Implementing Japanese PMA Organizational Culture in Indonesia impacts Employee Job Satisfaction, Employee Performance and Employee Retention of Japanese and Indonesian Employees

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Abstract

The expansion of Japanese parent companies worldwide has forced them to carry the organizational culture that the Japanese founders had held onto their overseas subsidiaries. The main purpose of study is examined organizational culture, employee job satisfaction, and employee performance of Japanese PMA companies in Indonesia on employee retention. Eight Japanese companies were used as the sample, where 33 Japanese employees and 222 Indonesian employees were respondents. Theory Z is used to discuss organizational culture. The questionnaire was made in Indonesian, English, and Japanese. The research model uses a tiered structure model, while to test the proposed hypothesis, the SEM Lisrel 8.8 analysis technique is used. The main finding is the organizational culture of Japanese companies in Indonesia strongly influences job satisfaction, employee performance, and employee retention. Applying Japanese corporate culture shows that Japanese and Indonesian employees understand the company's core values. Employee performance can be realized by employees being able to understand the cultural values of the organization.

Keywords: Organizational Culture, Employee Job Satisfaction, Employee Performance, Employee Retention, Japanese PMA.

1. Introduction

Japan is one of the countries that invest a lot in various countries such as America, China, Indonesia, Vietnam, and other countries (Jetro, 2020). This investment makes Japanese companies apply organizational culture as in the parent company. According to Powell (2017), the practice of Japanese organizational culture reveals that the Japanese human resource management system is unique in that it views work for life, seniority-based wages, and strong unions. In addition, Japan prioritizes quality, consensus decision-making, high loyalty, and lack of gender equality (Isac & Remeș, 2020; Takao, 2001). The Japanese organizational culture applied by Japanese companies in Indonesia is carried out with adaptations for both Japanese and Indonesian employees. Japanese employees apply Japanese work culture to Indonesian work environment conditions and vice versa.

The entry of foreign investors into the country can increase the economic growth of a country, where foreign investors with flags and large companies will bring the country's organizational culture and be enforced in the destination country (Kim et al., 2018). The leaders appointed in the operations of subsidiaries in foreign countries need to understand how local employees can accept the parent company's organizational culture (Petkovska et.al, 2019). Due to cultural differences with the parent company, foreign employees cannot understand the parent company's organizational culture the same as employees in the parent company's country (Kim et al., 2018). Foreign employees who cannot understand the parent company's culture will lead to negative attitudes and a lack of commitment to their work. Therefore, company leaders need to understand the emotional conditions of their employees.

Organizational culture has emerged as a modern aspect of business management and is recognized as a way to survive successfully in a rapidly evolving world. Organizations with a strong culture are better able to retain employees, are satisfied with their jobs, are committed, and can reduce turnover. The organizational culture is an important instrument needed to bind organizational members and improve employee performance. A well-developed and well-organized organizational culture within the company will affect the increase in the performance of the employees (Odor, 2018).

In addition to relating to employee performance, organizational culture also has an essential role in providing employee satisfaction (Haffar et al., 2019). Organizational culture acts as a social control system and can influence employee attitudes and behavior through the values and beliefs that operate in the company. A pleasant organizational

culture will lead to job satisfaction among workers both in the work environment, the relationship between them in carrying out their duties, income, and promotions (Belias & Koustelios, 2017).

This unique subject of Japanese corporate organizational culture has attracted much attention from researchers as a means to explore the victories of Japanese companies (Remijus et al., 2019). There is a lot of literature and research related to the variables used in this study, cross-cultural research, work culture application, satisfaction, performance, and retention. The study concludes that Japanese organizational culture towards Japanese subsidiaries abroad is acceptable to local employees (Nakagawa et al., 2018). Japanese organizational culture studies are often associated with America (Dedoussis, 2004), Japan (Jung & Takeuchi, 2010), China (Itakura, 2011), and East and West (Naor et al., 2010).

The purpose of this study was to determine the application of Japanese corporate culture to subsidiaries operating in Indonesia, which impacted job satisfaction and employee performance. Furthermore, to provide input to management in making policies that can be used as references or input for handling and company policies so that they can run effectively and efficiently to achieve company goals.

2. Literature Review

2.1 Organizational Culture and Employee Job Satisfaction

Organizational culture can be essential to employee job satisfaction (Silverthorne, 2004). Organizations run with a robust organizational culture have more unity among employees because they have the same beliefs and values that make employees have solid relationships with fellow employees and with the organization (Maseko, 2017). Thus, Organizations should plan strategically to develop an organizational culture that will lead to high levels of job satisfaction and employee engagement (Schein, 2017).

Several studies reveal that an excellent organizational culture can increase employee job satisfaction (Yanti, 2017; Abbas et.al, 2020). The better the organizational culture applied to the organization, the higher the level of satisfaction felt by employees. The organizational culture has a positive effect on job satisfaction (Denison et al., 2012). When employees understand the mission and vision of the company, they will be able to run consistently and make it easier to adapt so that employees feel involved in the organization, increasing employee satisfaction. From the results of this study, the authors tried to take the initial hypothesis as follows:

H_1: Organizational culture has a positive effect on employee satisfaction.

2.2 Organizational Culture on Employee Performance

Robbins and Judge (2017) revealed that companies that expect their employees to work in detail, aggressively, and competitively must implement a solid organizational culture. Companies must take concrete steps to strengthen the team and improve employee ethics so organizational culture practices can run well (Saad & Abbas, 2018). Research conducted by Muliaty (2017) revealed that there is a relationship between organizational culture and employee performance. From the results of the research above, the authors propose the following hypothesis.

H_2 : Organizational Culture has a positive effect on Employee Performance.

2.3 Organizational culture on employee retention

The issue of employee retention is the most critical workforce management challenge in the future (Irabor & Okolie, 2019). Organizational culture impacts employee retention, where when the organizational culture goes well, employees do not leave work and want to work with the organization (Habib et al., 2014). Employees who are valued by the company and feel involved will have a sense of belonging and increase retention of their work

Several studies have shown that organizational culture indirectly affects employee retention. It is revealed that if organizational culture can increase employee satisfaction, the retention power and employee loyalty to the organization will be high (Iqbal et al., 2017). Park et al. (2019) revealed that the policies taken by the company could affect employee retention. Company policies are policies related to organizational culture on employee aspects. Thus, the results of the study prove that the stronger the organizational culture instilled by the company (Abraham, 2020), the more loyal employees will be and make employees want to work longer. Therefore, at this time, the author wants to propose an initial hypothesis as follows;

H_3: A strong organizational culture can increase employee retention.

2.4 Employee Job Satisfaction on Employee Retention

Employees involved in organizational activities feel that they are an essential part of the organization, so they show satisfaction from their work and make extra efforts that improve their work performance (Piccolo et al., 2010). Job satisfaction is a substantial factor influencing turnover intention, where turnover is the opposite of retention (Huang & Hao Su, 2016). In addition, job satisfaction can reduce employee turnover intentions and affect employee retention (Shafique et al., 2018).

Employees will leave the organization and look for organizations that can provide satisfaction. Thus, employees with a high level of job satisfaction with the organization will be more expected to be loyal to the organization. However, employees dissatisfied with the organization will show behavioral intentions to leave work and try to find a replacement. Therefore, the hypothesis that the researcher proposes is as follows.

H_4: Job satisfaction can increase employee retention

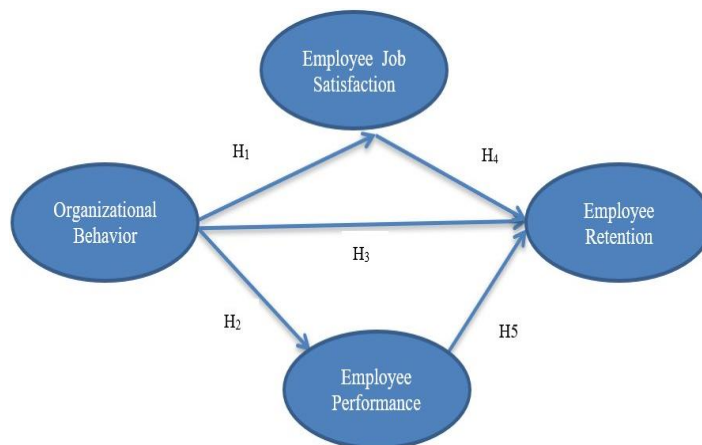### 2.5 Employee performance on employee retention

Retention policy focuses on eliminating what is not suitable for the company and retaining the best employees. In other words, employees considered reasonable by the company have high productivity and performance and provide value to the company. This impacts the organization's progress and development in obtaining benefits from optimal employee performance.

Organizations will constantly assess employee performance in terms of the quality of their work. Then it will be assessed from the focus of employees, the targets set, and the achievement of the work (Zameer et al., 2014). Organizations need to know that employee performance can increase employee retention (Alam & Asim, 2019). The effect of work performance on employees has received significant support. For example, increasing employee productivity is one factor that makes organizations more likely to survive and maintain a competitive advantage, thereby reducing personnel turnover, absenteeism, and lost productivity costs (Javed et al., 2014). In particular, human resources must create programs to improve employee efficiency to increase competitive advantage. Employees who are well motivated, knowledgeable, and skilled have high productivity, which is considered an essential factor in maintaining competitiveness and retaining employees (Park et al., 2019).

Research on company performance on employee retention was conducted by Iqbal et al. (2017), where the results of the research are that there is a positive relationship between employee performance and employee retention. The company will retain employees with high performance to stay and work to achieve company goals.

H_5: Employee performance can increase employee retention

In this study, organizational culture acts as the independent variable, employee job satisfaction and employee performance and employee retention as the dependent variable. The conceptual framework of this study can be seen in Figure 1.

Figure 1. Conceptual Framework

3. Materials and Methods

3.1 Materials

This study was conducted in February 2022. This study focuses on the relationship between Organizational Culture, Employee Job Satisfaction, Employee Performance and Employee Retention. The population used in this study were employees who worked at 8 Japanese manufacturing companies in Indonesia. Respondents are Japanese employees who work in each company, around 10-15% of the total number of Indonesian employees. Determination of the sample using the formula with a total sample of 255 consisting of 33 Japanese and 222 Indonesian respondents. The questionnaires were made in three languages, namely Indonesian, Japanese, and English. The research model used in this research is a tiered structure model. SEM (Structural Equation Modeling) analysis technique is used with the Lisrel 8.8 statistical program to test the proposed hypothesis.

3.2 Methods

In this study, the measurement of organizational culture variables using 40 statement items by adopting the research of Kim et al. (2018); Kim and Park (2019), by measuring seven characteristics of Organizational Culture that can affect its effectiveness, namely: Lifetime employment (long-term work), Slow promotion and evaluation (slow promotion and evaluation), non-specialized career path (broad career path). Conceptual decision making (Decision according to consensus), Collective responsibility (Team responsibility), Implicit control mechanism (Inherent supervision), and Wholistic concern (Complete attention to employees). Employee performance variables were adopted using 15 statement items with three dimensions: Quality, Focus, and Target. For job satisfaction using 8 statement items adapted from the research of Kim et al. (2018); Kim and Park (2019) using the following dimensions: General Satisfaction, Compensation, Advance and Security, Supervision. Meanwhile, employee retention uses five statements with three dimensions. namely organizational, relationship and achievement.

3.2.1 Validity and Reliability Test

A variable is declared valid if it has an Average Variance Extracted (AVE) value > 0.05 and Construct Reliability > 0.7. Instrument testing was carried out on 30 respondents first. There were invalid instruments: Organizational Culture (18), Employee job satisfaction (6), Employee Performance (5), and Job retention (1). Invalid instruments were not included in this study. After testing the validity and reliability again through construct reliability and average variance extracted, the construct reliability values of all variables are above 0.7, and the average variance extracted is above 0.5. This indicates that all indicators have been declared valid and reliable and can be continued on the model fit test.

3.2.2 Model Fit Test (Goodness of Fit)

Based on the results of the suitability test in table 1, the criteria are declared a good fit, and two criteria meet the marginal fit, which means that the model can be continued for structural testing because 9 out of 11 requirements have been met declared fit or fit.

Table 1. Model Fit Test

Model Fit Test			
GOF Size	Requirements	Match	Match Rate
Chi-Square	Small Value	1237.48	Bad Fit
P-Value	≥ 0,05	0.00	
RMSEA	< 0.08	0.04	Good Fit
NNFI	≥ 0.90	0.99	Good Fit
NFI	≥ 0.90	0.97	Good Fit
CFI	≥ 0.90	0.99	Good Fit
IFI	≥ 0.90	0.99	Good Fit
RFI	≥ 0.90	0.97	Good Fit
GFI	≥ 0.90	0.82	Marginal Fit

4. Results and Discussion

4.1 Profile Respondents

The respondents used in this study were Japanese and Indonesian employees who worked in 8 Japanese PMAs in Indonesia. Table 2 show the respondent profiles for Japanese PMAs in Indonesia.

The Table 2 show that the Japanese employees have a minimum supervisor position with the most extended working period of more than 20 years, while Indonesian staff and most employees have less than five years of service. The company was conducting a new product line when this research was conducted and needed new employees. It is in line with the age of most Indonesian employees between 20-25 years.

Table 2. Profile Respondents

	Demografi		Frequency	Percent (%)
Jepang	Gender	Male	28	84.8
		Female	5	15.2
	Age	20-25 year	1	3.0
		26-30 year	7	21.2
		31-35 year	4	12.1
		36-40 year	6	18.2
		>40 year	15	45.5
	Length of work	< 5 year	3	9.1
		5-9 year	8	21.2
		10-15 year	4	12.1
		16-20 year	5	15.2
		>20 year	13	39.4
	Occupation	Manager	13	39.4
		Supervisor	20	60.6
Indonesia	Gender	Male	145	65.3
		Female	77	34.7
	Age	20-25 year	69	31.1
		26-30 year	49	22.1
		31-35 year	47	21.2
		36-40 year	32	14.4
		>40 year	25	11.3
	Length of work	< 5 year	110	49.5
		5-9 year	42	18.9
		10-15 year	41	18.5
		16-20 year	10	4.5
		>20 year	19	8.6
	Occupation	Manager	19	8.6
		Supervisor	48	69.8
		Staff	155	21

4.2 Coefficient of Determination (R-Square)

The coefficient of determination or R-Square is how much the variation of the independent variable represents the dependent variable as shown in Table 3.

Table 3. Coefficient of Determination (R-Square)

Variable	R Square Amount
Job Satisfaction (JS)	0.50
Job Performance (JP)	0.43
Job Retention (JR)	0.77

The job Satisfaction (JS) variable is represented by 50% by Organizational Culture (OC) variations. Job Performance (JP), represented by 43% by variations in Organizational Culture. At the same time, the Job Retention (JR) variable is represented by 77% by Organizational Culture (OC), Job Satisfaction (JS), and Job Performance (JP). Other variables outside this research model represent the remaining 23%.

4.3 Structural Model Analysis

After analyzing the Confirmatory Factor Analysis (CFA), the latent score can be measured for each latent variable. The next thing to do is to interpret the model. The following will present the loading factor value for the measurement model of the SEM confirmatory factor analysis results in Figure 2.
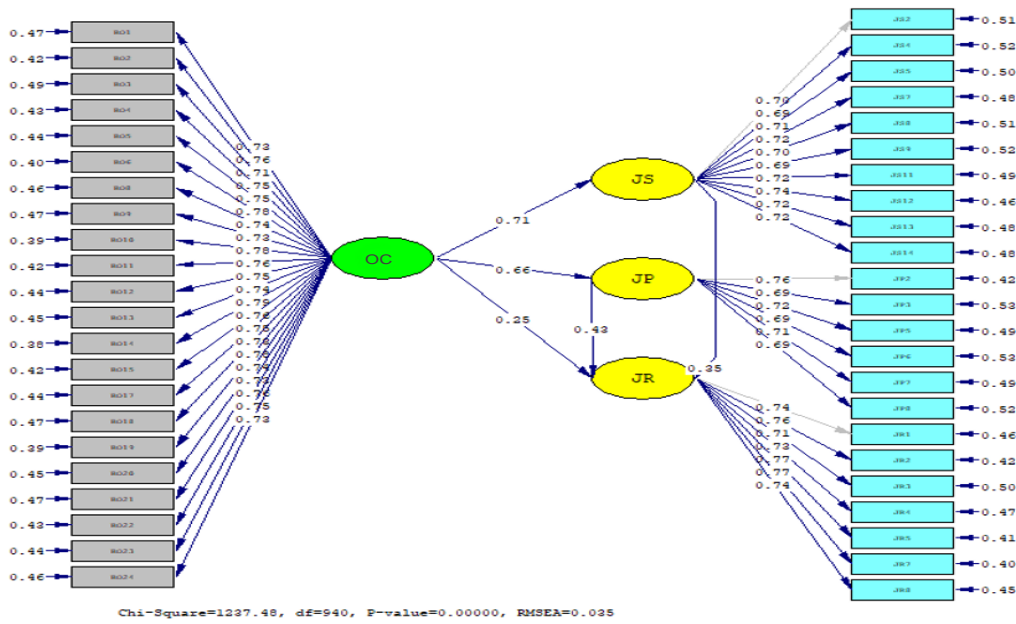
Figure 2 Structure Model Analysis

Figure 2 show that the loading factor has a value > 0.7 or close to 0.7 (0.69), meaning that each indicator represents each latent variable. This path analysis is to determine the magnitude of the effect and is significant. So that each indicator has represented the latent variable.

4.4 ANOVA Test

Annova test was used to assess whether there was a significant difference. The Table 4 shows that the Japanese employees and Indonesian employees have similarities, marked by a sig value of 0.597 > 0.05

Table 4. Anova Test

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.811	1	6.811	.281	.597
Within Groups	6132.421	253	24.239		
Total	6139.231	254			

4.5 Hypothesis testing

This test is to see the magnitude and significance of the related variables. It can be seen from the Coefficient and t-Stat values (> 1.97), where the results are summarized in Table 5.

Table 5. Path Analysis

Hypothesis	Relationship Path	Coefficient	t-Stat (>1.97)	Conclusion
H1	OC -> JS	0.71	9.58	Significant Effect
H2	OC -> JP	0.66	9.32	Significant Effect
H3	OC -> JR	0.25	3.33	Significant Effect
H4	JS -> JR	0.35	5.08	Significant Effect
H5	JP -> JR	0.43	6.27	Significant Effect

Based on the Table 5, the hypothesis in this study is described in Table 6.

Table 6. Hypotesis Testing

No	Hypotesis	Result
1	H_1 Organizational Culture has a positive effect on Employee Satisfaction H_2	Accepted
2	Organizational Culture has a positive effect on Employee Performance	Accepted
3	H_3 Organizational Culture has a positive effect on Employee Retention	Accepted
4	H_4 Job Satisfaction has a positive effect on Employee Retention	Accepted
5	H_5 Employee Performance has a positive effect on Employee Retention	Accepted

4.6. Discussion

Japanese companies have unique management based on cultural dimensions that have been left behind for a long time and contain integrity and harmony (George et al., 2018). The Japanese management philosophy is evident in several fundamental principles: trust employees, build employee loyalty to the company, invest in training, treat employees as resources, recognize employee achievements, decentralize decision-making, and use consensus-based decision-making (Insan et al., 2021).

Japanese management believes culture is a crucial element of management worldwide. Japanese multinational companies operating overseas work with diverse human resources, understanding existing Japanese business ethics practices to maintain a normative approach that is unique in Japan (Yamamoto & Lloyd, 2019). The activities of Japanese companies abroad are intensive transfers to overseas subsidiaries (Nakagawa et al., 2018).

Organizational culture in Japanese companies recognizes and values its employees. In applying Japanese organizational culture, Japanese employees are culturally and socio-culturally known as collectivist, meaning that Japanese employees need consideration and a long time in making decisions on a problem. Decisions are taken by discussing with their superiors to minimize unfavorable consequences. Japanese employees are also disciplined and respect time. Fulfill promises, carry out and complete their obligations. Other things include clarity of duties, increased expertise through training carried out directly in Japan, and mutual respect as evidence of the robust application of Japanese culture in Indonesia.

Indonesian employees working in Japanese companies are generally able to follow mutually recognized values. Indonesian employees can learn and be directly involved in the organizational culture so that positive values grow in Indonesian employees, which will have an impact on improving employee performance. Japanese employees working in Indonesia, culture shock is an effect that often occurs for expatriates working in other countries, such as natural conditions, living and working with people from various cultures, languages , and backgrounds (Naeem et al., 2015). In a proactive process to cope with changes in an unfamiliar cultural environment, through cross-cultural adaptation, Japanese employees begin to understand and balance the culture of the subsidiary country and work closely with Indonesian employees.

Japanese companies provide lifelong work provisions, but it is undeniable that there are still employees who leave the company due to resignation or retirement. Even though the company applies this, Japanese companies always apply high performance to their employees. If the employee's performance decreases, the company will provide training to motivate employees with a family approach. Employees continue to show professionalism by having high productivity and performance. The company does not hesitate to compensate its employees who achieve high performance. These conditions make employees satisfied and loyal to the company and will work with higher performance.

5. Conclusion

In this paper, we show that the Japanese organizational culture applied in one company can bring positive values to Indonesian employees, such as discipline, time management, respect for someone, task orientation, and high performance. On the other hand, like expatriates in other countries, they feel the difference in the work culture of their subsidiaries. These differences can be minimal with a shared understanding of organizational culture. Japanese and Indonesian employees adapt to their respective countries' organizational cultures.

Applying the parent organization's culture to overseas subsidiaries requires a common perception and adaptive organizational culture values to the local culture. The leaders of foreign companies appointed to work abroad must be able to adapt to the surrounding culture to be accepted before implementing the parent company culture. Japanese companies seek to accelerate local employees to understand the parent company's culture through training and direct learning in the parent country to improve their performance. Local employees are sent to the parent company's country to learn and absorb technology and understand the culture of foreign companies. In the end, when they return to their home country, they can pass it on to other employees and create a working culture similar to that of the parent company.

The greater the number of employees sent to the parent country to absorb knowledge. The faster and broader the culture received by local employees. The work culture of Japanese employees who are disciplined, punctual, and fast can follow the rules that have been set together and serve as a guideline and work system that can reduce the risk of work errors. It is well ingrained in Japanese employees, but on the other hand, it is not easy to instill it in Indonesian employees, who tend to be less disciplined and cannot quickly follow the rules or a system. Companies must carry out

socialization and training intensively and repeatedly until it becomes a habit that emerges with full awareness.

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