

# Evaluation of Total Quality Management (TQM) on Job Satisfaction and Performance of Private Bank Managers in East Java, Indonesia

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## ABSTRACT

The purpose of this research is to describe Total Quality Management, job satisfaction and manager's performance; analyze the effect of Total Quality Management on manager job satisfaction; analyze the effect of Total Quality Management on manager's performance; analyze the effect of job satisfaction on manager performance; analyze the effect of performance on manager job satisfaction; analyze the effect of Total Quality Management on performance through manager job satisfaction and analyze the effect of Total Quality Management on job satisfaction through the performance of private bank managers in East Java. This research uses explanatory research. The research population is all managers of private banks in East Java. This study used a Likert scale questionnaire which was distributed to 77 respondents. Random sampling technique was used to determine the respondents. This study concludes that between Total Quality Management has a positive effect on job satisfaction and performance, satisfaction and performance can mediate Total Quality Management on other exogenous variables.

**Keywords** : total quality management, job satisfaction, management performance

## 1. INTRODUCTION

The COVID-19 pandemic has changed almost every aspect of life. All sectors undergo changes and adjustments to survive and be able to survive the pandemic. Service companies such as banks also have to keep up with the waves of change. The performance of commercial banks based on the Financial Services Authority report showed a significant decline as shown in the following figure;



Figure 1. Decline in Commercial Bank Assets and Loans in Indonesia  
Source: FFA (OJK) Profile Report for the Banking Industry, 2020

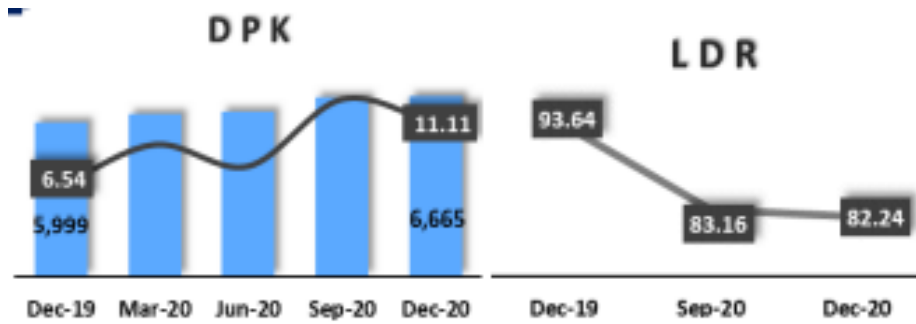


Figure 2. Decline in DPK and LDR for Commercial Banks in Indonesia  
 Source: FFA (OJK) Profile Report for the Banking Industry, 2020

TQM is a concept used by corporations to increase competitive advantage and ensure business performance (Nasser, et al. 2013; Chang, et al. 2010) The implementation of TQM is carried out as one of the company's strategies to create good service performance, so that its implementation is oriented towards on customer satisfaction and with the participation of all members of the company, including employees (Poernomo, 2006). It can be said that the application of TQM aims at continuous improvement of products or services, human resources, processes and the environment (Putri, 2009) so as to produce the best and superior quality in the future of competition (Tjiptono and Diana, 2007).

For employee performance, the planned and targeted implementation of TQM can increase employee productivity and performance (Poernomo, 2006). The purpose of implementing operations management is one of the strategic business activities to achieve optimal business performance (Milovanovic, 2016). Achievement of company performance can be improved through increasing company productivity.

One of the efforts that companies can make in increasing their productivity is through proper resource management (Akrani, 2011), which in this case human resources are considered the most important resource and the most valuable asset (Shah, et al. 2012), so that encourage companies to focus more on planning and controlling aspects of human factors (Ismunawan, 2010). Crossman and Abou Zaki (2003) state that organizational effectiveness is highly dependent on the human resources they have.

The outcomes of the impact of implementing TQM on employee performance were shown by Therese, who found a solid positive connection between the level of implementation of TQM practices and organizational performance. From the results of the study, it is known that the application of TQM can affect employee performance, although the level of influence can vary from one company to another. can also promote a person's emotional feelings in their work. In this case TQM as a quality management system oriented to product and service quality, has the ultimate goal of achieving customer satisfaction (Samsir, 2014). As noted by Akdere (2009), there is a strong positive relationship between customer satisfaction and employee job satisfaction. This implies that customer satisfaction, as a quality management goal, can be achieved through employee job satisfaction (Schroeder, et al. 2005).

Improvement of the organization's quality management system is a factor that can affect the achievement of increasing employee job satisfaction (Juana, et al. 2016). While job satisfaction itself is assumed to is a feeling of pride and internal satisfaction felt by employees when performing specific tasks (Saleem, 2015).

Based on the results of interviews conducted by researchers, it is known that there are several obstacles faced by several private bankers in East Java during the last 2 years due to the pandemic. One of the most important obstacles in the production section is the working hours that are not in accordance with the work goals to be achieved because of the work from home rule. The policy of working from home reduces productivity because the majority of respondents do not want to

work from home. This condition can of course be detrimental to the business, because apart from not achieving optimal efficiency, it also has an impact on business stagnation due to the lack of active staff in the office. In addition, the complexity of the work is also higher because basically every department or every business channel is interrelated, so it takes all levels of work to be able to work as a team to minimize the possibility of problems and possible 'errors at work. .

Given the problems that have arisen above, it is important for banks in East Java to focus more on their employees. Companies should make various efforts to identify the needs of their employees and increase their motivation and morale. Improve employee performance, which also means reducing turnover and layoff problems for employees.

## **2. LITERATURE REVIEW**

### **2.1. Total Quality Management**

The term Total Quality Management (TQM) was first proposed by Nancy Warren, a Behavioral scientist in the United State Navy, which means every process, every job, and every person. According to Fandy Tjiptono and Anastasia Diana in their book Total Quality Management (TQM) it has been explained that TQM implies an approach in running a business that tries to maximize organizational competitiveness through continuous improvement of products, services, people, processes, and the organizational environment. (Tjiptono and Diana, 2001) According to Ishikawa (1984) defines TQM is to integrate all functions of the company into a holistic philosophy that is built based on the concept of teamwork team work quality, productivity productivity, and understanding and customer satisfaction. Mulyadi also explains in his book Total Quality Management that TQM is a people-focused management system that aims to continuously improve customer satisfaction at real costs on an ongoing basis. Meanwhile, according to Gregs Bound (1994) TQM is a management system that focuses on people and aims to continuously improve customer satisfaction at real costs that are continuously passed down from generation to generation.

Gaspersz (2011) Total Quality Management is a way of continuously improving performance (Continuous Performance Improvement) at every level of operation or process in every functional area of an organization using all available human and capital resources. Meanwhile, the opinion of Hansen and Mowen (2009) suggests that Total Quality Management is a continuous improvement which is something that is fundamental to the development of a perfect manufacturing process.

From some of the definitions above, it can be concluded that the main understanding is that TQM is an approach in running a business that seeks to maximize competitiveness through continuous improvement of products, services, people, processes and organizational environment or a management system that focuses on the quality of education. or the quality of education carried out by means of continuous improvement aimed at continuously improving customer satisfaction.

The research indicators used to describe the Total Quality Management according to Goetsch and Davis (1994) is: Obsession with Quality, Long Term Commitment, Teamwork, Controlled Freedom, Unity of Purpose, and The existence of Employee Engagement and Empowerment.

### **2.2. Job Satisfaction**

Umar (2010) stated that job satisfaction shows employees' feelings about whether or not work is fun or not. According to Hariandja (2005:290), is the extent to which individuals feel positively/negatively various factors/dimensions of the tasks in their work. According to Mangkunegara (2007: 117), job satisfaction is a feeling that supports / does not support employees who are related to their work and their conditions.

According to Mathis & Jackson (2006), job satisfaction is a positive emotional state from evaluating one's work experience. According to Rivai (2009:475) job satisfaction is an evaluation

that describes a person's feeling of his attitude of being happy/unhappy, satisfied/unsatisfied at work.

Job satisfaction is the level of personal satisfaction that an employee receives in proportion to various aspects of the work condition of the organization in which the individual works. (Tangkilisan, 2005:164). Based on the opinion of Luthans (2006: 243), job satisfaction is the result of employee perceptions of how well the job provides things that are considered important.

According to Smith et al., (1969), There are several proportions of job satisfaction that can be used to identify important job appearances, which people can reply to. Those proportions are: 1)The work itself, 2) Superiors (Supervision), 3) Coworkers (Workers), 4) Promotion and 5)Wage.

### 2.3. Performance

Mangkuprawira and Hubeis (2007: 153) argue that employee performance is the result of a specific planned workflow at the time and place involving the employee and the organization. Rendering to Gomez (2003: 195), in terms of productivity output, efficiency and efficiency, employee productivity is often related to productivity. Referring to Mangkunegara (2006: 67), productivity (job performance) is the result of the qualitative and quantitative work achieved by an employee while performing a job according to the assigned responsibilities. From some expert opinions, performance can be concluded as something that employees do who need expertise and skills to contribute to the company to support the achievement of company goals. If an employee has success in performance, it can be called productive, and vice versa. Performance indicator according to Mathis and Jackson (2006:378) are as follows: 1) Quantity, 2) Quality, 3) Presence and 4) Cooperation.

## 3. METHODS

**Research design.** This research is included in the type of survey exploration, namely study that earnings a population with a questionnaire as the key collection tool, Research uses explanatory research, namely to find out whether a variable is associated or not with other variables, or whether a variable is prejudiced or not by other variables.

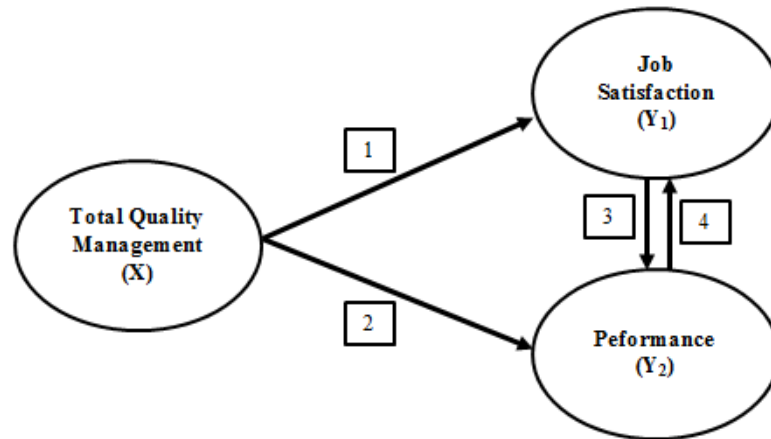
**Population.** The populations in this study were all representative managers of private banks (excluding Rural Banks) in East Java, totaling 96 people based on data from the Central Statistics Agency. (CSA, 2017)

**Sample and Sampling Technique.** The sample of this research is representative manager of private bank in East Java as many as 77 people using the Slovin formula. Sample selection technique using random sampling

**Data collection techniques .** Data collection techniques used is questionnaires. Answers to the questionnaire are presented according to a Likert scale. The highest point indicates the perception of strongly agreeing to the lowest point stating strongly disagree. The results of the data tabulation were verified for validity and reliability.

**Variables and indicators.** Exogenous variable Total Quality Management is reflected by 6 indicators, namely Obsession with Quality, Long Term Commitment, Teamwork, Controlled Freedom, Unity of Purpose, and Employee Engagement and Empowerment. The endogenous variable Job Satisfaction is reflected by 5 indicators, namely satisfaction with the leader, the work itself, promotion satisfaction, satisfaction with salary and satisfaction with coworkers. The endogenous variable Performance is reproduced by 4 pointers explicitly Quantity, Quality, Attendance and Cooperation.

## Conceptual framework



Information: Reference research concept framework

- 1) Samsir, (2014), Malik, et al. (2013), Yuan, et al. (2011)
- 2) Therese (2007) , Al-Shobaki, et al.(2010)
- 3) Ardiansyah (2016)., Suryo et al (2018)
- 4) Januari, C. I. (2015), Hadiati, S., & Ruci, S. (1999), Djati, S. P., & Darmawan, D. (2005)

Figure 3. Research Conceptual Framework

## Research hypothesis

H1: Total Quality Management has an effect on manager performances over manager jobs satisfaction.

H2: Total Quality Management affects jobs satisfaction through manager performance.

## 4. ANALYSIS OF RESEARCH RESULTS

**Characteristics of respondents.** Gender Greatest of the respondents who filled out the questionnaire were male, at the age level of 35 to 50 years old and with a master's education level and above. Work experience above 10 years.

**Testing the instrument.** The results of the test of the questions on the variables measured were declared valid and reliable. Each calculated r value is grander than r table (0.361) as well as Chronbach's Alpha value is larger than r table (0.800).

## The measurement description

Table 1. Descriptive Average Score of Each Research Indicator

Total Quality Managemen	Mean	Job Satisfaction	Mean	Performance	Mean
Obsession with Quality	4,93	Leader	4,21	Quantity	4,21
Controlled Freedom	4,45	The work itself	4,55	Quality	4,89
Long Term Commitment,	4,89	Promotion	3,94	Presence	4,64
Teamwork	4,90	Wages	4,01	Cooperation	4,63
Unity of Purpose	4,76	Work colleague	4,33		
Employee Engagement and Empowerment	4,65				

The results from Table 1 show that each research indicator is able to reflect measurable variables; this can be seen from the indicators of Total Quality Management consisting of Obsession with

Quality, Long Term Commitment, Teamwork, Controlled Freedom, Unity of Purpose, and Employee Engagement and Empowerment. Obsessions with Quality indicators give the greatest contribution to the Total Quality Management variable, while Controlled Freedom contributes the least. Job satisfaction variables can be reflected by indicators of satisfaction with the leader, the work itself, promotion satisfaction, satisfaction with salary and satisfaction with coworkers. The indicator of satisfaction with the job itself provides the greatest contribution to the variable job satisfaction, while satisfaction with promotions provides the lowest contribution. Performance variables can be reflected by indicators of Quantity, Quality, Attendance and Cooperation. Indicators of work quality provide the greatest contribution to the performance variable, while quantity contributes the lowest.

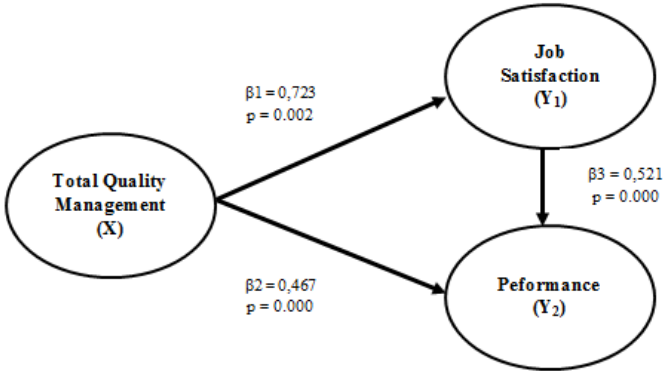


Figure 4. Path Analysis of Total Quality Management on Performance through Job Satisfaction

The outcomes of the study indicate that all variables in the study have a significant effect on one another. The outcomes of the hypothesis remain shown in table 2 below.

Tabel 2. Direct Effect, Indirect Effect and Total Effect of Total Quality Management on Performance through Job Satisfaction

Variable	Direct Effect	Indirect Effect	Total Effect
Total Quality Management → Job Satisfaction	0,723		0,723
Total Quality Management → Performance	0,467		0,467
Job Satisfaction → Performance	0,521		0,521
Total Quality Management → Job Satisfaction → Performance	0,467	0,723 x 0,521 = 0,377	0,844

Based on Table 2, it performs that the total influence of the Total Quality Management variable on performance (0.844) is better than the direct effect (0.723). These results show that job satisfaction has the status of an overriding variable in the effect of Total Quality Management on manager performance, such as total value stands larger than the direct effect. Thus the first hypothesis is statistically accepted or tested.

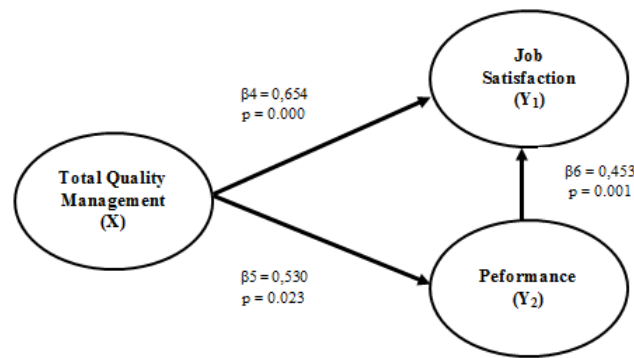


Figure 5 . Path Analysis of Total Quality Management on Job Satisfaction through Performance

Tabel 3. Direct Effect, Indirect Effect and Total Effect of Total Quality Management on Job Satisfaction through Performance

Variable	Direct Effect	Indirect Effect	Total Effect
Total Quality Management → Job Satisfaction	0,654		0,654
Total Quality Management → Performance	0,530		0,530
Performance → Job Satisfaction	0,453		0,453
Total Quality Management → Performance → Job Satisfaction	0,530	0,654 X 0,453 = 0,296	0,826

Based on Table 3, shows that the total effect of the total quality factor variable on job satisfaction (0.826) is greater than the direct effect (0.654). These results indicate that productivity is the median variable of the Total Quality Management effect on management job satisfaction because the total value is greater than the direct effect. Therefore, the second hypothesis is statistically accepted or tested.

## 5. DISCUSSION

**The Effect of Total Quality Management on Job Satisfaction.** Total Quality Management has an effect on job satisfaction, this shows that manager job satisfaction will increase with a good Total Quality Management process. If the Total Quality Management of private bank managers in East Java is appropriate and in accordance with the expectations of the organization, then the manager will be satisfied with his work. Vice versa. This is in route with research directed by Samsir, (2014), Malik, et al. (2013) and Yuan, et al. (2011) which states that Total Quality Management has an effect on job satisfaction.

**The Influence of Total Quality Management on Performance.** Total Quality Management has an effect on the performance of managers, this shows that the work productivity of managers will increase in line with good Total Quality Management which consists of six indicators, namely Obsession with Quality, Long Term Commitment, Teamwork, Controlled Freedom, Unity of Purpose, and Employee Engagement. and Empowerment. If the Total Quality Management of private bank managers in East Java increases, the manager's performance will also increase. Vice versa. This is in line with research conducted by Samsir, (2014), Malik, et al. (2013), Yuan, et al. (2011) which states that Total Quality Management has an effect on performance.

**The Effect of Job Satisfaction on Performance.** Job satisfaction has an influence on performance,

which means that increasing job satisfaction can improve the performance of managers. Job satisfaction is the conformity of expectations that are imagined in accordance with those obtained by employees, in this case the manager of a private bank in East Java. This is in accordance with Mangkunegara (2007: 117) that Job satisfaction is the feeling of supporting/not supporting an employee related to their job and conditions. The level of job satisfaction is influenced by satisfaction with the leader, the work itself, promotion satisfaction, satisfaction with salary and satisfaction with coworkers. If the manager is satisfied with his job, the manager will give the best performance. This is in accordance with research conducted by Ardiansyah (2016) and Agung et al (2017) which state that job satisfaction has a significant effect on performance.

**The Effect of Performance on Job Satisfaction.** Performance affects job satisfaction, which means that the better the performance that has been done by the manager, the better the manager's job satisfaction. Performance is one of the factors that affect job satisfaction, where the increasing performance carried out by managers as a form of responsibility at work will make the manager satisfied with the work that has been done. This is consistent with Mangkunegara (2005: 120) who argued that there are two factors that affect job satisfaction, namely, a factor that exists in workers and a job factor. The results of this study are in route with the research of January, CI (2015), Hadiati, S., & Ruci, S. (1999), Djati, SP, & Darmawan, D. (2005) which states that performance has a significant stimulus on performance. In this case the company must be capable to help and improve the performance of managers so that managers will feel satisfied and there will be no burn out at work.

**The Effect of Total Quality Management on Performance Through Job Satisfaction.** Job satisfaction is able to facilitate the effect of Total Quality Management on manager performance, which means that a good Total Quality Management within the company can increase the self-satisfaction of private bank managers in East Java at work, if managers are satisfied with their work, the manager's performance achievement will also increase. Quality management infrastructure is related to human resource factors that carry out quality management, so that humans as the main factor in the implementation of TQM will be an important factor in achieving financial performance and overall company performance.

The outcomes of the study state that TQM plays an important role in improving employee performance through job satisfaction. This is in track with research Al-Saffar & Obeidat, (2020) and Asmawiyah (2021), hat companies will further improve the performance of their employees when companies often Measuring employee performance and improving productivity affects the company's quality improvement. The purpose of implementing TQM is not only to improve organizational performance, but also to encourage one's emotional feelings at work.

**The Effect of Total Quality Management on Job Satisfaction through Performance.** Performance is able mediate of Total Quality Management on the performance of managers, which means that a good Total Quality Management of private banks in East Java can improve the performance of the managers themselves, if performance increases, job satisfaction will also increase. This is in accordance with the opinion of Robbins and Judge (2008), employee job satisfaction is a positive attitude toward the job, which is the result of evaluating the characteristics of the job.. Total Quality Management will certainly talk about the quality or quality of performance by employee of company.

## 5. CONCLUSIONS AND SUGGESTIONS

**Conclusion.** Based on the results of the analysis and discussion, it can be concluded as follows:

1. Descriptive statistical results show that Total Quality Management is formed by Obsession with Quality, Long Term Commitment, Teamwork, Controlled Freedom, Unity of Purpose, and Employee Engagement and Empowerment. The main thing that can improve Total Quality Management is Obsession with Quality. Job satisfaction is formed by satisfaction with the leader, the work itself, promotion satisfaction, satisfaction with salary and satisfaction with coworkers. The key that can increase the job satisfaction of managers is satisfaction with the



job itself. Performance can be reflected by the indicators of Quantity, Quality, Attendance and cooperation. The main thing that can increase the performance of managers stands of the quality of work.

2. Total Quality Management can increase job satisfaction, which means the better the Total Quality Management carried out by private bank managers in East Java can increase the job satisfaction of managers.
3. Total Quality Management can improve performance, which means that the better the Total Quality Management by private bank managers in East Java, the better the manager's performance.
4. Job satisfaction can improve performance, which means that increased job satisfaction can improve performance.
5. Performance can increase job satisfaction, which means that the developed the manager's performance, the advanced their job satisfaction.
6. Total Quality Management can improve performance by being mediated by the Job Satisfaction variable
7. Total Quality Management can increase Job Satisfaction by being mediated by the Performance variable
8. Total Quality Management on Performance Through Job Satisfaction is more optimal to implement than Total Quality Management on Job Satisfaction through Performance

**Suggestion.** Constructed on the outcomes of the research and the deductions that have been put forward, the recommendations put forward in this study are as follows:

1) Theoretically

- a) Total Quality Management and Job Satisfaction need to be optimized because they can have an impact on manager performance. Managers who have active work participants and are satisfied with their own work can develop the quality of manager performance.
- b) Total Quality Management and Performance able to optimized because it have impact on job satisfaction, Managers who have active work participation and good work quality increase manager job satisfaction with their work and responsibilities

2) Practically

- a) Managers of private banks in East Java optimize integrated quality management (TQM) so that they continue to work competently, and by implementing integrated quality management it can have an impact on aggregate job satisfaction and the manager's own performance.
- b) It is anticipated that it will be possible to develop this exploratory model with the addition of other variables affecting performance for further study, including emotional intelligence, work environment and other human resource management variables.

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