

TOTAL QUALITY MANAGEMENT MODEL FOR EMPLOYEE PERFORMANCE (STUDY AT PT. TRISULA ULUNG MEGASURYA KEPAHANG-BENGGKULU)

Model Total Quality Management Kinerja Karyawan (Studi Pada Pt. Trisula Ulung Megasurya Kepahiang-Bengkulu)

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ABSTRACT

This study aims for 1) determine the effect of Total Quality Management (TQM) on employee performance, and 2) examine the TQM model of employee performance at PT. TUM, Kepahiang-Bengkulu. This study uses Structural Equation Model Analysis (SEM) with the Partial Least Square (PLS) method. PLS is a variant-based SEM statistical method simultaneously by carrying out measurement model tests and structural model testing with data scales and sample sizes that do not need to be large. The data used were obtained by interviewed the 86 employees of PT. Trisula Ulung Megasurya in Kepahiang Regency. The research found that the variable X2 (strategic planning) and X3 (analysis and information) have a significant effect on latent variable employee performance, while the variables X1 (leadership), X4 (human resource management(HRM)), and X5 (management process) do not. Based on the analysis of the SEM/PLS model which is formed in measuring the effect of TQM on employee performance, the model is $Y = 3,652 X_2 + 2,311 X_3$.

Keywords: *employee performance, PLS, SEM, TQM*

ABSTRAK

Riset ini bertujuan 1) Menganalisis pengaruh Total Quality Management (TQM) terhadap kinerja karyawan PT. Trisula Ulung Megasurya (PT. TUM) Kepahiang-Bengkulu. 2) Mengetahui model TQM pada kinerja karyawan di PT. TUM Kepahiang-Bengkulu. Riset ini menggunakan Analisis Structural Equation Model (SEM) dengan metode Partial Least Square (PLS). PLS adalah salah satu metode

statistika SEM yang berbasis varian secara simultan dengan melaksanakan uji model pengukuran dan pengujian model struktural dengan skala data maupun ukuran sampel tidak perlu besar. Data diperoleh dari pengisian kuesioner sebanyak 86 karyawan PT.Trisula Ulung Megasurya Kabupaten Kepahiang. Hasil yang diperoleh ialah variabel X2 (perencanaan strategis) dan X3 (analisis dan informasi), berpengaruh signifikan terhadap variabel laten kinerja karyawan sebab mempunyai tingkat akurasi yang baik, sebaliknya variabel X1 (kepemimpinan), X4 (manajemen sumber daya manusia), serta X5 (manajemen proses) tidak mempengaruhi secara signifikan terhadap variabel laten kinerja karyawan. Bersumber pada hasil analisis model semPLS, maka pengaruh TQM terhadap kinerja karyawan, maka modelnya adalah $Y = 3,652 X_2 + 2,311 X_3$.

Kata kunci : kinerja karyawan, PLS, SEM, TQM

INTRODUCTION

The rapid development of technology makes social activities in the community turn into daily necessities. Various companies and government agencies have used this technology in the process of making strategic decisions and establishing policies by utilizing accurate information. Private companies and state companies are now faced with an era where competition in various sectors is getting tougher, starting from product or service innovation, increasingly prioritized quality, competitive prices and so on, both at the local, regional, and even international levels. One of the challenges faced by product supply companies is the demands of society or customers for increasingly diverse and increasing needs for services and products in line with the pace of development, so that improving the quality and quality of a company is now a top priority in order to provide maximum service and satisfaction to customers. community or customers according to their needs both effectively and efficiently. Therefore, product or service quality standards need to be considered for every company and government agency in the process of making strategic decisions and establishing a policy.

ISO 9001 accreditation is one of the international standards that aims to improve the effectiveness of product or service quality standards in the field of quality management systems. A company that has obtained the accreditation can be said to have met international requirements in terms of product quality assurance management produced by each company. This approach directs companies to identify various problems they face, manage resources, and improve continuously or continuously (Gazperz, 2005).

Managerial performance in the operations of companies and government agencies plays an important role in identifying various problems, the management of infrastructure assets and facilities must be managed effectively and efficiently, in line with the principles of green economy or sustainability

(Gaspersz, 2005; Ozduru, 2015). To support this, it can be done by applying a TQM approach that focuses on various aspects.

TQM is a quality improvement approach that is oriented to various systematic processes with multi dimensions, has been widely applied by many companies which aims to improve performance, both quality, productivity and profitability (Munizu, 2010^a). Nasution (2005), TQM is defined as a combination of all functions of a company that is built based on the concept of quality, teamwork, productivity, and understanding and customer satisfaction. TQM is a management system that elevates quality as a business strategy on customer satisfaction by involving all members of the organization. Tjiptono and Anastasia (2001), distinguishes TQM into two aspects. The first aspect is the approach to running a business that tries to maximize the competitiveness of the organization through continuous improvement of its products, services, workforce, processes and environment. And the second aspect discusses how to achieve it.

TQM plays an important role in increasing the company's competitiveness. In addition to the speed of delivery, the global market demands changes in the quality of the company's products in order to be able to compete. TQM emphasizes the importance of a company's total quality improvement paradigm. Because TQM is able to evaluate employee performance, companies need to correct them if there is a wrong system in the company (Sila, 2007; Christanti & Witjaksono, 2019).

PT. Trisula Ulung Megasurya is committed to improving excellent performance towards companies that have implemented the TQM model. This company processes oolong clone green tea into dry cloned green tea that is ready for export. Thus, this company strives to produce high-quality tea with better reliability. In addition, structured company management is also implemented, high quality assurance, with commitment to employee performance. PT. Trisula Ulung Megasurya already has decades of experience as an oolong tea producer who continues to innovate in creating quality products, and also collaborates with professional experts imported from Taiwan and China as tea-making experts to create superior products from the tea.

The taste and aroma of oolong tea is not inferior to other countries. The dried tea leaves are emerald green in color and have a fragrant aroma. In addition, because the natural conditions of the Kepahiang mountains are very supportive, it ensures that only the best tea leaves are selected in the tea leaf picking process. The picking process is still done manually so as to produce premium quality tea with a distinctive fresh aroma and taste. This oolong tea production process is super hygienic because it is packaged using airtight packaging (vacuum) so that the quality and aroma are maintained. Oolong tea

is not only delicious, but also contains flavonoids (antioxidant elements) which are beneficial for the health of the body.

This paper intends to examine the relationship of TQM to employee performance. Like previous research, which refers to the effect of TQM on employee performance, and the results show that TQM has a positive effect on the company. From the above background, the objectives of this research are: 1) to analyze the effect of TQM on the performance of employees of PT. Trisula Ulung Megasurya Kepahiang-Bengkulu, 2) knowing the TQM model of employee performance at PT. Trisula Ulung Megasurya. Kepahiang Regency.

RESEARCH METHOD

This research was conducted at PT. Trisula Ulung Megasurya for implementing TQM. Locations in offices, factories and gardens are located in Barat Wetan Village, Kabawetan District, Kepahiang Regency, Bengkulu. The population in this research are employees of PT. Trisula Ulung Megasurya as many as 610 people. The sampling technique in this research is probability sampling with the Slovin formula. Respondents in this research amounted to 86 people. The sample in each class uses stratified random sampling. Sugiyono (2007), stratified random sampling is carried out if the population of members or elements is non-homogeneous and stratified proportionally. The calculation determines the number and portion of the sample, as follows.

Table 1. Sample Calculation

No	Work Unit	Number of samples (Employees)
1	Field	64
2	Factory	21
3	Office	1
total		86

Source: Primary Data (processed), 2020

Data analysis method

Variable Identification

The variables in this research are exogenous and endogenous latent variables and their indicator variables, see the following tables:

Table 2. Exogenous Latent Variables and their Indicators

Latent variable	Indicator variable
<i>Total Quality Management (TQM)</i>	1. Leadership (X_1)
	2. Strategic Planning (X_2)
	3. Analysis And Information (X_3)
	4. Human Resource Management (HRM) (X_4)
	5. Process Management (X_5)

Table 3. Endogenous Latent Variables and their Indicators

Latent variable	Indicator variable
Employee performance	1. Quality of work (Y_1)
	2. Punctuality (Y_2)
	3. Initiative (Y_3)
	4. Ability (Y_4)

Source: Primary Data (processed), 2020

Measurement Scale

To analyze the perceptions, attitudes, and opinions of a group of people or individuals on social phenomena, a Likert scale is used. The answer to each instrument item is used a Likert scale which has a gradation from very positive to very negative (Sugiyono, 2013).

Structural Equation Model (SEM) Analysis

This research uses descriptive analysis method and Partial Least Squares (PLS). PLS is a variant-based Structural Equation Modeling (SEM) modeling simultaneously, because it can combine regression models and path analysis in the analysis of causal effects, both direct and indirect effects (Bollen, 1989).

PLS aims to test weak theories or data, for example the small number of samples and the normality of the data, predict the relationship between exogenous and endogenous variables, and explain it. PLS evaluates the model by evaluating the outer and inner models. The outer model is a measurement model for assessing model validity and model reliability (Kurnia, 2011; Sari, Surachman, and Ratnawati, 2018). While the Inner model is a structural model in assessing the relationship between constructs and latent variables (Ghozali, 2004; Ukhisia, et al., 2013).

RESULTS AND DISCUSSION

Analysis of Employee Responses to TQM . Latent Variables

In this research, TQM is an exogenous latent variable consisting of five manifest variables, namely: leadership, strategic planning, analysis and information, human resource management, and process management. Employee responses to the TQM variable indicators are as follows:

Employee Response to Leadership

Based on research, the percentage of responses from each TQM indicator to employees at PT. Trisula Ulung Megasurya. Kepahiang Regency. On average, 83 percent of the 86 respondents chose the answer to agree and 0.2

percent chose the answer to disagree. This means that the dominant employees at PT. Trisula Ulung Megasurya admitted that the company's leaders outlined the vision and mission of PT. Trisula Ulung Megasurya regularly. Employee appreciation and recognition by company leaders will have an impact on increasing employee initiatives (Mahfiza, 2019).

a. Employee Response to Strategic Planning

The leader of the company explains how the strategy is in formulating the company's vision and mission to employees. In the meeting, there was two-way communication between the leaders and employees to develop plans according to the PT. Trisula Ulung Megasurya. In addition, employees in their respective units report the results of their work and the obstacles they face in the field. On average, 86 percent of employees voted in favor, one percent disagreed, and 10 percent strongly agreed. This means that the dominant employees at PT. Trisula Ulung Megasurya has been involved in planning the targets to be achieved by PT. Trisula Ulung Megasurya.

b. Employee Responses to Analysis and Information

On average, 90 percent of employees answered agree and eight percent strongly agreed. This means that the company's electronic equipment used is easy and safe for its employees, because before and after using the equipment it is checked by the machine operator. The company guarantees the safety of employees. This is because the tools used in the work have ISO standards.

c. Employee Response to Human Resource Management (HRM)

PT. Trisula Ulung Megasurya Kepahiang Regency provides training according to employee needs. The employees received the training provided by the company and carried it out enthusiastically. The form of training provided to employees is in the form of trending for three months. During the training period, each section head is required to provide direction to employees in their respective fields. Employees 87 percent answered agree, nine percent strongly agree, and four percent disagree. This means that the PT. Trisula Ulung Megasurya has provided training according to the needs of employees in the form of trying jobs for three months.

d. Employee Response to Process Management

Related to process management, it related to the availability of facilities and infrastructure that are ready to use. The company guarantees the safety of the use of facilities and production used by employees. The facilities and infrastructure to produce tea available at the company are ready to be used by the employees. On average, 84 percent of employees answered agree, 11

percent strongly agree, and five percent disagree. This means that the dominant facilities and infrastructure for producing tea available in the company are ready to be used by the employees and have been standardized by ISO.

Structural Equation Modeling (SEM) Analysis and Path Diagram Construction

This SEM analysis is to analyze and determine the relationship between the variables studied, namely the TQM factor on employee performance. While the construction of the path diagram is a model representation of the relationship between several variables that provide a comprehensive view of the structure.

Model Evaluation

a. Evaluation of the Measurement Model (Outer Model)

Figure 1. shows, the output path diagram to the structural equation in PLS generated by the smartPLS software. If there is an indicator variable whose value is loading (λ) $<$ 0.5, then this indicator must be discarded. Figure 2. is the second result of the structural equation path diagram that outputs an indicator with a loading value (λ) $<$ 0.5 with smartPLS software.

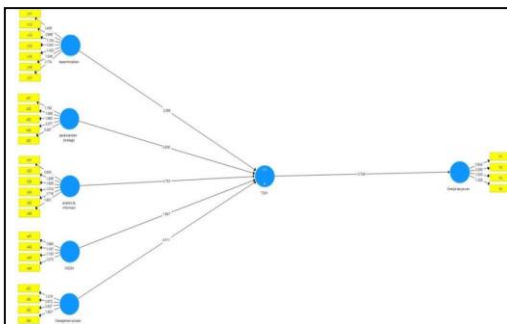


Figure 1
Path Diagram of the Initial SEM

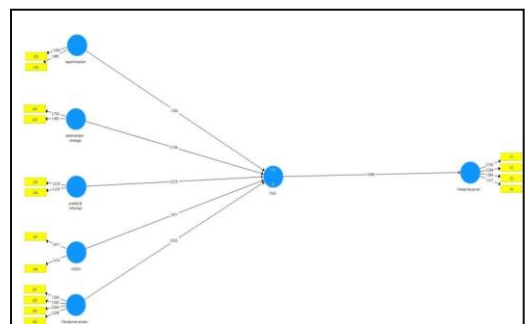


Figure 2
Structural Equation Path Diagram Outputting
Indicators worth loading (λ) $<$ 0,5

b. Estimated Outer Loading

The values required in Figure 2. are shown in Table 4.

Table 4. *Outer Loading semPLS Model*

Employee Performance	TQM
X _{1,5} ; Leadership (X ₁)	1.639
x _{1,6} ; Leadership (X ₁)	1.960
x _{2,2} ; Strategic Planning (X ₂)	2.724
X _{2,3} ; Strategic Planning (X ₂)	1.963
X _{3,3} ; Analysis And Information (X ₃)	2.219
X _{3,4} ; Analysis And Information (X ₃)	1.270
X _{4,1} ; Human Resource Management (HRM) (X ₄)	0.611
X _{4,4} ; Human Resource Management (HRM) (X ₄)	2.214
X _{5,1} ; Process Management (X ₅)	1.294
X _{5,2} ; Process Management (X ₅)	1.038
X _{5,3} ; Process Management (X ₅)	0.849
X _{5,4} ; Process Management (X ₅)	2.206
Y ₁ ; Quality of work (Y ₁)	0.783
Y ₃ ; Initiative (Y ₃)	1.684
Y ₄ ; Ability (Y ₄)	1.517

Source: PLS Output Results processed, 2020

Figure 2 and table 4. explain that:

1. The X₁₅ variable to the TQM variable is worth 1.639 from the path diagram. This value means that the effect of the latent variable X₁₅ on the TQM variable is 1.639.
2. Variable X₁₆ to variable TQM is worth 1.960 from the path diagram. This value means that the influence of the latent variable X₁₆ on the TQM variable is 1.960.
3. The X₂₂ variable to the TQM variable is worth 2.724 from the path diagram. This value means that the effect of the latent variable X₂₂ on the TQM variable is 2.724.
4. The X₂₃ variable to the TQM variable is worth 1.963 from the path diagram. This value means that the effect of the latent variable X₂₃ on the TQM variable is 1.963.
5. Variable X₃₃ to variable TQM is worth 2.219 from the path diagram. This value means that the influence of the latent variable X₃₃ on the TQM variable is 2.219.
6. Variable X₃₄ to variable TQM is worth 1.270 from the path diagram. This value means that the influence of the latent variable X₃₄ on the TQM variable is 1.270.
7. The X₄₁ variable to the TQM variable is worth 0.611 from the path diagram. This value means that the influence of the latent variable X₄₁ on the TQM variable is 0.611.

8. Variable X_{44} to variable TQM is worth 2.214 from the path diagram. This value means that the influence of the latent variable X_{44} on the TQM variable is 2.214.
9. The X_{51} variable to the TQM variable is worth 1.294 from the path diagram. This value means that the influence of the latent variable X_{51} on the TQM variable is 1.294.
10. Variable X_{52} to variable TQM is worth 1.038 from the path diagram. This value means that the influence of the latent variable X_{52} on the TQM variable is 1.038.
11. The X_{53} variable to the TQM variable is worth 0.849 from the path diagram. This value means that the effect of the latent variable X_{15} on the TQM variable is 0.849.
12. Variable X_{54} to variable TQM is worth 2.206 from the path diagram. This value means that the influence of the latent variable X_{54} on the TQM variable is 2.206.
13. Y_1 variable to employee performance variable is worth 0.783 from the path diagram. This value means that the effect of the latent variable Y_1 on the employee performance variable is 0.783.
14. The Y_3 variable to the employee performance variable is worth 1.684 from the path diagram. This value means that the effect of the latent variable Y_3 on the employee performance variable is 1.684.
15. The variable Y_4 to the employee performance variable is 1.517 from the path diagram. This value means that the influence of the latent variable Y_4 on the employee performance variable is 1.517.

c. Path Estimation

The path coefficient (path estimate) looks at the relationship between latent variables (Table 5).

Table 5. Path Estimate SemPLS Model

	TQM
HRM	0.206
Process management	0.387
Analysis And Information	0.347
Leadership	0.223
Strategic planning	0.452

Source: PLS Output Results processed, 2020

Table 5. explains that:

- 1 The path coefficient from the HRM variable to the TQM latent variable is 0.206 from the text output. This value means that the influence of the HRM variable on the TQM latent variable is 0.206.

- 2 The path coefficient from the process management variable to the latent variable TQM is 0.387 from the text output. This value means that the influence of the process management variable on the latent variable of TQM is 0.387.
- 3 The path coefficient from the analysis and information variables to the latent variable TQM is 0.347 from the text output. This value means that the influence of the analysis and information variables on the latent variable of TQM is 0.347.
- 4 The path coefficient from the leadership variable to the latent variable TQM is 0.223 from the text output. This value means that the influence of the leadership variable on the latent variable TQM is 0.223.
- 5 The path coefficient from the strategic planning variable to the latent variable TQM is worth 0.452 from the text output. This value means that the influence of the strategic planning variable on the latent variable TQM is 0.452.

d. *Validity test*

Figure 2, Table 6., it can be seen that each indicator has a loading value greater than 0.5. It can be concluded that these indicators measure the latent variables quite well.

Table 6. The Test Table For The Validity of The SemPLS Model

Variable	Loading (λ)	Rerata Sub sampel	Standar error	T Statistik	P Values
Leadership	1.825	0.144	0.122	4.218	0.069
Strategic Planning	2.706	0.405	0.167	2.706	0.007
Analysis and Information	2.215	0.277	0.157	2.215	0.027
HRM	1.811	0.192	0.114	1.811	0.071
Process Management	3.552	0.387	0.109	3.552	0.000

Description: sign = significant $\alpha = 0.05$

Source: PLS Output Results processed, 2020

Table 6. shows that each indicator has a loading > 0.5 so that the indicator is valid. and also has a t-statistic value greater than t_{table} so that the indicator is significant. The criteria for reliable output. because the value of composite reliability or Cronbach's alpha is more than 0.70. The AVE output is used for the final check of convergent validity. Because the AVE value is greater than 0.50. the latent variable has good convergent validity. From the table of AVE values. it can be seen that all latent variables have an AVE value of more than 0.50. This shows that all latent variables are reliable.

Then the validity of the construct will be tested by looking at the validity AVE value for each variable. If the AVE value is above 0.50, then the construct meets the requirements of convergent validity. The AVE value of all variables can be seen in Table 7.

Table 7. Validity of the semPLS model

Average Variance Extracted (AVE)	
HRM	0.493
Process management	0.282
Analysis And Information	0.601
Leadership	0.574
Strategic planning	0.571

Source: PLS Output Results processed, 2020

Table 7. explains that:

- a) The AVE value for the HRM variable is 0.493 (less than 0.5). then the HRM variable does not meet the requirements of convergent validity. This shows that the latent variable cannot represent the indicators in the block.
- b) The AVE value on the process management variable is 0.282 (less than 0.5). which means that the process management variable does not meet the requirements of convergent validity. This shows that the latent variable cannot represent the indicators in the block.
- c) The AVE value for the analysis and information variables is 0.601 (more than 0.5). meaning that the analysis and information variables meet the requirements of convergent validity. This shows that the latent variable can represent the indicators in the block.
- d) The AVE value for the leadership variable is 0.574 (more than 0.5) which means that the leadership variable meets the requirements of convergent validity. This shows that the latent variable can represent the indicators in the block.
- e) The AVE value for the strategic planning variable of 0.571 is more than 0.5. which means that the strategic planning variable meets the requirements of convergent validity. This shows that the latent variable can represent the indicators in the block.

e. Reliability Test

Reliability was tested with composite reliability and Cronbach alpha values in Table 8.

Table 8. Reliability of The SEM PLS Model

Variable	Cronbach's Alpha	Composite Reliability
HRM ((X ₄))	-0.051	0.597
Process management (X ₅)	0.117	0.300
Analysis And Information (X ₃)	0.341	0.750
Leadership (X ₁)	-0.383	0.075
Strategic planning (X ₂)	0.249	0.727

Source: PLS Output Results processed, 2020

The value of Cronbach Alpha (α) on the HRM variable is -0.051. process management is 0.117. analysis and information is 0.341. leadership is -0.383. and strategic planning is 0.249. This value < the value of ρ_c is the standard 0.6. This shows that the value of the measurement of the internal consistency of the latent variable is below the standard value.

Composite reliability (ρ): the value of ρ_c on the HRM variable is 0.597. process management is 0.300. and leadership is 0.075. This shows the measurement of the internal consistency value of the TQM latent variable below the standard value. While the analysis and information variables are 0.750 and strategic planning are 0.727. The value is > the value of ρ_c is the standard 0.6. This shows that the measurement value of the internal consistency of the latent variable is above the standard value.

f. Structural Model Evaluation

Based on the coefficients of the path parameters above. the structural equation model is obtained as follows:

$$\text{Employee performance } Y = 3,652X_2 + 2,311X_3$$

To measure the effect of other variables. it will be shown in table 9. with an R-Square value:

Table 9. Value of R-Square semPLS Model

	R-square
TQM (X)	0.954

Source: PLS Output Results processed, 2020

The R^2 value in the model for the TQM variable is 0.954. this value indicates that the variable affects employee performance only by 95.4 percent. while the remaining 4.6 percent was influence by other variables not included the research model. Thus. it can be defined that the strategic planning variable can explain 95.4 percent as a factor that affects employee performance. while the remaining 4.6 percent is explained by other variables.

Hypothesis Analysis I

Hypothesis H₁. states that the leadership variable based on the t statistical test shows H₁ is rejected. in this case leadership (X₁) is not significant on employee performance (Y). So. in this research. the leadership variable has no significant effect on employee performance. This is different from Hariri's research (2011). which proves that the relationship of leadership behavior is significant to the academic service performance The employees of Indonesian Education University.

Hypothesis Analysis 2

Hypothesis H₂. that the strategic planning variable based on the t statistical test indicates H₂ is accepted. in this case strategic planning (X₂) means significant or significant effect on employee performance (Y). This research shows that the strategic planning variable has a significant effect on employee performance. In line with Munizu's research (2010). it proves that the influence of strategic planning is significant and positive on employee performance at PT. Telkom (Tbk) Makassar branch. Valmohammadi. C. and Khodapanahi. M. (2011). that the strategic planning system implemented in the company will help improve the company's managerial performance and become the basis for achieving the company's goals. Thus. this can optimize the company's performance (Milovanovic, 2016).

Strategic planning in corporate organizations is absolutely necessary as a basic reference for management in making programs and controlling activities carried out by the company. especially with regard to quality management. Programs related to improving performance. both employee performance and company performance as a whole can be more targeted and can be measured accurately. if an organization/company has a strategic planning document (Munizu, 2010).

Hypothesis Analysis 3

Hypothesis H₃. states that the analysis and information variables based on the t statistical test indicate H₃ is accepted. in this case the analysis and information (X₃) means that it has a significant effect on employee performance (Y). So in this research. analysis and information variables have a significant effect on employee performance. In line with Fitriani's research (2018). it proves that information technology variables have a significant and positive influence on employee performance at PT. Asuransi Jiwasraya Pontianak. This proves that information technology plays an important role in corporate organizations to create sustainability and profitability (Ozduru, 2015).

Full employee involvement is a manifestation of the awareness of members of the company's organization on quality. Data and information

available at any time can be used by management to supervise production activities. An increase in employee skills or skills in managing data and information better has an impact on increasing employee performance. especially in providing data and information for management decision making (Munizu, 2010).

Hypothesis Analysis 4

Hypothesis H₄. states that the human resource management variable based on the t statistical test shows H₄ is rejected. in this case human resource management (X₄) has no significant effect on employee performance (Y). So. in this research. human resource management variables have no significant effect on employee performance. This is contrary to the research of Kasenda and Mintardjo (2016). the results of the study prove that improving the quality of human resources (HR) has a significant effect on employee performance at KPKNL Manado.

Hypothesis Analysis 5

Hypothesis H₅. states that the process management variable based on the t statistical test shows H₅ is rejected. in this research it proves that the process management variable (X₅) has no significant effect on employee performance (Y). Not in line with Fathoni's research (2017). that process management has a significant and positive effect on employee performance at PT. Bumi Menara Internusa Surabaya

CONCLUSIONS AND SUGGESTIONS

Conclusion

Strategic planning and analysis and information have a significant effect on employee performance because of a better level of accuracy. while leadership. human resource management. and process management have no significant effect on latent variables of employee performance.

Based on the results of the analysis of the semPLS model that measures the effect of TQM on employee performance. strategic planning variables as well as analysis and information variables have a significant effect on employee performance variables. With models that are:

$$Y = 3,652X_2 + 2,311X_3$$

Suggestion

Employee performance can be improved by making commitments from top management. middle level. to lower level so that the implementation of TQM is active and comprehensive. Strategic planning for employee

empowerment can be optimized by increasing incentives. to motivate them to be involved in improving performance in their respective work areas. Companies must take advantage of information technology about new innovations. so that employees can be empowered.

In future research. in-depth research should be carried out regarding the development of more operational variable indicators for employee respondents according to the level of work to state the significant and positive influence of TQM on employee performance so that it can be used as a reference for the company.

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