

## The Effect of Kaizen Implementation on Employees' Affective Attitude in Textile Company in Ethiopia

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**Abstract :** This study has the objective of assessing the effect of kaizen (5S, Muda elimination and Quality Control Circle (QCC) on employees' affective attitude (job satisfaction, commitment and job stress) in Kombolcha Textile Share Company. A conceptual model was developed to describe the relationship between Kaizen and Employees' Affective Attitude (EAA) factors. The three factors of Employee Affective Attitude were measured using questionnaire derived from other validated questionnaire. In the data collection to conduct this study; questionnaire, unstructured interview, written documents and direct observations are used. To analyze the data, SPSS and Microsoft Excel were used. In addition, the internal consistency of similar items in the questionnaire instrument was measured for their equivalence by using the cronbach's alpha test. In this study, the effect of 5S, Muda elimination and QCC on job satisfaction, commitment and job stress in Kombolcha Textile Share Company is assessed and factors that reduce employees' job satisfaction with respect to kaizen implementation are identified. The total averages of means from the questionnaire are 3.1 for job satisfaction, 4.31 for job commitment and 4.2 for job stress. And results from interview and secondary data show that kaizen implementation have effect on EAA. In general, based on the thesis results it was concluded that kaizen (5S, muda elimination and QCC) have positive effect for improving EAA factors at KTSC. Finally, recommendations for improvement are given based on the results.

**Keywords :** kaizen, job satisfaction, job commitment, job stress

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