value (1.65857), and the significance level for Productivity (Y) is 0.000 < 0.05. This means that the Work Culture variable (X3) has a positive and significant effect on the Productivity variable (Y), in other words, H0 is rejected and H1 is accepted, indicating a significant positive effect.

The F-test is used to determine the level of significance of the combined (simultaneous) effect of the independent variables on the dependent variable.

Table 7. f-Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	2011.371	3	670.457	159.150	.000[b]
	Residual	471.827	112	4.213		
	Total	2483.198	115			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Work Culture, Kaizen Programs, Talent Management

Ftable (n-k) = (116-3) = Ftable 113 = 2.68. The table above shows that Fcalc (159.150) > Ftable (2.68). Therefore, the independent variables (Talent Management, Kaizen Program, Work Culture) have a simultaneous effect on the dependent variable (Productivity). This study examines the influence of Talent Management, the Kaizen Program, and Work Culture on employee productivity at PT. Denso Manufacturing Indonesia. Based on the results of the analysis conducted by the researcher using SPSS 30, presented in tabular form, the following conclusions can be drawn:

1. The test results for H1 indicate that Talent Management has an effect on productivity at PT. Denso Manufacturing Indonesia. This is evidenced by the analysis showing that the calculated t-value is greater than the critical t-value, thus accepting the first hypothesis.
2. The test results for H2 indicate that the Kaizen Program has a positive but non-significant effect on the productivity of PT. Denso Manufacturing Indonesia. This is evidenced by the analysis showing that the calculated t-value is greater than the critical t-value, so the first hypothesis is accepted.
3. The test results for H3 indicate that work culture influences employee productivity at PT. Denso Manufacturing Indonesia. This is demonstrated by the analysis, which shows that the calculated t-value is greater than the critical t-value, so the first hypothesis is accepted.
4. The test results for H4 indicate that the independent variables X (Talent Management, Kaizen Program, Work Culture) have a significant effect on the dependent variable Y (Productivity). Based on all the tests conducted above, the overall or simultaneous effect can be assessed using the F-test, where the calculated F-value (159.150) is greater than the critical F-value (2.68). Therefore, the independent variables X (Talent Management, Kaizen Program, Work Culture) have a simultaneous effect on the dependent variable Y (Productivity).

5. Conclusion

Based on the research findings, talent management and work culture were found to have a positive and significant impact on employee productivity at PT Denso Manufacturing Indonesia. Meanwhile, the Kaizen program showed a positive but not yet significant impact on work productivity. Overall, these three variables contribute to increased employee productivity.

Further research is recommended to develop a research model by adding other variables that may influence productivity, such as leadership, work motivation, job satisfaction, and the work environment. Additionally, research in different industrial sectors or the use of a mixed-methods approach could serve as alternatives to obtain more comprehensive and in-depth results.

PT Denso Manufacturing Indonesia is advised to enhance the effectiveness of its Talent Management practices through sustainable employee development initiatives, ensure more consistent implementation of the Kaizen Program in every department, and strengthen a work culture that reflects the company's core values. These efforts are expected to improve employee productivity, adaptability, and the company's

overall competitiveness. Based on the research findings, it can be concluded that Talent Management and Work Culture have a positive and significant impact on employee productivity at PT Denso Manufacturing Indonesia. Meanwhile, the Kaizen Program has a positive but insignificant impact on productivity. Collectively, Talent Management, the Kaizen Program, and Work Culture influence employee productivity; therefore, these three factors are crucial for supporting optimal performance improvement and company growth.

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