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ANALYSIS OF THE INFLUENCE OF TOTAL QUALITY MANAGEMENT DIMENSIONS ON EMPLOYEE SERVICE OPERATIONAL PERFORMANCE (CASE STUDY: BAMBOO INSTITUTE IPDFPB.IP)

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***Abstract*— the purpose of this study is to identify the dimensions of Total Quality Management (TQM) for employee performance at the Bamboo Institute Company and identify the factors that influence employee performance at the Bamboo Institute Company. This study used a multiple linear regression method, with a sample of 40 respondents. The validity test results of this study indicate validity because the calculated R > R table or the constant value of degrees of freedom with a significance value of 5% and the calculated R value = N (0.2638). The reliability test results based on the Cronbach Alpha formula > 0.60 indicate that each question item is reliable, resulting in a Reliability Statistics result of 0.21, indicating that each question item is reliable. The results show that the Quality Oriented variable (X1) influences the performance of Manpower Service Operations (Y) with a result of 0.000 > 0.05 with a calculated T value of 5.621 < T table 2.02809. Therefore, it can be concluded that Ho is rejected, and Ha is accepted. This means that the independent variable (X1) influences the dependent variable (Y). On the other hand, the Worker Empowerment variable (X2) influences the performance of Manpower Service Operations (Y) with a result of 0.008 < 0.05 with a calculated T value of -2.789 < T table 2.02809 so it can be concluded that Ho is rejected, Ha is accepted. This means that the independent variable (X1) influences the dependent variable (Y).**

Keyword: TQM, Quality, Empowerment, Performance, Linear Regression

I. INTRODUCTION

Today's era of globalization, with its rapid technological advancements, particularly in the manufacturing and service industries, quality human resource development is essential to enhance knowledge, mentality, skills, and the ability to generate creative and innovative ideas in work environments that embrace advanced technological systems to compete in the service and business sectors in both national and international markets[1].

To achieve high service quality, companies require a robust management system to support and implement continuous improvement, such as the use of Total Quality Management (TQM) to focus on customer satisfaction. Total Quality Management (TQM) aims to maintain and maintain the quality of product and service output to ensure customer satisfaction, while simultaneously supporting low costs and high-quality products. Low product costs reduce the "Cost of Poor Quality (COPQ)," the cost resulting from poor quality and product failures that do not meet consumer (customer) standards and requirements, thus improving quality to increase profits. The implementation of Total Quality Management (TQM) is also integrated within the company[2].

The Bamboo Institute (IP) is a national company that produces furniture in Tibar, for distribution to universities and customers in Dili and the municipality. Problems that arise in companies are related to the operational performance of employee services, which is associated with very low quality management and a lack of value for employee services, which is related to company productivity. Furthermore, each employee's lack of creativity and the company's failure to place employees in jobs that align with their knowledge. "Right Place" means placing the right people in the right positions through human resource management, which is highly detrimental to product and service quality[3].

The dimensions of Total Quality Management are related to factors influencing leadership, education and training, support structures, and communication. Based on these issues, this monographic research presents the problems faced by the company itself, specifically the dimensions of Total Quality Management. The specific topic of this research is an Analysis of the Dimensions of the Influence of Total Quality Management on the Performance of Employee Service Operations[4].

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II. RESEARCH METHOD

This study aims to examine Total Quality Management (TQM) on employee performance[2]. The research location chosen by the researcher is the Tibar Bamboo Institute in Timor-Leste. In this problem identification stage, the researcher will explore and identify common problems that occur in the field related to TQM on employee service operational performance at the Tibar Bamboo Institute, such as Planning and Strategy, Delegation and Leadership, and work motivation.

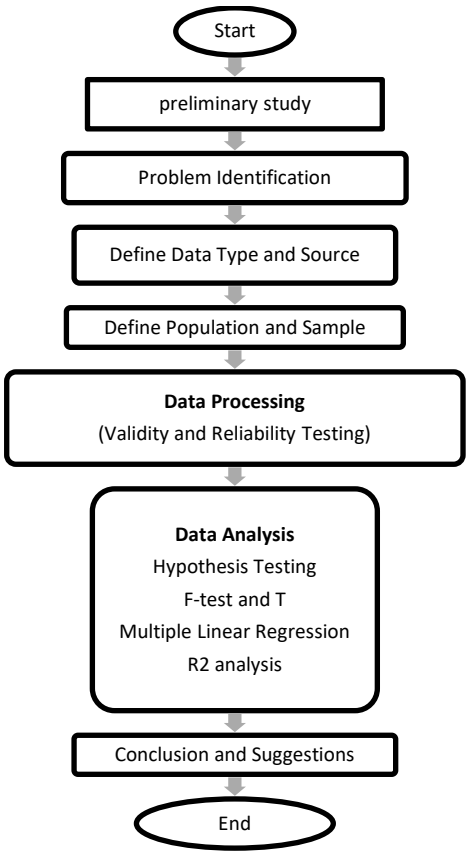

Fig. 1. Research Diagram.

This regression model involves more than one independent variable. Multiple linear regression analysis is performed to determine the direction and extent of influence of the independent variables on the dependent variable. The F-test, also known as the Simultaneous Test or Model Test/ANOVA, is a test to see how all independent variables simultaneously influence the dependent variable[5].

Analysis of determination in multiple linear regression is used to determine the percentage contribution of the independent and dependent variables. The coefficient of determination is used to determine how well the endogenous variables can simultaneously explain the exogenous variables. A higher R2 value indicates a better predictive model for the proposed research model[6].

III. RESULT

The initial result of the validity test is R count > R table, meaning the instrument or question item is significantly correlated with the total score and is declared valid[7]. If R count < R table, the instrument or question item is significantly correlated with the total score and is declared invalid. To find R table, the formula R table = N is used, which is based on the constant value of the degrees of freedom with a significance value of 5%. The value of R table = N (40) = (0.2638).

The reliability test results were conducted by calculating Cronbach's alpha for each instrument for each variable and each question item asked to determine whether the instrument was reliable or not. Based on the results in the table below, the Cronbach's alpha value data with the criteria is if Cronbach's alpha > 0.60, then each variable instrument is considered reliable.

Table 1.
Reliability Statistics

Cronbach's Alpha	N of Items
.621	13

In relation to the multiple linear regression explanation hypothesis above, this model will calculate the independent variables oriented towards quality (X1), Worker Empowerment (X2), Worker Service Operation Performance (Y).

Based on significance, the Quality Orientation variable (X1) influences the performance of Manpower Service Operations (Y) with a result of 0.000 < 0.05 with a calculated T value of 5.621 and T table ≥ 2.02809). Therefore, it can be concluded that Ho is rejected and Ha is accepted. This means that the independent variable (X1) influences the dependent variable (Y).

Based on significance, the Worker Empowerment variable (X2) influences the performance of Manpower Service Operations (Y) with a result of 0.008 ≤ 0.05 with a calculated T value of ≤ -2.789 T table ≤ 2.02809. Therefore, it can be concluded that Ho is rejected and Ha is accepted. This means that the independent variable (X1) influences the dependent variable (Y).

Based on the SPSS results, it was identified that the sig. value to see the influence on the variable of Worker Service Operation Performance (Y) was 0.000 < 0.05 and the calculated F value of 17.039 > 2.86 F table so it can be concluded that Ho is rejected and Ha is accepted. This means that the independent variables (X1, X2) together have an influence on the dependent variable (Y).

Table 3.
COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	7.955	1.593		4.995	.000
	Total X1	.499	.089	.684	5.621	.000
	Total X2	-.405	.145	-.339	-2.789	.008

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The constant a = 7.955, meaning that if TQM assumes zero=0, then the operational performance value is 7.955. The regression coefficient b1 = 0.499. This result can be interpreted as indicating that the Service Quality Orientation variable (X1) has a value of 0.499, and a change in (X1) with a size of 1 increases to Service Operational Performance with a value of 0.499. The regression coefficient b2 = -0.405. This result can be interpreted as indicating that the Employee Empowerment variable (X2) has a value of -0.405, indicating that the change in (X2) is a decrease in service operational performance with a value of -0.405.

Table 3.
DETERMINATIVE COEFFICIENT R2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.692[a]	.479	.451	1.62590

Based on the results in the table mentioned with an R value of 0.479, it shows that the independent variables (X1, X2) have a significant influence on the dependent variable (Y) of 47.9%.

IV. CONCLUSION

Based on the results of the analysis of worker respondents on the dimensions of TQM, there is a significant influence on the operational performance of worker services at the Bamboo Institute Company. Therefore, the company needs to prioritize human resources to continue to advance the company and improve the quality of products and services, as well as increase worker knowledge to increase product productivity and increase customer satisfaction with products and services.

Quality orientation is an important phase that needs to be considered by processors through their service delivery and prioritizing their respective tasks to continue responding to consumer needs so as to continue promoting products and services within the company to improve the quality of products and services in the future in order to compete in local, national and international markets. Worker empowerment is an important factor in the company that involves workers in making decisions on problems that occur in the company related to products and services, as well as providing opportunities for workers to continue motivating them in the workplace.

On this occasion, the researcher would like to recommend that in order to guarantee quality and customer satisfaction, TQM is used as an alternative to continue promoting the company through quality services, productivity, and also providing satisfaction to customers, and it is necessary to create adequate conditions for workers through empowerment to guarantee quality and productivity in the future, and can compete in the international market.

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