

ABSTRACT

This research is based on the challenges faced by organizations in the face of increasingly fierce industrial competition. One of the strategies used is the implementation of Operational Excellence with a Continuous Improvement or kaizen approach. The main objective of this study is to understand how the elements of employee performance consisting of In-Role Performance, Creative Performance, and Human Aspect affect the Success of Kaizen Project and see how supervisor behavior moderates the relationship.

An in-depth literature review was conducted by referring to 10 operations management decisions, kaizen project, in-role performance, creative performance, human aspect, supervisor behavior, and success of kaizen project.

This research methodology adopts a quantitative approach through survey research. The research population involved employees of PT Vale Indonesia, Tbk, totaling 354 people with samples selected using purposive sampling method. Data analysis includes prerequisite tests such as validity and reliability, condition tests such as Structural Equation-Partial Least Square-Structural Equation Modeling (SEM-PLS).

The results showed that employee performance criterias (In-Role Performance, Creative Performance, and Human Aspect) and supervisor behavior had a direct effect on the Success of Kaizen Project, while Supervisor Behavior did not moderate the relationship between employee performance criterias (In-Role Performance, Creative Performance, and Human Aspect) and Success of Kaizen Project.

This study can provide an overview of the success of kaizen projects for companies. The recommendation for future researchers is to use new variables, conduct a broader literature review, and use variables other than supervisor behavior because in this study and based on the reference journal, the variable of supervisor behavior as a moderator was always rejected.

Keywords: *Continuous Improvement, Creative Performance, Human Aspects, Role Performance, Quality Management, Operations Management*