


## The Influence of Total Quality Management (TQM) and Self Efficacy on Employee Performance Pt. Bakrie Sumatera Plantations Tbk Kisaran

Kartika Sahara<sup>1</sup>, Febyo Angela<sup>2</sup>

Universitas Patria Artha

Article Info	ABSTRACT
<b>Keywords:</b> Total Quality Management (TQM), Self-Efficacy, Employee Performance. 4o mini	The advancement of a company or organization is highly dependent on the quality of its human resources. The term "human resources" refers to the full potential possessed by each individual, enabling them to effectively navigate the increasingly competitive global landscape. Human resources with high skill levels and quality are considered valuable assets for organizations. The objective of this study is to determine the impact of Total Quality Management (TQM) and self-efficacy on employee performance at PT Bakrie Sumatera Plantations Tbk Kisaran. The research design is quantitative, employing an associative approach. The population under study consists of the workforce of PT Bakrie Sumatera Plantations Tbk Kisaran, with a sample size of 51 respondents. The sampling method used is probability sampling through simple random sampling. Primary data were collected through direct distribution of questionnaires, while secondary data were obtained through a literature study. The findings of this study indicate that Total Quality Management (TQM) has a significant positive effect on employee performance, as evidenced by a t-count value of 5.028, which is greater than 2.010, with a significance value of 0.000, which is less than 0.05, and a regression coefficient value of 0.693. Additionally, self-efficacy has a significant positive effect on employee performance, as indicated by a t-count value of 2.230, exceeding the threshold of 2.010, with a significance value of 0.030, and a regression coefficient value of 0.337. In simultaneous testing, the variables of Total Quality Management (TQM) and self-efficacy exert a combined effect, accounting for 43.7% of the total impact, while the remaining 56.3% is attributed to factors outside the scope of this study.
This is an open access article under the <a href="#">CC BY-NC</a> license 	<b>Corresponding Author:</b> <b>Kartika Sahara</b> Universitas Patria Artha <a href="mailto:kartikasahara@gmail.com">kartikasahara@gmail.com</a>

### INTRODUCTION

In an increasingly competitive business world, company performance is greatly influenced by the quality of its human resources (HR). To achieve optimal results, organizations must be able to obtain, utilize, maintain, and develop existing individuals (Barus & Siregar, 2023). Quality HR can make a significant contribution to achieving organizational goals, such as increasing production, efficiency, and profitability. Globalization has increased the level of competition, so organizations need skilled and high-performing workers. In this case, employee performance is one of the main indicators for measuring HR effectiveness. Good performance is not only assessed from the final results, but also from the processes used to

achieve those results, both in terms of quality and quantity. Employee performance includes individual and group activities, task completion, and factors provided by the company to support employees in achieving maximum performance (Sianturi & Siregar, 2023).

Performance is the result of an employee's work in a certain period, in accordance with the tasks and functions that have been set in accordance with applicable regulations, in order to achieve company goals (Silaban & Siregar, 2023). Employee performance, which includes completing job responsibilities and achieving desired results, is an important factor in determining the success of an organization. According to Mangkunegara (Sari, Surachman, & Ratnawati, 2018), employee performance is the level of success of a person in carrying out tasks in accordance with the responsibilities given, both in terms of quality and quantity. Therefore, management must prioritize improving employee performance as a strategic initiative to achieve organizational goals and maintain the sustainability of the company. Robbins (Sopiah & Sangadji, 2018:351) states that indicators for measuring employee performance include:

1. Quality of Work

Work quality is measured based on the superior's assessment of the work results and the perfection of the tasks completed by the employee. This indicator refers to the extent to which a person can complete a task well and meet predetermined quality standards.

2. Quantity of Work

Quantity of work refers to the amount of work done, which can be measured by the number of units or cycles of activity completed. This indicator describes the extent to which someone can complete tasks in sufficient quantities or according to the targets that have been set, and focuses on aspects of work quality such as precision, accuracy, and speed.

3. Punctuality

Timeliness measures the extent to which tasks are completed within the allotted time, taking into account coordination and the output produced and maximizing the time available for other activities.

4. Independence

Independence is an attitude that allows individuals to act on their own initiative, carry out tasks without the help of others, think creatively, be self-confident, and gain satisfaction from the results of their efforts.

Total Quality Management (TQM) is a management concept used to improve employee performance by focusing on continuous improvement in all aspects of the company, including products, services, processes, and human resources. According to Putra et al (Aryoko et al, 2023), TQM is defined as a process of continuous improvement at every operational and functional level of an organization by utilizing all available resources. Companies that implement TQM aim to improve employee productivity and quality, which ultimately contributes to improving overall company performance. Effective implementation of TQM allows employees to actively participate in the continuous improvement process, increasing their sense of responsibility and involvement in achieving organizational goals. According to Goetsch and David (Ibrahim & Rusdiana, 2021:13-14), some indicators of TQM include:

1. Focus On Customer This focus includes both internal and external customers. External customers influence the quality of products and services, while internal customers play a significant role in the quality of people, processes, and environments associated with products and services.
2. Continuous System Improvement Continuous system improvement refers to the ongoing effort to improve efficiency, quality, and processes within an organization.

Existing systems must be continually improved in order to improve the quality produced.

3. education and training Education and training are key factors in implementing TQM. Every individual in the company is encouraged to continue learning and developing technical skills and professional expertise.
4. Employee Engagement and Empowerment Employee engagement and empowerment are essential to creating effective decisions and continuous improvement.

In a company like PT. Bakrie Sumatera Plantations Tbk, which operates in the plantation and crop processing sector, the implementation of TQM is very relevant. TQM allows companies to maintain high quality standards in various operational aspects, from production to human resource management. In addition, self-efficacy also plays an important role in improving individual performance through motivation, creativity, and the ability to adapt to change—all of which are very much needed in a competitive industry. Good implementation of TQM is expected to increase employee productivity and performance quality, which ultimately has an impact on improving the company's overall performance.

Based on preliminary research conducted at PT. Bakrie Sumatera Plantations Tbk, there is a phenomenon of fluctuation in employee performance as reflected in the company's sales results over the past few years. This decline in performance indicates that the implementation of TQM and low self-efficacy are factors that must be considered to improve long-term stability and performance.

## METHOD

This study uses a quantitative method with an associative approach to identify the relationship between two or more variables using numerical data as a tool to evaluate the existing relationship. This study aims to analyze the effect of Total Quality Management (TQM) (X1) and self-efficacy (X2) on employee performance (Y) at PT. Bakrie Sumatera Plantations Tbk Kisaran, which is the focus of the relationship between variables to be analyzed.

This research was conducted in Medan city, with data collection conducted directly through distributing questionnaires to employees of PT. Bakrie Sumatera Plantations Tbk Kisaran. The population that became the object of the research was all employees of PT. Bakrie Sumatera Plantations Tbk Kisaran, totaling 103 people. Therefore, the sample approach used in this study was probability sampling, specifically the simple random sampling method. The number of respondents used in this study was 51 respondents.

To measure the variables in this study, a Likert scale is used as a measurement instrument, which gives a score or value to each statement in the questionnaire. The Likert scale used in this study is as follows:

**Table1.** Likert Scale Instrument

No	Statement	Score
1	Strongly agree (SS)	5
2	Agree (S)	4
3	Disagree (KS)	3
4	Disagree (TS)	2
5	Strongly Disagree (STS)	1

Source: Sugiyono (2020:147)

## RESULTS AND DISCUSSION

### Research result

#### Validity and Reliability Test

Validity and reliability tests were conducted to see whether the questionnaires prepared were valid and reliable for use; and the results are shown in Tables 3, 4 and 5. These two tests assess how feasible the data used in the study is. In addition, this test is one of the most important tests to be conducted in a study.

The results of the validity test using  $r_{table} = 0.275$  which was distributed to 51 respondents. The results of the analysis show that all statement items on the TQM variables (X1), self-efficacy (X2) and employee performance (Y) have valid value scores, with  $r_{count} > 0.275$ . This indicates that all statements are suitable for use as instruments to measure the variables in this study.

The reliability testing method was conducted using Cronbach's Alpha. The alpha values obtained on the TQM variables (X1), self-efficacy (X2) and employee performance (Y) each obtained an alpha value greater than 0.6, confirming that the data is reliable and suitable for use in this study.

**Table2.**Validity and Reliability Test X1

No	Item	Validity		Reliability		
		$r_{hitung}$	$r_{table} 5\%$	Information	Cronbach's Alpha	Information
1	X1.1	0.591	0.275	Valid	0.608	Reliable
2	X1.2	0.388		Valid		
3	X1.3	0.378		Valid		
4	X1.4	0.669		Valid		
5	X1.5	0.683		Valid		
6	X1.6	0.559		Valid		
7	X1.7	0.679		Valid		
8	X1.8	0.415		Valid		

Source :Data Processing Results(2024)

**Table3.**Validity and Reliability Test X2

No	Item	Validity		Reliability		
		$r_{hitung}$	$r_{table} 5\%$	Information	Cronbach's Alpha	Information
1	X2.1	0.497	0.275	Valid	0.623	Reliable
2	X2.2	0.314		Valid		
3	X2.3	0.521		Valid		
4	X2.4	0.731		Valid		
5	X2.5	0.725		Valid		
6	X2.6	0.727		Valid		

Source :Data Processing Results(2024)

**Table4.**Validity and Reliability Test Y

No	Item	Validity		Reliability		
		$r_{hitung}$	$r_{table} 5\%$	Information	Cronbach's Alpha	Information
1	Y1	0.778	0.275	Valid	0.902	Reliable

2	Y2	0.664	Valid
3	Y3	0.803	Valid
4	Y4	0.717	Valid
5	Y5	0.761	Valid
6	Y6	0.827	Valid
7	Y7	0.806	Valid
8	Y8	0.831	Valid

Source :Data Processing Results(2024)

**Table5.**Partial Test Results (T)

Coefficients <sup>a</sup>					
	Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1,284	5,110		,251
	Total Quality Management(TQM)	,693	,138	,560	5,028
	Self Efficacy	,337	,151	,248	2,230

a. Dependent Variable: Employee Performance

Source :Data Processing Results(2024)

**Table6.**Simultaneous Test Results (F Test)

ANOVA					
Model		Sum of Squares	Df	Mean Square	F
1	Regression	229,283	2	114,642	20,421
	Residual	269,462	48	5,614	
	Total	498,745	50		

a. Dependent Variable:Employee performance

b. Predictors: (Constant),Self Efficacy, Total Quality Management(TQM)

Source :Data Processing Results(2024)

**Table7.**Results of Determination Coefficient Test

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,678a	,460	,437	2,369

a. Predictors: (Constant), Self Efficacy, Total Quality Management (TQM)

b. Dependent Variable:Employee performance

Source :Data Processing Results(2024)

InfluenceTotal Quality Management(TQM)ToEmployee performance (H1)

The test results were carried out for the variablesTQM(X1) against the variableemployee performance(Y) can be seen in Table 3, the calculated t is obtained as5,028which is > 2.010 with a significance level of 0.000 meaning < 0.05, and has a positive regression coefficient, namely0.693. This shows that the variableTQM(X1) has a significant

influence on the variable employee performance (Y). Based on these results, Ha1 is accepted.  
Influence *Self Efficacy* To Employee performance (H2)

The test results were carried out for the variable *self efficacy* (X2) against the variable Employee performance (Y) can be seen in Table 4, the calculated  $t$  is  $2,230 > 2,010$  with a level of significance  $0.030$  which means  $< 0.05$ , and has a positive regression coefficient, namely  $0.337$ . This shows that the variable *self efficacy* (X2) has a significant effect on the variable employee performance (Y). Based on these results, Ha2 is accepted.

Influence *Total Quality Management* (TQM) And *Self Efficacy* To Employee performance (H3)

Based on table 5, in this study it is known that the F count value is greater the larger of the F table value is  $20,421 > 3.19$ , while the significant value is  $0,000$  smaller than the alpha rate of  $0.05$ . This shows that Ha3 is accepted and H0 is rejected, meaning that there is a significant influence between the independent variables, namely, TQM (X1) and *self efficacy* (X2) together with the dependent variable, that is employee performance (Y).

Coefficient of Determination Test

Based on the results of data processing in table 6 above, the following conclusions can be drawn:

1. The correlation value (R) obtained was  $0.678$ , where this value means that there is a positive relationship between the TQM variables (X1) and self-efficacy (X2) on employee performance (Y) of  $67.8\%$  so that the relationship between these variables can be categorized as close.
2. The Adjusted R Square value of  $0.437$  or the determinant coefficient value shows that the TQM variables (X1) and self-efficacy (X2) can explain the employee performance variable (Y) by  $43.7\%$ , while the remaining  $56.3\%$  is influenced by other variables outside this research model.

These results prove that the two independent variables, namely TQM (X1) and *self efficacy* (X2) has a simultaneous or concurrent effect on the dependent variable, namely the purchasing decision. Based on this, Ha3 is accepted.

## Discussion

Total Quality Management (TQM) and self-efficacy are two main aspects that influence employee performance in an organization. TQM focuses on continuous quality improvement by involving all stakeholders in the company, with the aim of increasing operational efficiency and effectiveness. Self-efficacy, or employee confidence in their own abilities, helps increase individual motivation and productivity. Employees with strong self-efficacy will be more confident in completing tasks and solving problems, thereby improving their overall performance quality. Companies can achieve significant performance improvements by optimizing the implementation of TQM and developing high self-efficacy, both in terms of quantity and quality of employee activities.

The implementation of Total Quality Management (TQM) at PT Bakrie Sumatera Plantations Tbk Kisaran has had a significant impact on employee performance. TQM encourages continuous quality improvement in all elements of business operations, involves all employees in the improvement process, and ensures that all work is completed efficiently and effectively. Employees are better able to manage workplace obstacles and increase productivity without losing work quality thanks to education and training, which are fundamental components of TQM.

In addition, self-efficacy or employee confidence in their ability to complete tasks has a positive effect on employee performance at PT Bakrie Sumatera Plantations Tbk Kisaran. Employees with high levels of self-efficacy are better able to face challenges, work more productively, and achieve company targets better. This self-confidence increases individual motivation and ability to complete work with better results, thereby improving overall

performance. In this study, self-efficacy indicators such as task difficulty level, generality, and strength of belief show that employees with good self-efficacy are able to overcome obstacles in working effectively. High self-efficacy encourages employees to adapt to changes and dynamic job demands, making them more productive and contributing greatly to the success of the company.

TQM and self-efficacy simultaneously have a significant effect on employee performance at PT Bakrie Sumatera Plantations Tbk Kisaran. The implementation of TQM helps create a more efficient and organized work structure, while self-efficacy encourages employee confidence to complete work better. The combination of these two factors strengthens employee productivity, where TQM provides systematic guidance and self-efficacy increases individual motivation to achieve optimal results.

According to Putra et al (Aryoko et al, 2023) defines TQM as performance in continuous improvement at every level of operation or process, in every functional area of an organization, using all available human and capital resources. This means that with TQM, a company's performance can increase through the performance of its employees. In addition, self-efficacy is also very important for each individual employee. If employees have good self-efficacy, then employees tend to be more confident in carrying out their performance and will also improve their performance. Self-efficacy can be obtained based on one's own experience, the experience of others, participation from the surrounding environment, such as advice, motivation, or guidance. Based on this, it can be seen that TQM and self-efficacy are interrelated where employees are asked to continuously learn, both from the system implemented by the company and from the individual employees themselves with the aim of being able to achieve optimal results in work and can improve company performance.

## CONCLUSION

Based on this study, it can be seen that the TQM variable (X1) has a positive and significant partial effect on employee performance (Y). This shows that the higher the implementation of TQM, the higher the employee performance will be. Conversely, the lower the implementation of TQM employees, the lower the employee performance will be. The Self Efficacy variable (X2) also has a positive and significant partial effect on Employee Performance (Y) where if employees have high Self Efficacy, each individual employee will feel confident about what they are doing in completing their tasks and responsibilities. In addition, TQM (X1) and Self Efficacy (X2) have the same effect (simultaneously) on the dependent variable, namely Employee Performance (Y). Based on the Adjusted R Square value, it is known that TQM and Self Efficacy can explain Employee Performance of PT. Bakrie Sumatera Plantations Tbk Kisaran by 43.7% while the remaining 56.3% is influenced by other variables outside the study.

## REFERENCE

- [1] Aryoko, YP, Pramurindra, R., & Randikaparsa, I. (2023). Transformational Leadership And Total Quality Management: How Does It Affect Employee Performance With Job Satisfaction As A Mediating Variable? *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 7(3).
- [2] Bandura, A. (2006). *Guide For Constructing Self-Efficacy Scales*. Greenwich: Information Age Publishing.
- [3] Barus, DS, & Siregar, OM (2023). The Effect of Training and Work Assessment on Employee Performance at the Medan Post Office. *Indonesian Journal of Economics, Accounting and Management*, 1(2), 65-79.
- [4] Erlina, L. (2020). *Self-Efficacy in Improving Patient Mobilization Ability*. Bandung: Health Polytechnic of the Ministry of Health, Bandung.
- [5] Fitriyah, LA, & al, e. (2019). *Instilling Self-Efficacy and Emotional Stability*. Jombang:

- LPPM Unhasy Tebuireng Jombang.
- [6] Ibrahim, T., & Rusdiana. (2021). *Integrated Quality Management*. Bandung: Yrama Widya.
  - [7] Sari, DE, Surachman, S., & Ratnawati, K. (2018). The Effect of Total Quality Management (TQM) on Employee Performance with Job Satisfaction Mediation. *Journal of Business and Management*, 5(1).
  - [8] Sianturi, HF, & Siregar, OM (2023). The Influence of K3 (Occupational Safety and Health) and Training on Employee Performance: (Study at PT PLN (Persero) Ulp Kotapinang). *JOURNAL OF BUSINESS ADMINISTRATION*, 13(2), 91-98.
  - [9] Silaban, AM, & Siregar, OM (2023). The Influence of Transformational Leadership Style and Training on Employee Performance at PT. Horti Jaya Lestari Dokan Branch. *Indonesian Journal of Economics, Accounting and Management*, 1, 16-26.
  - [10] Sopiah, & Sangadji, EM (2018). *Strategic Human Resource Management*. (D. Prabantini, Ed.) (Ed.1). Yogyakarta: CV Andi Offset.
  - [11] Sugiyono. (2020). *Qualitative, Quantitative and R&D Research Methods*. Bandung: Alfabeta.
  - [12] Syauqia, R., & Siregar, OM (2023). The Effect Of Self Efficacy And Locus Of Control On Student Enterprise Interest. *Journal Of Social Science And Communication*, 1(2), 53-60.