

Can Total Quality Management Improve Employee Performance?

Muhammad Naufal ¹

STIE Makassar Maju

Email: naufalanfield@gmail.com

(Diterima: 23 February 2021; direvisi: 15 April 2021; dipublikasikan: 30 April 2021)



©2021 – BJRM (Bongaya Journal of Research in Management). This is an article with open access under license CC BY-NC-4.0 (<https://creativecommons.org/licenses/by-nc/4.0/>).

Abstract: This study aims to determine how much influence Total Quality Management has on employee performance at PT. Teja Mukti Utama. Data collection using primary data obtained from employees of PT. Teja Mukti Utama was then used as respondents using a random sampling technique with a total sample of 75 respondents. The population is employees of PT. Teja Mukti Utama. Primary data collected through the distribution of the questionnaire have been tested using classical assumption tests in the form of normality assumptions, multicollonary assumptions, heteroscedasticity assumptions, and autocorrelation assumptions. Methods of data analysis using descriptive statistical analysis techniques. The results showed that Total Quality Management had a positive and significant effect on employee performance at PT. Teja Mukti Utama.

Keywords: Total Quality Management; Employee; Performance

INTRODUCTION

In today's world of intense global competition, people talk a lot about quality, especially when working that produces products or services. A product is made because someone needs it, and these needs develop along with the demands for the quality of its users; moreover, the requests for environmental changes from a local to a global scope cause changes in almost all sectors of life. Local, national, or regional situations, but must be able to compete internationally. Companies have only one attitude to deal with this, namely participating in changes both structurally and in the resources they have. The modern era of globalization requires various insights, knowledge, and technology in the business world. In addition, quality human resources are needed who can compete in the field of production and services. The quality of human resources can affect competition in increasing business for the progress of a company by using a management system where this management system can be used to improve company performance through the performance of its employees. One of the commonly used quality management tools is Total Quality Management (TQM).

Since the 1980s, Total Quality Management (TQM) was developed to improve performance through quality improvement in all aspects of the organization. The Total Quality Management (TQM) program focuses on total quality within the organization. Some companies have implemented TQM, some have succeeded in improving their performance, but some have not been able to improve their performance (TEORY). This is because the elimination of various kinds of waste can significantly increase the company's profitability. TQM itself is a customer-oriented management philosophy that includes improving business processes, using Statistical Process Control (SPC), identifying necessary procedures, and creating quality for business adoption (Karahana & Tetik, 2012). Total Quality Management (TQM) is a widely recognized management philosophy. It has become the main slogan as many companies seek to gain a competitive advantage using TQM (Wang et al., 2012).

Zainul Hidayat (2012) suggests that the work environment is the whole or every aspect and symptom of physical and socio-cultural that affects individuals. A good work environment will impact increasing the quality of work, reducing peace in the eyes and spiritual desire, and most importantly, better work morale and better prestige for the institution concerned. Meanwhile, according to

Sedarmayanti, (2013), the work environment is a place where there are several groups in which there are several supporting facilities to achieve company goals according to the company's vision and mission.

Companies that implement Total Quality Management aim to meet customer satisfaction and expectations, the demands of environmental changes, and the company's demands. The implementation of effective TQM has a positive impact that will ultimately benefit the organization. The implementation of TQM that focuses on services and the involvement of the workforce is expected to affect the performance of the company or organization. Performance measurement is a system that evaluates to increase the likelihood of the organization's success in implementing the strategy, which is carried out to determine whether there is a deviation between the planned progress and reality. If there is a deviation in the form of progress that is lower than the plan, it is necessary to spur activities so that the expected goals can be achieved. Based on the decision of the directors of PT. Teja Mukti Utama regarding work implementation guidelines, management systems which state that to realize the company's vision, mission, and goals, PT. To support this superior performance, PT, Teja Mukti Utama must continuously improve and maintain performance excellence in all organizational units. Teja Mukti Utama adopts several international standards, namely Total Quality Management. PT. Teja Mukti Utama is a workforce procurement company, which was established in 1997. An official company committed to providing formal and informal workforce procurement services.

The phenomenon that occurs at PT. Teja Mukti Utama where there are employees in completing tasks not on time so that there is a lack of responsibility, as well as low employee commitment in carrying out their duties, a lack of trained personnel which can be seen from the employees still waiting for orders to do their work and there is an often pending outcome so that there is a decrease in the level of work discipline, makes employees not enthusiastic about work and lacks a sense of responsibility, and is not consistent in doing their jobs.

LITERATURE REVIEW

Human Resources

Human Resources (HR) is a business division tasked with finding, screening, recruiting, training job applicants, and managing employee benefits programs. The presence of an HR department is an essential component of any business, regardless of the organization's size. The HR department is tasked with maximizing employee productivity and protecting the company from any problems in the workforce. HR responsibilities include compensation and benefits, hiring, firing, and following laws that may affect its employees.

Total Quality Management

Total Quality Management (TQM) is an ongoing process to detect and reduce or eliminate errors in manufacturing, streamline supply chain management, improve customer experience, and ensure that employees are trained. Total quality management aims to hold all parties involved in the production process responsible for the overall quality of the final product or service. TQM has considered a customer-focused process focused on consistently improving business operations. It seeks to ensure all relevant employees are working towards a common goal of improving the quality of a product or service and improving existing production procedures. QM oversees all activities and tasks required to maintain the desired level of excellence in the business and its operations. This includes establishing a quality policy, establishing and implementing a quality plan and assurance, and quality control and quality improvement measures.

Employee Performance

Employee performance refers to how workers behave in the workplace and how well they perform the required job tasks. Companies typically set performance targets for individual employees and the company as a whole in the hope of delivering good value to customers, minimizing waste, and

operating efficiently. Individual employee performance can be seen at work effectiveness, quality, and efficiency at the task level. Individual performance affects the team and organizational performance.

Hipotesis

Based on a theoretical basis, previous research, and framework; The hypothesis in this study is that Total Quality Management has a positive and significant effect on employee performance at PT. Teja Mukti Utama South Sulawesi Branch In Gowa.

RESEARCH METHOD

Based on the type, this research is included in explanatory research, which aims to examine the relationship between variables or how one variable affects other variables. This research also includes a quantitative approach because it uses many numbers, starting from data collection, interpretation of the data, the appearance and results, and understanding the research conclusions. (Sinolla, 2011). This research was conducted at PT. Main Teja Mukti. The address is at Jalan BTN Restika Indah Block A3 No. 17 Kel. Tetebatu, Pallangga District, Gowa Regency. The type of data used in this study is quantitative data, namely data in numbers. According to its form, quantitative data can be processed or analyzed using mathematical or statistical calculation techniques. Quantitative data serves to determine the number or magnitude of an object under study. Data was collected by distributing a questionnaire containing a draft statement that would be given a score for each answer such as (Strongly Agree = 5, Agree = 4, Disagree = 3, Disagree = 2, Strongly Disagree = 1). In this study, the data were analyzed by descriptive statistical analysis to describe the data in terms of mean, standard deviation, maximum, minimum, sum, range and to measure the distribution of data by skewness and kurtosis. Descriptive statistics describe data into information that is clearer and easier to understand (Ghozali, 2017). Total Quality Management is an organizational commitment to satisfy customers by continuously improving every business process related to delivering goods and services. The indicators used to measure TQM are Vision, Commitment, and Customer Satisfaction. Employee performance is defined as the ability of employees to carry out specific skills and how far their abilities are in carrying out the tasks assigned to them. The indicators used to measure employee performance are Effectiveness, Efficiency, Quality of Work, Timeliness, and Productivity.

RESULTS AND DISCUSSION

**Table 1. Normality test results
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		75
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	28.91414275
Most Extreme Differences	Absolute	.071
	Positive	.071
	Negative	-.060
Test Statistic		.071
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Normality test to find out the model has a normal distribution using Kolmogorov-Smirnov (KS) analysis. If the significant value of the Kolmogorov-Smirnov test is > 0.05, it means that the data is normally distributed. Based on table 1, the results of the normality test show that the Asymp. Sig. (2-tailed) Kolmogorov-SmirnovTest of 0.200, the value is more significant than 0.05; thus, it can be concluded that the data tested are typically distributed.

Next is to do a heteroscedasticity test to test whether there is an inequality of variance in the regression model from the residuals of one observation to another observation. There are several ways to do a heteroscedasticity test: plot graph, park, glejser, and white. The test in this study uses a plot graph between the predicted value of the dependent variable, namely ZPRED, and the residual

SRESID. There is no heteroscedasticity if there is no clear pattern, and the points spread above and below the number 0 on the Y-axis.

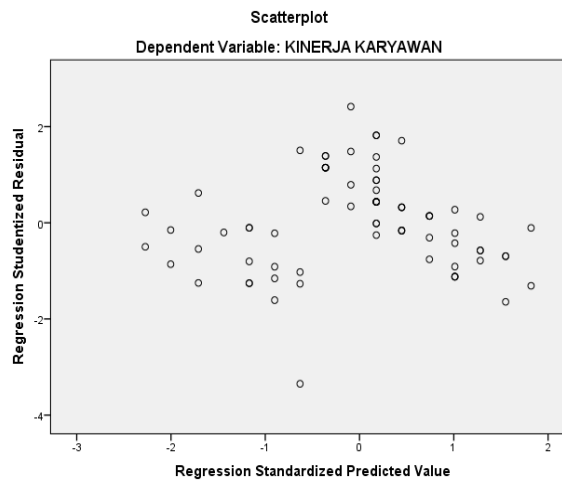


Figure 1. Heteroscedasticity Test Results

Figure 1 shows that the points spread randomly do not form a specific pattern, and the direction of the spread is above or below the number 0 on the Y-axis. Therefore, it can be concluded that there are no symptoms of heteroscedasticity in the regression model in this study, so that the regression model carried out is feasible. Used.

The next step is to perform a descriptive statistical test to analyze the data by describing or describing the data that has been collected as it is without the intention of making generally accepted conclusions. Descriptive statistical analysis was used to describe the demographics of respondents and a description of the variables in the study. The descriptive analysis (mean, mode, median, max, min, average, standard deviation). The results of the descriptive statistical test are explained [there is table 2 as follows.

Table 2. Descriptive Statistical Results
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TQM	75	333,00	500,00	425,7467	40,80378
Employee performance	75	300,00	487,00	420,6267	47,85953
Valid N (listwise)	75				

Berdasarkan tabel 2, jumlah data sampel yakni sebanyak 75. Dari 75 sampel tersebut (minimum) variabel TQM sebesar 333,00, Total (maximum) variabel TQM sebesar 500,00, variabel kinerja karyawan sebesar 487,00. Dengan demikian variabel TQM mempunyai nilai standar deviasinya (40,80378), nilai mean (425,7467), variabel kinerja karyawan mempunyai nilai standar deviasi (47,85953) dan nilai mean (420,6267). Dengan demikian dapat disimpulkan bahwa variabel tidak terjadi outliers pada data, karna nilai standart deviasi kurang dari nilai mean.

Table 3. Simple Regression Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,695	35,470		,640	,524
	TQM	,935	,083	,797	11,270	,000

a. Dependent Variable: Kinerja Karyawan

It can be explained that a = constant of under standardized coefficients. In this case, the value is 22,695. This number is a constant number, which means that if there is no TQM (X), the consistent value of employee performance (Y) is 22.695. b = number of regression coefficients. The value is

0.935. This figure means that for every 1% addition to the TQM level (X), the employee's performance (Y) will increase by 0.935. Thus, TQM (X) has a positive effect on employee performance (Y). so the regression equation is as follows:

$$Y = 22,695+0,935X+e$$

Hypothesis testing is a test that proves the existence of a relationship between the factors in this research. Hypothesis testing aims to find out the quick answer to the problem is still presumption because it still has to be proven true by the provisional opinion expressed by the researcher.

The coefficient of determination (R-square) essentially measures how much the model can explain the variation of the independent variables. The coefficient of determination (R²) value reflects how much of the variation and the dependent variable Y can be explained by the independent variable X. if the value of the coefficient of determination is equal to zero, the variation of Y can not be explained by X at all. Meanwhile, if R² = 1, it means that the variation of Y as a whole can be explained by X. The results of the calculation of the coefficient of determination in this study can be seen in table 4 as follows.

Table 4. Results of the Coefficient of Determination Model Summary^b

Model	R	R Square	Adjusted R Square
1	.797 ^a	.635	.630

a. Predictors: (Constant), TQM

b. Dependent Variable: Kinerja Karyawan

Based on table 4, the value of the coefficient of determination indicated by the R-Square is 0.635, which is 63.50% of the TQM Variable (Free) to the Employee Performance Variable (Bound) can be explained. The remaining 47.50% can be explained or explained by the dependent variable. The basis for this test's decision-making is T-count > T table = 1.993 obtained from the TINV formula in excel and sig > 0.05, Ho is rejected, and Ha is accepted, then the hypothesis is accepted..

Table 5. Partial Test Results (T) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	22,695	35,470		,640	,524
	TQM	,935	,083	,797	11,270	,000

a. Dependent Variable: Kinerja Karyawan

In table 5, the Total Quality Management variable shows T-count of 11.270 while the value of T-table = 1.993 then T-count > T-table and the significance value is 0.000 < 0.05, meaning that the TQM variable (X) has a positive and significant effect on employee performance..

Discussion

Effect of Total Quality Management on employee performance

The hypothesis states that Total Quality Management has a positive and significant effect on employee performance. The results of the t-statistical test in this study showed that the effect of TQM on employee performance obtained significant and positive results. This is evidenced by the t-count value of the TQM variable of 11.270, which is greater than the t-table, which is 1.993 or t-count (7.114) > t-table (1.993). At the same time, the value of this regression coefficient can be stated to have a significance of 0.000, which is smaller than 0.05 or (0.000 < 0.05), where 0.05 is the maximum significant level. These results suggest that TQM should prioritize strategy and awareness. A management strategy aimed at instilling awareness and quality in all processes within the organization. The results of this study are in line with the previous theory Aquilano (Wibowo 2016:122) gives the

meaning of total quality management as managing the entire organization so that it goes beyond all dimensions of products and services important to customers.

CONCLUSIONS AND SUGGESTIONS

This study indicates that Total Quality Management (TQM) has a positive and significant effect on the performance of employees who work in the office of PT. Teja Mukti Utama, South Sulawesi Branch. The research results from hypothesis testing or partial test (t) illustrate that exemplary TQM implementation also causes employee performance to be good. The results of this study suggest that employee training should be utilized optimally to provide better results in achieving the company's expected performance. The TQM variable, which is still not optimally implemented in the company, should be a priority for management so that the company's performance can be improved through better employee performance. Company management should be able to make policies and programs more effective in improving employee performance based on the implementation of Total Quality Management (TQM). Companies must implement a reward system properly so that employees are motivated to improve their performance to achieve company goals. Can develop the results of this study and involve relevant variables related to Total Quality Management (TQM), employee performance, and reward systems. We hope that the research results are more accurate and have much more significant benefits to improve employee performance in the following years.

REFERENCES

- Bahri, S., Sitorus, P., Pasaribu, F. (2012). Uji ekstrak etanol kulit buah manggis (*Garcinia mangostana* L) terhadap penurunan kadar glukosa darah. *Journal of Pharmaceutics and Pharmacologi*. Vol. 1(1):1-8.
- Mathis, R. L., & Jackson, J. H. (2011). *Human Resource Management – Thirteenth Edition*. Ohio: Cengage Learning.
- Brian R. Lamato dkk. (2017). Analisis Total Quality Management (TQM) Terhadap Kinerja Manajerial Pada Pt. Asegar Murni Jaya Desa Tumuluntung Kab. Minahasa Utara.
- Dewi. (2010). Pengaruh Pendidikan dan Pelatihan (DIKLAT) dan Disiplin Kerja terhadap Profesionalisme Tenaga Medis pada Puskesmas Hamparan Deli Serdang. Skripsi. Unimed
- Dra.H. Salidi Samsudin, M.M.M.Pd (2010) *Manajemen Sumber Daya Manusia*. Bandung Penerbit Pustaka Setia
- Daryanto, and Bintoro. (2014). *Manajemen Diklat*. Yogyakarta: Gava Media.
- Fandy,Tjiptono & Gregorius, Chandra,(2015) *Service Quality dan Satisfaction*. Edisi 4, Yogyakarta: Andi Offset.
- Fatah Syukur (2010). *Manajemen Sumber Daya Manusia Pendidikan*, Semarang: PT Pustaka
- Ghozali, Imam. (2013). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hasibuan, Malayu. (2013). *Manajemen Sumber Daya Manusia*. Cetakan ketujuh belas. PT. Bumi Aksara, Jakarta.
- Husein, Umar. (2011). *Metode penelitian untuk skripsi dan bisnis edisi II*. PT Grasindo. Jakarta.
- Karahan, M., & Tetik, N. (2012). The Determination of the Effect Level on Employee Performance of TQM Practices with Artificial Neural Networks: A Case Study on Manufacturing Industry Enterprises in Turkey. *International Journal of Business and Social Science*, 133-142.
- S.P.Hasibuan, Malayu. (2013). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- Laili, M. A. D. N. (2016). Pengaruh Total Quality Management Terhadap Kinerja Karyawan Pada PT. Harlis Tata Tahta di Bontang. *eJournal Ilmu Administrasi Bisnis*, 4(4), 1140-1150.
- Marwansyah. (2015). *Manajemen Sumber Daya manusia*. Edisi Kedus. Bandung: Alfabeta.
- Moehersono, (2014). *Pengukuran Kinerja Berbasis Kompetensi Edisi Revisi*, Jakarta: PT RajaGrafindo Persada.
- Rivai Zainal, Basri Zainul, Gunawan, Mardiwasiso Gatot, (2015). *Manajemen Kinerja Untuk Perusahaan dan Organisasi*. BPFE, Yogyakarta
- Sudarmanto. (2014). *Kinerja Pengembangan Kompetensi SDM*. Yogyakarta: Pustaka Belajar.
- Robbins & Judge. (2013). *Organizational Behavior*, Fifteenth Edition. Pearson Education, Inc
- Mangkunegara, A.P. (2016). *Perencanaan dan Pengembangan Sumber Daya Manusia*.

- Bandung: PT.Reflika Diatama.
- Sinambela. Lijan Poltak. (2016). Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja, Jakarta: Bumi Aksara.
- Ghozali, Imam. 2013. Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi. Semarang: Badan Penerbit Universitas Diponegoro.
- Sinollah. (2011). Pagaruh Kompensasi Terhadap Kepuasan Kerja Karyawan Pada PT PLN (Persero) Distribusi Jawa Timur. Jurnal Otonomi. Vol 11, No.1.
- Siregar, Syofian. (2013). Metode Penelitian Kuantitatif. Jakarta: PT Fajar Interpratama Mandiri.
- Sugiyono. (2012). Metode Penelitian Bisnis. Bandung : Alfabeta.
- Sutrisno, Edy. (2013). Manajemen Sumber Daya Manusia. Jakarta: Kencana.
- Syukur, Fatah. (2012), Manajemen Sumber daya Manusia Pendidikan. Semarang.
- Wang, M. I. & Shieh, J. C. (2012). The Relationship Between Service Quality and Customer Satisfaction : The Example of CJCUC Library”. Journal of Information & Optimization Sciences. Vol. 27. (1), 193-203.
- Febriana Siahaan,
- Wibowo, (2016). Manajemen Kinerja, Edisi Kelima, PT.Rajagrafindo Persada Jakarta-14240.