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Regional Venue
MOSCOW ACADEMIC ECONOMIC FORUM V
(MAEF-2023)

National Scientific and Practical Conference
with international participation
[«ECONOMICS, MANAGEMENT AND LAW IN NEW REALITIES»]

PROCEEDING

Volume 4

June 02 – 03, 2023

Kabardino-Balkarian State University named after Kh.M. Berbekov



Kabardino-Balkarian Republic, Nalchik, Elbrus

ANALYSIS OF THE EFFECT OF TOTAL QUALITY MANAGEMENT ON MANAGERIAL PERFORMANCE AT PT. BOGATAMA MARINUSA KAB. BARRU

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ABSTRACT

The purpose of this research is a type of quantitative research with the aim of knowing the analysis of the effect of total quality management on managerial performance. The type of data used in this research is quantitative data. Data collection was carried out by observation and distribution of questionnaires. In this study, the data sources used in data collection include primary data and secondary data. The research instrument used in this study uses the Likert scale method. Based on the results of data research using statistical calculations through the application of Statistical Package for the Social Science (SPSS) version 22. Total Quality Management has a positive and significant effect on managerial performance at PT. Marinusa Bogatama Kab, Barru where the variable coefficient value is 0.086 with a t count value of 1.410 and t table of $(1.410 > 0.257)$ and a significant value less than 0.5 $(0.45 < 0.5)$.

Keywords: *Total Quality Management, Managerial Performance*

INTRODUCTION

In the current era of globalization, companies are experiencing increasingly fierce, complex and dynamic business competition. Products and services produced will only be chosen by consumers if these products and services have advantages over competitors. This competition requires companies to increase their effectiveness and efficiency in order to gain customers and become market leaders of the products and services offered. This condition ultimately requires business people, including managers, to improve their performance, including their ability to plan, organize, direct and solve problems.

The current situation of global competition and changes in the global economy is getting tighter which has an impact on increasingly fierce business competition. Situations like this require companies to be oriented towards effective and efficient service functions. This also means that companies must improve capabilities in the operational and managerial fields (Sigilipu, 2013). Assessing the success of managerial parties is not easy, this is because managerial performance is more abstract and complex when compared to employee performance which is generally concrete. In order to maintain the viability of the company, it can carry out efficiency, improve the quality and managerial performance of the company, in an increasingly fierce business competition. Managerial performance is the result of an effective process of managerial activities that starts with the process of planning, carrying out administration, accountability reports, coaching and also supervision (Badzaly, 2021).

Managerial performance is needed in the organization because with maximum managerial performance it is hoped that it will be able to bring success to the company it leads. Most of the company's success is measured by achievement and managerial performance. Managers are required to make the most of their capabilities so that the company is superior in competition compared to other companies (Intan, 2013).

The reason the researcher chose this object is because of the large number of employees and seeing the increasing level of consumers, of course, it is necessary to improve the quality and quality of the products produced. Company employees play a full role in production activities and success in planning, managing and supervising their business processes, from here researchers want to know the effect of TQM on managerial performance.

Departing from the problems above, the authors are interested in adopting the research title *"Analysis of the Influence of Total Quality Management on Managerial Performance at PT. Bogatama Marinusa Kab. Barru"*

THEORITICAL REVIEW

1. Human Resource Management

Human resources are something that cannot be separated from the existence of an organization. Human resources are one of the resources that have a very important role in achieving the goals of an organization. So it is very important for an organization to manage existing human resources properly in accordance with the needs in order to create a company's competitiveness. Various opinions say that human resources are a determining factor in winning business competition. One of them, Floris A. Maljers, CEO of Unilever, said that the sources of competitive advantage that need attention are the quality of human resources (Yunanto, 2016).

2. Total Quality Manajement

Goetsch and Davis (2002: 3) quality is a dynamic state associated with products, services, people and processes, and the environment that achieves customer expectations. In (Zulian Yamit, 2013: 7) several notions of quality were developed by the three most popular quality experts at the international level, namely W. Edwards Deming, Philip B. Crosby and Joseph M. Juran. Deming defines quality as whatever the consumer needs and wants.

3. Managerial Performance

Moeharionto (2012: 69) According to the Oxford dictionary, performance is an act of process or way of acting or performing organizational functions. Moehariono in his book concludes the notion of employee performance or performance deficiency or performance as a result of performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, according to the authority, duties and responsibilities of each in an effort to achieve the goals of the organization concerned legally, do not violate the law and in accordance with morals or ethics.

RESEARCH METHODS

Types Of Research

In this study using quantitative research types can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative and statistics with the aim of testing the hypotheses that have been set.

Data Types And Sources

In this study the authors used two data sources, namely primary data sources, namely in the form of answers to questions from the distributed questionnaires. Primary data sources in this study are respondents who are employees of PT. Bogatama Marinusa. Secondary data sources are in the form of documentation, books, articles, journals, and sites on the internet related to the research being conducted.

Data Collection Technique

In this writing, the data collection method used is as follows:

1. Library Research, is data collected by reading and analyzing books that are closely related to the issues discussed in this paper.
2. Field Research (Field Research), is data that is directly collected from the place of research on what is done in the company, which aims to obtain data in connection with this writing. For this reason, the following data collection techniques were carried out: Direct interviews (Interview), Observation, Questionnaire (questionnaire).

Definisi Operasional Variabel

Total Quality Management (X1), The statements regarding Total Quality Management included in the questionnaire are the results of the development of the ten main elements in TQM. Managerial Performance (Y), The performance or work performance of a manager is basically someone's work over a certain period of time compared to several possibilities, for example standards, targets/goals or criteria that have been mutually agreed upon. Meanwhile, what is meant by managerial performance is the performance of individuals in managerial activities.

Data Analysis Method

According to Sugiyono (2018) k Criteria for interpreting scores based on respondents' answers can be determined as follows, "the maximum score for each questionnaire is 5 and the minimum score is 1, or ranging from 25% to 100%, then the distance between adjacent scores is 25%. $((100\%-25\%)/5)$." So that the following criteria can be obtained:

Table 1. Score Interpretation

Mean Value	Assessment criteria
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4,21-5,00	Very high
3,41-4,20	High
2,61-3,40	Enough
1,81-2,60	Low
1,00-1,80	Very Low

Interpretation of this score is obtained by comparing the scores of the items obtained based on the answers of the respondents with the highest score answers then multiplied by 100%. To find out the maximum indicator score is as follows: Maximum Score = Highest Score of Statement Items x N x Statement Items

$$\frac{\text{Skor Perolehan} \times 100\%}{\text{Skor Maximum}}$$

RESEARCH RESULTS AND DISCUSSION

Simple regression analysis is an approach to model the relationship between one dependent variable and one independent variable. In simple regression analysis, the relationship between variables is linear, with changes in the X variable consistently followed by changes in the Y variable.

$$Y = 9.547 + 0.035X$$

The regression equation above shows a constant value of (9,547). This states that if the total quality management variable is considered constant, then managerial performance will be constant at (9,547).

- 1) A constant value of 9,547 states that if there are no independent variables (total quality management) then managerial performance still produces a value of 9,547 or in other words if the X variable equals 0 then the performance of permanent employees is 9,547.
- 2) The value of the regression coefficient on the total quality management variable is 0.035. This means that if the total quality management variable decreases by one unit, the total quality management variable will increase by 0.035.

Discussion

1. The Effect of Total Quality Management on Managerial Performance

Total Quality Management has a positive and significant effect on managerial performance at PT. Marinusa Bogatama Barru Regency where the variable coefficient value is 0.086 with a t count value of 1.410 and t table of (1.410 > 0.257) and a significant value less than 0.5 (0.45 < 0.5). In this total quality management variable studied includes focus on customers, obsession with quality, quality approach, commitment, teamwork, continuous

system improvement, education and training, controlled freedom, unity of purpose and employee involvement and empowerment.

This research is in line with research conducted by Chaerunisak, U. H., & Aji, A. W. (2020) "Implementation of Total Quality Management on the Impact of Managerial Performance and Corporate Profits in Yogyakarta MSMEs." The results of the study show that companies in implementing TQM, especially in increasing their production, will have an effect on improving the quality of their managerial performance, which is headed by a manager and can increase the profits earned by the company. There are three industries used in this study, namely Total Quality Management (TQM) (X), Managerial Performance (Y1), and Company Profits (Y2). The sample used was 74 respondents from the MSME population in Yogyakarta. The results of this study, TQM has an effect on Managerial Performance with an alpha value of 0.000. This proves that the first hypothesis is supported, TQM has no effect on company profits as evidenced by a significance level that exceeds the alpha value of 0.305. Thus the second hypothesis is not supported.

2. Managerial Performance

Managerial performance has a positive and significant effect. Based on the results of the calculations that have been done, the t-value of 1.410 is positive with a significant result of $0.045 < 0.05$. This shows that total quality management has a positive effect on managerial performance. In this managerial performance variable, which will be examined include planning, coordination, commitment, supervision, staffing, negotiation and representation. Because, managerial performance is the ability and work results achieved by a group of people in an organization by carrying out their duties and responsibilities in the activities of the organization. However, in managerial performance, several criteria must be met in order to increase productivity so that what is expected can go according to what is desired.

This research is in line with research conducted by Osazevbaru, H. O., & Oyibo, F. (2023) "Conceptualising Total Quality Management as a Predictor of Performance in Nigerian Microfinance Institutions." The results reveal that all dimensions of TQM are significantly related to performance. In particular, continuous quality improvement, employee engagement and customer relationship management predict positive performance. The study concluded that TQM practices need to be given adequate attention by the microfinance industry. The study recommends among other things that employees in bank microfinance should be updated on the best practices in the industry. Also, microfinance banks have to train and train their employees on innovation and best practices in the industry.

CONCLUSION

Based on research that has been done under the title Analysis of the Effect of Total Quality Management on Managerial Performance at PT. Bogatama Marinusa Kab. Barru, the conclusions of this study are: Total Quality Management has a positive and significant effect on managerial performance at PT. Marinusa Bogatama Barru Regency where the variable

coefficient value is 0.086 with a t count value of 1.410 and t table of (1.410 > 0.257) and a significant value less than 0.5 (0.45 < 0.5).

Suggestion

Based on the discussion, conclusions, and implications above, the following suggestions can be given:

- 1) To further improve managerial performance, it should offer consumer needs by providing good service with accuracy.
- 2) The company should provide education and training in order to increase efficiency and productivity at work.
- 3) PT. Bogatama Marinusa must pay attention to the involvement and empowerment of employees in the decision-making process.

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