

The Effect of Kaizen Culture, Motivation and Work Discipline on Employee Performance at PT Mattel Indonesia East Plant

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ABSTRACT

Human resource management seeks to take a strategic role in realizing the company's vision and mission through the formation of a culture that fosters optimal performance of its human resources. This relates to the function of corporate culture as a priority setting mechanism or the way things are done around here, establishing operational norms, instilling shared dedication, and guiding attitudes and behaviors, including work motivation. This study aims to determine the effect of Kaizen Culture, Motivation and Work discipline on employee performance at PT Mattel Indonesia East Plant. This study uses quantitative techniques, the results of respondents' questionnaires, and an approach that emphasizes the objective measurement of social phenomena. The population was 300 people and the sample was 75 respondents. The data collected was then analyzed using the analysis method with the help of SPSS25 software. Based on the results of research on Kaizen Culture variables, Motivation and Work Discipline on Employee Performance have a positive influence. Which is indicated by the results of Fhitung 120.881, it can be seen that Fhitung (120.881) > Ftable (0.117) and the significance value (0.000) < (0.05) This means that there is a positive and significant influence between the variables of Kaizen Culture, Motivation, and Work Discipline on Employee Performance. The main research results show that all hypotheses have a significant positive relationship. The results obtained from this research are expected to provide benefits for Company management in analyzing kaizen culture, motivation and work discipline on employee performance.

1. INTRODUCTION

Human resource management seeks to take a strategic role in realizing the company's vision and mission through the formation of a culture that fosters optimal performance of its human resources. This is related to the function of corporate culture as a mechanism for setting priorities or the way things are done around here, establishing operational norms, instilling shared dedication, and guiding attitudes and behavior, including work motivation (Limpo & Kamase, 2022). In an organization, human resources are a very important and valuable asset to achieve the desired goals. An organization that can achieve its goals must have reliable human resources who perform tasks and are responsible for doing so (Kustini & Sari, 2020).

The workforce is one of the main determinants of the progress of a company, because the achievement of organizational goals is highly dependent on the presence of competent personnel (Hailu et al., 2020). Therefore, improving the quality of human resources is the main strategy used by companies to maintain their business activities and ensure sustainable growth (Kustini & Sari, 2020). In an effort to improve performance by holding Kaizen for employees, leaders and supervisors, this is also done by PT Mattel Indonesia East Plant, it is important to remember that the Kaizen program facilitates leaders in achieving company targets and goals successfully and efficiently. This is also supported by a research journal conducted by Sri Nilawati and Andri Firnando entitled "The Effect of Kaizen Culture and Work Discipline on Employee Performance of PT. Surya Toto Indonesia" published in the journal *Dynamic Management Journal* Vol. 3 No. 2. This study shows that there is a positive relationship between employee performance and the application of kaizen culture and work discipline.

The main work of PT Mattel Indonesia is the manufacturing of Fashion Dolls or Barbie for supply to the world. It has two factories in Jababeka Industrial Estate, Cikarang, including PT Mattel Indonesia East Plant which focuses on producing Barbie Dolls and PT Mattel Indonesia West Plant which focuses on producing Hotwheels cars (Parjimawati & Wahju Wirjawan, 2023).

Based on the results of research observations and interviews conducted by researchers, the results of employee performance at PT Mattel Indonesia East Plant are currently said to be flat or even below the production target. This is supported by employee production targets that are inconsistent and always below the target to be obtained has been set every month.

Table 1. Actual Production Table Dept. Die Cut
PT Mattel Indonesia East Plant
Period January 2023 - September 2023

YEAR	MONTH	DESCRIPTION	PRODUC- TION TAR- GETS	ITEM TOY MATERIAL	QUANTITY AKTUAL
2023	JANUARY	DIE CUT	100%	103%	93%
	FABRUARY	DIE CUT	100%	89%	79%
	MARCH	DIE CUT	100%	92%	83%
	APRIL	DIE CUT	100%	102%	81%
	MAY	DIE CUT	100%	94%	83%
	JUNE	DIE CUT	100%	96%	85%
	JULY	DIE CUT	100%	93%	80%
	AUGUST	DIE CUT	100%	100%	91%
	SEPTEMBER	DIE CUT	100%	98%	79%

Source : Planner Die Cut PT Mattel Indonesia (2023)

Table 1. Actual Production Table for the period January 2023 - September 2023, it can be seen that the graph above is closest to the production target in January, and it can be concluded that in the achievement of production output from within the last nine months there have been fluctuations every month in achieving production results. The occurrence of fluctuations can be caused by two factors, namely internal factors and external factors. From the non-achievement of the production target, researchers conducted observations and interviews with one of the employees, production leader, production planner and one of the IC (Inventory Control) Production section of PT Mattel Indonesia East Plant, it is known that this is influenced by several factors, such as the Kaizen Program, work motivation and work discipline.

Based on this information, the researcher then drew the conclusion that it turns out that what affects employee performance is Kaizen culture, motivation and work discipline. For various considerations and in-depth studies and exploring the above phenomena, the authors are interested in conducting research entitled "The Effect Of Kaizen Culture, Motivation And Work Discipline On Employee Performance At Pt Mattel Indonesia East Plant".

The research model is a description of a study from the author based on the hypothesis above, where the significant influence of previous research. The following is a research model based on the hypothesis above:

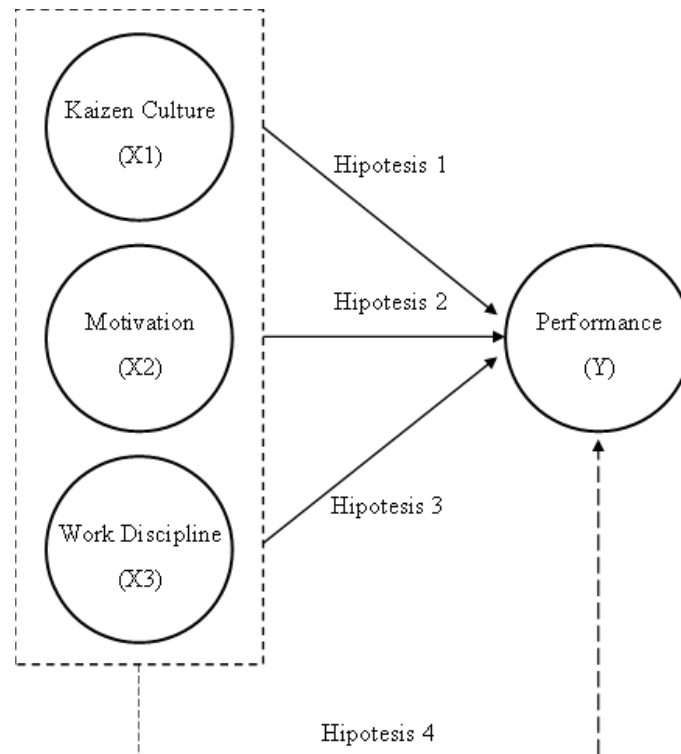


Figure 1. Research Model

Source : Researcher, 2024

The general objectives of this study were: 1) To determine and analyze the effect of Kaizen Culture on employee performance at PT Mattel Indonesia East Plant. 2) To determine and analyze the effect of Motivation on employee performance at PT Mattel Indonesia East Plant. 3) To determine and analyze the effect of work discipline on employee performance at PT Mattel Indonesia East Plant. 4) To determine and analyze the influence of Kazien Culture, Motivation and Work discipline on employee performance at PT Mattel Indonesia East Plant.

2. RESEARCH METHODS

This research uses quantitative techniques, the results of respondents' questionnaires, and an approach that emphasizes the objective measurement of social phenomena (Sugiyono, 2019). The research was conducted on the object of research, namely at PT Mattel Indonesia East Plant Cikarang, Jababekas Area Jln. Industri Utama Blok SS Kav. 1-3, MekarmSukti, Kec. Cikarang Utara, Bekasi Regency, West Java 17530. Researchers not only use primary data, but also utilize secondary data sources. This secondary data is obtained from various sources, including literature, articles, and internet sites that are relevant to the research focus.

This study uses a probability-based sampling strategy in which each member of the population has an equal chance of being selected as a sample (Sugiyono, 2019). A total of 300 employees from the assembly manufacturing division of PT Mattel Indonesia East Plant in Cikarang constituted the population under study. The percentage of each stratum determines the random selection of sample participants. The structure of the population, which consists of three groups

of employees involved in manufacturing assembly parts, was taken into consideration when deciding to adopt this approach. The number of samples drawn from each group.

This study uses validity, reliability, classical assumption tests (normality, multicollinearity, heteroscedasticity tests, and multiple linear regression analysis. Hypothesis testing in this study consists of the T Test (Partial Regression Coefficient), F Test (Simultaneous Regression Coefficient) and the Coefficient of Determination..

3. RESULTS & DISCUSSION

Kaizen Culture. Habits are actions that stem from an individual's core values with the goal of achieving professional success. These values are derived from cultural practices, religious beliefs, community standards, and applicable laws, all of which shape work behavior and Company culture.

Kaizen, a term of Japanese origin, refers to a continuous effort to make incremental improvements. The word encompasses improvements that encompass all stakeholders including Company leaders and employees, and costs money (Nurhadi, 2022) . According (Kusumaningrum & Muhtadin, 2018) Kaizen is a corporate culture that strives to continuously improve performance by strengthening manufacturing processes, product quality, minimizing operational costs, and improving workplace safety. According to (Herman Pelani et al., 2023). revealed that kaizen is a methodology that targets improvements in Quality, Cost, and Delivery (QCD) to increase customer satisfaction and reduce costs. Indicators Kaizen Culture, Based on research (Handayani & Sukardi, 2020). Kaizen can increase the effectiveness and excellence of products produced by employees, combining various aspects that can be changed into measurable indicators. The form of kaizen culture is Total Quality Management (TQM), Just-in-time (JIT), Total Productive Maintenance (TPM), 5-S, Kaizen Suggestion System, Quality Control Circle.

Performance refers to the results achieved by an individual when carrying out a specific task using skills, knowledge, and confidence. According to Mangkunegara in (Hustia, 2020). Performance includes proficiency in fulfilling employee responsibilities and achieving work results that meet company criteria both in terms of quantity and quality. Performance is assessed by assessing individual proficiency in completing specified activities, emphasizing the importance of performance in fulfilling employee obligations and responsibilities (Hanny & Adi-putra, 2020). Indicators Employee Performance, According to (Supriandi & Simanjuntak, 2020) there are performance indicators on employees, namely Quantity of Work Results, Quality of Work Results, Efficiency and Creativity.

Motivation is an internal tendency or drive that encourages a person to participate in a particular action or endeavor. According (Akbar, 2018) Motivation is a person's mental state that encourages his desire to participate in certain behaviors to achieve a desired goal. Motivation refers to the process of offering individuals the necessary encouragement to stimulate certain behaviors aimed at achieving a goal (Fazira & Khoiri, 2022). Indicators of Work Motivation,

according to Mangkunegara in (Farisi et al., 2020). Includes Hard Work, Orientation to the future, High aspirations, Orientation to tasks or goals, Effort to progress.

Work Discipline, according to (Afandi, 2018) in the book human resource management, the concept of work discipline is an order or regulation issued by the head of the organization, approved by the board or owner of capital, confirmed by the trade union and known by the employment office. According to Rofi in (Jufrizen & Hadi, 2021), Discipline is the act of imposing sanctions by an organization in response to violations of work rules or expected behavior. According to Sastrohadiwiryo in (Jufrizen & Sitorus, 2021). work discipline includes the behavior of appreciating, respecting, following, and obeying applicable regulations. Indicators of Work Discipline, According to (Supriandi & Simanjuntak, 2020). Indicators that affect the level of employee discipline of a company, including compliance with regulations, effectiveness at work, behavior correction, timely attendance.

The object of this research is PT Mattel Indonesia East Plant which is located at Jl. Industri Utama Blok SS Kav.1-3, Mekarmukti, Kec. Cikarang Utara, Bekasi Regency, West Java 17530. The variables that are the object of research are Kaizen Culture (X1), Motivation (X2), Work Discipline (X3) which are independent variables (Independent) and Employee Performance (Y) which is the dependent variable (Dependent).

Table 2. Characteristics of Respondents Based on Gender

No	Gender	Total	Persentase
1	Male	38	50,7%
2	Female	37	49,3%
	Total	75	100%

Source : Processed research data (2024)

Based on the results of the sample data collection carried out, it can be seen from a total of 75 respondents in the study. There are 50.7% male gender or 38 respondents and 49.3% female gender or 37 respondents. So it can be concluded that PT Mattel Indonesia East Plant has almost the same number of genders.

Table 3. Characteristics of Respondents Based on Age

No	Age	Total	Persentase
1	20 – 25	39	52%
2	25 – 30	12	16%
3	30 – 35	8	10,7%
4	40 – 45	6	8%
5	Above 45	10	13,3%
	Total	75	100%

Source : Processed research data (2024)

Based on the results of the sample data collection carried out, it can be seen from a total of 75 respondents. There are 52% or 39 employees aged 20-25 years, 16% or 12 employees aged 25-30 years, 10.7% or 8 employees aged 30-35 years, 8% or 6 employees aged 40-45 years, 13.3%

or 10 employees aged over 45 years. It can be concluded that the majority of employees of PT Mattel Indonesia East Plant are 20-25 years old.

Table 4. Characteristics of Respondents Based on Education

No	Education	Total	Persentase
1	SMP	0	0%
2	SMA/SMK	56	74,7%
3	D1/D2/D3	3	4%
4	S1/S2	16	21,3%
	Total	74	100%

Source : Processed research data (2024)

Based on the results of sample research conducted from 75 employees, it can be seen that the educational characteristics of respondents include junior high school at 0% or no employees, high school / vocational high school at 74.7% or 56 employees, D1 / D2 / D3 at 4% or 3 employees, and S1 / S2 at 21.30% or 16 employees. It can be concluded that the majority of the education level of employees at PT Mattel Indonesia East Plant is high school / vocational high school.

Table 5. Multiple Linear Regression Analysis Test Results

Model	Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	.603	1.925		.313	.000			
1 Kaizen Culture	-.030	.059	-.052	-.511	.002	.221	4.529	
Motivation	.488	.078	.605	6.263	.001	.247	4.041	
Work Discipline	.426	.085	.414	4.992	.000	.335	2.981	

a. Dependent Variable: Employee Performance

Source : Processed research data (2024)

Based on **table 5.** obtained multiple linear regression data processing results, which resulted in multiple linear regression equations as follows:

$$Y = 0,603 - 0,030 X1 + 0,048 X2 + 0,426 X3.....(1)$$

The resulting regression analysis test results can be interpreted that employee performance is supported by kaizen culture, motivation and work discipline as much as 0.603 which assumes that when there is an increase or change in the value of each independent variable, it will affect the dependent variable or employee performance together, namely if there is an increase in motivation, there will be an increase in value of 0.488 in employee performance, and if there is

an increase in work discipline, there will be an increase in value of 0.426 in employee performance. Thus it can be assumed that employee performance is influenced by kaizen culture, motivation, and work discipline.

Table 6. Multiple Linear Regression Test Results (Partial)

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Co-efficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
(Constant)	.603	1.925		.313	.000		
1 Total_X1	-.030	.059	-.052	-.511	.002	.221	4.529
Total_X2	.488	.078	.605	6.263	.001	.247	4.041
Total_X3	.426	.085	.414	4.992	.000	.335	2.981

a. Dependent Variable: Total_Y

Source : Processed research data (2024)

Based on **table 6**, the results of the T test (partial) on multiple linear regression analysis have been obtained with a value of $df = 71$, $\alpha = 5\%$ or 0.05 and a T table value of 1.994. Resulting in the following conclusions:

Variable X1 has an effect on Variable Y. Evidenced by the Thitung value of $-0.511 < T_{table}$, namely 1.994. Based on the basis of decision making that if the Thitung value (negative) is less than the Ttable value, it can be declared influential and proven by the Sig value of $0.002 < \text{the probability value of } 0.05$, which means that Variable X1 has an effect on variable Y. It can be concluded that variable X1 as Kaizen Culture has an influence on variable Y as Employee Performance.

Variable X2 has an effect on Variable Y. Evidenced by the Thitung value of $6.263 > T_{table}$, namely 1.994. Based on the basis of decision making that if the Thitung value (positive) is more than the Ttable value, it can be declared influential and is evidenced by the Sig value of $0.001 < \text{the probability value of } 0.05$, which means that variable X2 has an effect on variable Y. It can be concluded that variable X2 as Work Motivation has an influence on variable Y as Employee Performance.

Variable X3 has an effect on Variable Y. Evidenced by the Thitung value of $4.992 > T_{table}$, namely 1.994. Based on the basis of decision making that if the Thitung value (positive) is greater than the Ttable value, it can be declared influential and proven by the Sig value of $0.000 < \text{the probability value of } 0.05$, which means that Variable X3 has an effect on variable Y. It can be concluded that variable X3 as Work Discipline has an influence on variable Y as Employee Performance.

Table 7. Multiple Linear Regression Test Results (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1174,749	3	391,583	120,881	.000 ^b
	Residual	229,998	71	3,239		
	Total	1404,747	74			

a. Dependent Variable: Total_Y

b. Predictors: (Constant), Total_X3, Total_X2, Total_X1

Source : Processed research data (2024)

Based on the F table distribution table, it is found that the Ftable value of the Df1 = 3 and DF2 = 71 values with a probability value of 0.05 or 5% is 2.734. So based on the results of data processing and data analysis results in the value of F count > F table with the value of F count = 120.881 > F table = 0.117. This means that it is influential or the X1, X2, and X3 Variables together have an effect on Variable Y. And Judging from the Sig value, namely 0.000 < 0.00, it shows that each independent variable (X1, X2, and X3) together has a significant effect on Variable Y.

Table 8. Determination Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914 ^a	0,836	0,829	1,800

a. Predictors: (Constant), Total_X3, Total_X2, Total_X1

b. Dependent Variable: Total_Y

Source : Processed research data (2024)

The Coefficient of Determination from table 8 shows that the Adjusted R Square value is 0.83, meaning that the X1, X2, and X3 variables have an effect of 83% on Variable Y. Or the R Square value is 0.84, meaning that it has an 84% effect on Variable Y.

4. CONCLUSION & SUGGESTION

Based on the results of research, processing and analysis through proving hypotheses and problems regarding the Effect of Kaizen Culture, Motivation and Work Discipline on Employee Performance at PT Mattel Indonesia East Plant, it produces the following conclusions:

Kaizen culture has a positive influence on employee performance at PT Mattel Indonesia East Plant. **Motivation** has a positive influence on employee performance at PT Mattel Indonesia East Plant. **Work Discipline** has a positive influence on Employee Performance at PT Mattel Indonesia East Plant. And Work Discipline has a positive influence on Employee Performance at PT Mattel Indonesia East Plant.

Based on the conclusions that have been obtained, the authors provide the following suggestions:

For the Company. Companies need to improve performance in employees by increasing the kaizen culture in the company, superiors provide work motivation to employees in the company, and maintain and improve the rules in the company to be even better to improve employee work discipline. Therefore, by providing motivation, employees become more enthusiastic at work, employees are more disciplined and can improve employee habits at work for the better, which in turn will be a trigger for success in achieving company targets and goals.

For the Employees. Employees are expected to always make a full contribution to the company, work with full responsibility and honesty becomes the main thing and establish good communication and be open to the company for any problems so that they can be discussed together so that no party feels disadvantaged.

For the Further Researchers. Other researchers should develop this research using different variables or other indicators so that it can produce more complete information about the factors that affect employee performance.

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