

The Impact of Total Quality Management Practice on Employees' Satisfaction and Performance: The Case of Mass Media's Employees

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Abstract

This study attempts to investigate the impact of Total Quality Management Practice on employees' satisfaction and performance of mass media employees. Using 155 respondents as sample that has been chosen using proportionate simple random sampling, a survey method is employed to obtain information required to conduct the study. In the end, the information obtained through survey is analysed using structural equation modeling. The results revealed that Total Quality Management has a positive and significant impact on employees' performance, the employees' satisfaction has a positive and significant impact on employees' performance. It can be concluded that when one satisfies with their job, one also has a good work performance and, an outstanding performance is also caused by a well-practiced of Total Quality Management.

Keywords: Total quality management practice, Employees' satisfaction and performance, Mass media employees, Indonesia

1. Introduction

The development of the mass media business in the city of Palembang has growing significantly. The emergence of new media and the development community have also contributed to the growing interest of reading in the society as the society have more variety of media mass choices. The existence of mass media such as newspapers, television and online media is expected to address the society's needs for global information. Mass media is a documentary process of all things or activities or events which those activities or events are captured by a journalist, and it is subsequently modified in the form of words, pictures, photos and so on. This activity presents a variety of news that is credible to be printed, published and distributed. Similar with the television media, an online media presents information and news in the form of visual that can be access using internet network access, and it should also need to abide the rules of journalism.

In Act No. 40 of 1999 on the press, the press explaining Science of journalism or the press is a social institution or a vehicle of mass communication conducting journalistic activities, covering seek, obtain, possess, store, process and communicate information. Either in the form of text, sound, pictures, and data and graphs as well as in other forms by using print, electronic, and all available channels. At this time, there is phenomenon of the mass media is perceived quite surprising. Where the media consumption outside Java have increased higher than in Java. As a survey by AC Nielsen, which can be uploaded on the website issue dated May 21, 2014 are related to the level of media consumption survey. The level of media consumption in five major urban areas outside Java, Medan, Palembang, Denpasar, Makassar and Banjarmasin was higher than in the five major cities in Java region covering Jakarta, Surabaya, Bandung, Semarang, and Yogyakarta. Overall, media television consumption in cities both in Java and outside Java showed is still the main medium consumed by the people of Indonesia (95%), followed by the Internet (33%), radio (20%), newspaper (12%), tabloid (6%) and magazines (5%). Moreover,

The consumption of television media is higher in the outside of java (97%), followed by radio (37%), Internet (32%), newspapers (26%), Movies (11%), Tabloid (9%) and magazines (5%), Meanwhile, in Java only Internet consumption is slightly higher at 34%. Especially on the Internet, the use of media is experiencing the highest growth in the last 4 years, until doubled both in Java and outside Java. It is predicted to have an impact on consumption of the print media. Managing Director, Media, Nielsen Indonesia, Irawati Pratigny said that the higher growth of consumer Internet access through mobile (mobile) such as mobile phones and Wi-Fi higher in Java compare to the other islands in Indonesia is mainly due to the different quality of the infrastructure available in every island throughout Indonesia. From the findings of Nielsen also known to television viewing patterns indicate that the percentage of the number of spectators (Rating) and the number of hours watching in cities outside Java is higher than in cities in Java. Television viewing pattern of the day did not differ significantly among consumers in Java and outside Java and remains high at prime hours (Prime Time), but the type of event that most watched in Java is very different from the outside Java. In Java, impressions football games such as the U-19 dominated the Top Program. But outside of Java, only 2 out of the Top 10 program is a football game. Spectators outside Java is still

more watched the types of entertainment events/entertainment such as: talent-show and variety show, children, drama, movie and comedy.

The high growth rate of consumption of the media in the Outer is in line with the BPS data showed that population growth in the Outer faster / higher when compared to Java, as well as the amount of GDP and the rate of increase of GDP higher in the Outer, with predictions that this increase will continue up to 2030. In the media industry, global change requires that companies have a competitive advantage. In that regard, the role of management becomes very important to determine direction and corporate policies to the changes. Even the World Management expert, Peter Drucker said "there are no underdeveloped countries, but only under managed ones" means: no backward country, which no country is mismanaged. It proves the importance of correct management arrangements that are not mismanaged. As one starts how to improve its management of human resources (HR) is formed to be more qualified. SDM is a major driver in the activities of an organization to achieve its objectives. The third President BJ Habibie as cited in www.republika.co.id page dated January 23, 2016 said that the future of a nation is determined by the quality of its human resources which can valued their own culture. Habibie said the human resources required of a nation is human resources efficiently, and understand and have the noble values that reflect their culture and religion, respectively.

The importance of human resources is expected to be managed within a human resource management and performance management. Organization or company to achieve its objectives would require employees with performance. The performance assessment is wrong will result in an error in assessing the reward poor performance and does not reward good performance. Performance is the actual behavior shown by everyone as the resulting performance by employees in accordance with its role within the company (Veitzhal, 2011). It is therefore necessary human resource development in organizations and companies. Fostering is a process which may require not only theoretical and conceptual skills but also attitude and mentality. Definition of performance (performance) is the result of the quality and quantity of work accomplished by an employee in carrying out their duties in accordance responsibilities given to him. Performance created if employees get a sense of comfort in working and getting what the objectives are. But what a sense of comfort to the satisfaction of employees can be achieved? According to Robbins and Judge (2009) which defined that a job satisfaction as positive feelings about work as a result of job evaluation code. Where the general satisfaction derived may affect employee performance. And one's job is more than just regulate the activity of paper, write the code, waiting for customers or driving a, or also not just write a story or news editing. However, every job requires interaction with colleagues and superiors follow organizational rules and policies, performance standards, accept working conditions that are often less than ideal, and others.

Several studies by Robbins usually believe that the relationship between job satisfaction and job performance management is a myth. But a review of 300 studies showed that the correlation is strong enough. As we move from the individual level to the organizational level, we also found support for the relationship satisfaction-performance. When the data of productivity and overall satisfaction were collected for the organization/company, found that

the organizations / companies that have employees who are more satisfied tend to be more effective when compared to organizations that have employees who are not satisfied. In addition, customer satisfaction and employee performance also become a benchmark in the improvement of the company. How the expected performance, because only by doing continuous improvement, the business can withstand competition and profit. According to Dale (2003), "In the era of today's global market competition, consumer demand for increased quality of products and services are higher. There has also been an increase in product offerings and services with more competitive prices than countries with low labor costs as well as countries in the eastern region: China, Vietnam, and India". In a situation such sharp economic competition like this, companies are required to use a sound management system where management systems can be used as a tool to improve company performance through the performance of its employees. One of the tools of quality management used is Total Quality Management (TQM). TQM is intended to make improvements in all areas of work with the orientation on customer satisfaction.

Therefore, many companies have implemented TQM, but not a few others who have failed. TQM can be successfully implemented if there is a commitment from all levels of the organization to jointly support its implementation. Mistakes that are often made by many companies is due to an error in the method of applying TQM to the daily activities of the company, and sources of errors are usually originated from the quality of its human resources.

2. Literature Review

Total Quality Management (TQM) started in the United States during World War II, when W. Edward Deming helps engineers and technicians to use statistical theory to improve the quality of production. TQM emerged as a response to the difficulty of blending technical quality approach with the rapidly growing workforce unskilled or semi-skilled, during and after World War II. Although many of these ideas originated in the United States, but mostly in Japanese companies have implemented TQM and fix it in the 1950s. Goetsch and Davis (2002) stated that Total Quality Management is an approach to run a business that seeks to maximize competition is an organization through continuous improvement or quality of products, services, people, processes and environment. This continuous improvement is directed toward the satisfaction of the cross-functional goals such as quality, cost, schedule, and harmony requirements.

TQM also includes all management functions that determine the quality policy, objectives and responsibilities, and implement the use of devices such as quality planning, quality control, quality assurance and quality improvement, within the quality system (Wheaton and Schrott, 1999). Moreover, TQM is a management philosophy and patterns involving quality improvement techniques that have been widely adopted by companies. Brah and Lim (2006) asserted that the company's performance can be measured in two dimensions of performance are: operational performance and organizational performance. Operational performance reflects the company's internal operating performance in terms of cost and waste reduction, improves product quality, new product development, improves delivery performance, and increased productivity. Indicators and variables are considered a major factor because they

follow directly from the actions taken in the company's operations. While the organization's performance is measured by financial measures such as revenue growth, net income, ratio of profit to revenue and return on assets, and non-financial measures such as investment in R&D, and the capacity of companies to develop competitive profile.

TQM as proposed by Daft (2006) is a commitment across the organization to instill quality in every activity through continuous development. Horngren, et al (2000) stated that the success key to encourage companies have a competitive edge in the competition determined by four factors: cost, quality, time, and innovation. Accounting management system appears to maintain the company's performance in a changing economic environment brought major trends in consumer orientation, the application of Total Quality Management (TQM), time as an element of a competitive, advances in information technology, advances in the production environment, the growth of service industries, and global competition (Hansen and Mowen, 2000). Japan is a country that put forward the concept of TQM which was subsequently accepted and used in various parts of the world. TQM concept has been widely adopted by companies in various countries, including Indonesia. William Edwards Deming became a name that has a very high reputation in Japan. It has a very significant contribution to the progress of the Japanese economy, as the industry and business in Japan use TQM as their doctrine.

Total Quality Management indicators are stated as follow (Goetsch and Davis, 2002):

1. Based on the strategy; of the organization/company's total quality must have a comprehensive strategic plan that should at least contain the following elements: vision, mission, objectives spacious, and the activity or activities that must be completed to achieve the broad objectives. This strategic plan is designed to provide a competitive advantage that can sustain in the market.
2. Customers Focus; where the customer is the driver. This applies both to internal and external customers. External customers define the quality of the products and services rendered, and internal customers help to establish the quality of people, processes and the environment. In a leadership quality (Quality Leadership) organization's goal is to meet and exceed the needs of customers by providing great value to customers. The result will be felt when the customer also has the quality and services of the company.
3. Quality Obsession; in total quality organizations, internal and external customers define the quality. With a predefined quality-obsessed organization must meet or exceed these statutes.
4. Scientific Approach; Involvement and empowerment are important for total quality management. Besides also use a scientific approach in the structure of employment and in decision-making and problem-solving work-related.
5. Long-Term Commitment; few organizations are starting the implementation of total quality with long-term commitment to the changes that are important to success.
6. Working Group; in the traditional organizations, businesses compete among the best there departments within the organization. Internal competition should be used for quality

improvement and could lead to external competition

7. Continuous Improvement System' developed products and services delivered by people who use the process in the environment (system).

8. Education and Training; Education and training are fundamental for total quality because it describes the best way to improve people continuously. Management should encourage employees to continuously improve the technical skills and their professional expertise. Through education and training of people know how to work hard and also learn how to work smart.

9. Freedom through Control; total quality is sometimes seen as the loss of management control. However, when control is a fundamental to the quality of the TQM, freedom is the actual result of control well-executed.

10. Unity of Purpose; organizations must have a unity of purpose. That internal politics have no place in a total quality organization. Instead of cooperation or collaboration should be the norm. This unity of purpose does not mean that labor and management will always agree on wages, benefits and working conditions.

11. Involvement and Granting Privileges to employees; this increases the likelihood of a good decision, a better plan, or an improvement more effective. This involvement promotes ownership of the decision to involve the person who will carry it out. Empowerments means not just involve people but involve them by giving them a real one. By creating a work structure that allows employees took decisions on improvement of work processes specified parameter well.

Goetsch and Davis (2002) describe fourteen points in the implementation of TQM; 1) Create a constant aim in towards the improvement of the product. 2) Adopt the new philosophy. Management must understand the new economic era and ready to face challenges. 3) Cease dependence on inspections in shaping the quality of the product. Establish quality from the beginning. 4) Stop the practice of respect contracts based on a low bid. 5) Improve constantly and continually system of production and services, to improve quality and productivity, in turn constantly decrease costs. 6) Instituted on the job training. 7) Institutionalized leadership. The purpose of leadership should be to help people and technology can work better. 8) Eliminate the fear so that everyone may work effectively 9) Abolish the dividing wall between the departments so that people can work as a team. 10) Eliminate slogans, exhortations, and targets for the workforce. This can create animosity. 11) Eliminate quotas and management by objectives. Replace it with leadership. 12) Remove barriers that can affect the employee pride on his expertise. 13) Intensify the program of education and self-improvement. 14) Make the transformation of everyone's work and prepare each person to do it.

According to Wibowo (2007), the type of performance measures that are used as indicators of service performance are as follows: (1). Productivity; that is an indicator that focuses on the amount of work completed within the allotted time; (2). Quality; quality usually includes internal sizes such as shrinkage, the number rejected, defects per unit, as well as external

measures such as customer satisfaction or frequency ratings; (3). Timeliness; timeliness of delivery and improvements concerning the percentage of on time according to the time promised; (4). Cycle Time; cycle Time indicates the amount of time required to progress point to another in the process. How long is the average time required from the customer to make a complaint; (5). Utilization of Resources is a measure of the resources used for the opponents of these resources is used. Resource utilization can be applied to machinery, computers, vehicles and people; (6). Costs; are especially useful if it calculated per unit basis, but many companies have little information about the cost per unit.

Job satisfaction according to Robbins and Judge (2002) is a positive feeling about the work of someone who is the result of an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about work. When people talk about attitudes that are often referred to is job satisfaction. Job satisfaction is a pleasant emotional attitudes and this attitude is reflected by the morale, discipline and work achievements. The definition of information about the emergence of job satisfaction due to the difference between the expectations envisioned from the contribution of the work performed by the reality that will be obtained. Hasibuan (2001) stated that there are some factors affecting the job satisfaction, such as; (1). Fair and Reasonable Remuneration; (2). Proper placement in accordance with the expertise; (3). Severity of work; (4). The work atmosphere and environment; (5). Equipment that support implementation of the work; (6). The leadership attitude; (7). The nature of the monotonous work. Furthermore, Robbins (2006) asserted few factors affecting job satisfaction, such as; (1). Work is mentally challenged; (2). Worth rewards; (3). Favorable working conditions; (4). Supporting Co-workers; (5). Personality conformity.

Work that is mentally challenging may imply the existence of a new innovation that is not monotonous, income or compensation in accordance with the expectations of employees with existing standards, climate jobs conducive to the ongoing work and the relevance of personality means conformance motivation, perception of the work to be done. Robbins and Judge (2002) also described the effect of disgruntled employees and dissatisfied at work. It is shown from four responses that can be described in two dimensions: Constructive/Destructive and active/passive. The responses are defined as follows; (1). Exit the behavior intended to leave the organization including the search for a new position and resigned; (2). Aspiration (voice): Actively and constructively trying to improve conditions including suggested improvements, discuss the problem with your supervisor and some forms of trade union activity; (3). Fidelity (loyalty): Passively but optimistic wait for improved conditions, including the defense of the organization when dealing with external criticism and organization trust and management to do the right thing; (4). Abandonment (Neglect): Passively let the condition get worse, including the absence or delay ongoing, lack of effort and increased error rate.

3. Methodology

This research employs a survey method used structured and semi structured questionnaire. The population in this study is 275 mass media employees, and the sample size is determined using Isaac and Michael (1981) formula, and 155 respondents are chosen using proportionate

random sampling which may represent the newspaper media, television media, and online media.

The independent variables are Total Quality Management which consists of (1) action based strategy, (2) customer focus, (3) obsession of quality, (4) scientific approach, (5) long-term commitment, (6) team work, (7) continuous improvement system, (8) education and training, (9) freedom with control, (10) unity of purpose and, (11) employees' involvement along with authority delegation to employees, and the dependent variables are employees' satisfaction and employees' performance. The proxies used for employees' satisfaction are (1) the work which is mentally challenged, (2) appropriate rewards, (3) supporting working environment, (4) supporting peers and, (5) job matched personality, meanwhile the proxies are used for employees' performance are (1) productivity, (2) the job quality, (3) timeliness, (4) cycle time, (5) resources utilization and (6) cost.

The model analysis used in this study is a Structural Equation Modeling (SEM). Structural equation modeling (SEM) is a statistical technique used to examine a series of relationships between multiple variables that form of variable factors or variables observed. SEM analysis used in this study because the SEM can analyze the model equation has independent variables, moderating variables and the dependent variables, where each variable has indicator latent variables which are quite a lot. The equation model is as follows:

$$\delta_{1\&2} = b_1\xi_1 + b_2\xi_2 + b_3\xi_3 + b_4\xi_4 + b_5\xi_5 + b_6\xi_6 + b_7\xi_7 + b_8\xi_8 + b_9\xi_9 + b_{10}\xi_{10} + b_{11}\xi_{11} + e$$

where:

δ_1 = Employees' Performance

δ_2 = Employees' Satisfaction

b_1 to b_{11} = Coefficient

ξ_1 = Action Based Strategy

ξ_2 = Customer Focus

ξ_3 = Obsession of Quality

ξ_4 = Scientific Approach

ξ_5 = Long-Term Commitment

ξ_6 = Team Work

ξ_7 = Continuous Improvement System

ξ_8 = Education and Training

ξ_9 = Freedom with Control

ξ_{10} = Unity of purpose

ξ_{11} = Employees' Involvement along with Authority Delegation to Employees

e = error

4. Findings

Figure 1 and Figure 2 exhibit the structural equation modeling findings. The regression equation of TQM and Employees' satisfaction on Employees' performance is as follows;

$$KK = 0.87*KP + 0.12*TQM, \text{Errorvar.} = 0.16, R^2 = 0.84$$

(0.31)	(0.053)	(0.047)
2.77	2.34	3.42

Employees' performance is denoted as KK, employees' satisfaction is denoted as KP and Total Quality Management is denoted as TQM. From the equation, it can be concluded that the coefficient of employees' satisfaction (KP) is 0.87 with a t-value of 2.77 which is greater than t-table 1.69, this result suggests that employees' satisfaction has a positive and significance impact on employees' performance (KK). The coefficient of TQM is 0.12 with a t-value of 2.34 which is greater than t-table 1.69, this result suggests that TQM has a positive and significance impact on employees' performance (KK). The coefficient of determination (R^2) is 0.84 (85%), suggesting that dependent variable is explained 84% by all independent variables (employees' satisfaction and TQM), and the remaining 16% is explained by other factors outside this study. The significant results may be caused by the mass media companies in this study implemented the TQM continuously therefore the employees felt that the involvement given by the company is worthy to be utilized. Further, Total Quality Management is a concept that seeks to implement world-class quality management system. It is necessary for large enterprises in the culture and value system of an organization. According to Hensler and Brunell in Arai (2010), there are four main principles of total quality management such as customer satisfaction, respect for everyone, management based on facts and continual improvement.

The regression equation for direct effect of TQM on Employees' Satisfaction (KP) is as follows;

$$KP = 0.33*TQM, \text{Errorvar.} = 0.89, R^2 = 0.11$$

(0.14)	(0.63)
2.30	1.41

The coefficient of TQM direct effect on employees' satisfaction is 0.33 with a t-value of 2.30

which is greater than t-table 1.69, this result suggests that TQM has a positive and significance impact on employees' satisfaction (KP). The needs of internal customers and external customers should always be satisfied, both in terms of product, service, price, safety and timeliness. Customer satisfaction will occur if services are provided in accordance with what customers expect, but that often happens is that the gap between them, so that the customer is hard to feel satisfied. A new product produced can be said if the quality in accordance with the wishes of customers, thus the product should be manufactured and services must be provided according to the needs and desires of customers. By oriented to customer satisfaction, the company will improve its performance and improve the quality of their products and services on an ongoing basis and responsive to the customer's wishes are always changing. Everyone in the company should be regarded as the most valuable resource because it has its own unique talents, and should be treated well and given the opportunity to be seen and participate in decision making team. Sometimes companies just do the repair and maintenance of the product only and forget the presence of the employees as the key to success. Fostering good relations within the company will make employees feel trusted and reliable, thus spurring them to create new ideas and creativity which in turn can increase productivity and can improve the quality of services performed to the community while instilling mutual respect.

The regression equation for direct effect of TQM on Employees' performance (KK) is as follows;

$$KK = 0.41 * TQM, \text{ Errorvar.} = 0.83, R^2 = 0.17$$

(0.087)

4.71

The coefficient of TQM direct effect on employees' performance is 0.41 with a t-value of 4.71 which is greater than t-table 1.69, this result suggests that TQM has a positive and significance impact on employees' performance (KK). This significant result may be due to the continuous improvement to achieve success. In continuous improvement, product fails if it deviates from the customer's expectations. To perform continuous improvement is not only necessary to increase the resources, but the improvement of the system. In solving the problem, companies should look for the source / cause of the problem and the solution of problems at once, should not only emphasize on one of them. The most important thing is the continuous improvement of communication, so that everyone knows their tasks and can report on progress and setbacks, as well as continue to monitor the changes. With the implementation of continuous improvement, it will have an impact on improving the quality of products and services.

Figure 1. Coefficient Estimates of Structural Equation Modeling

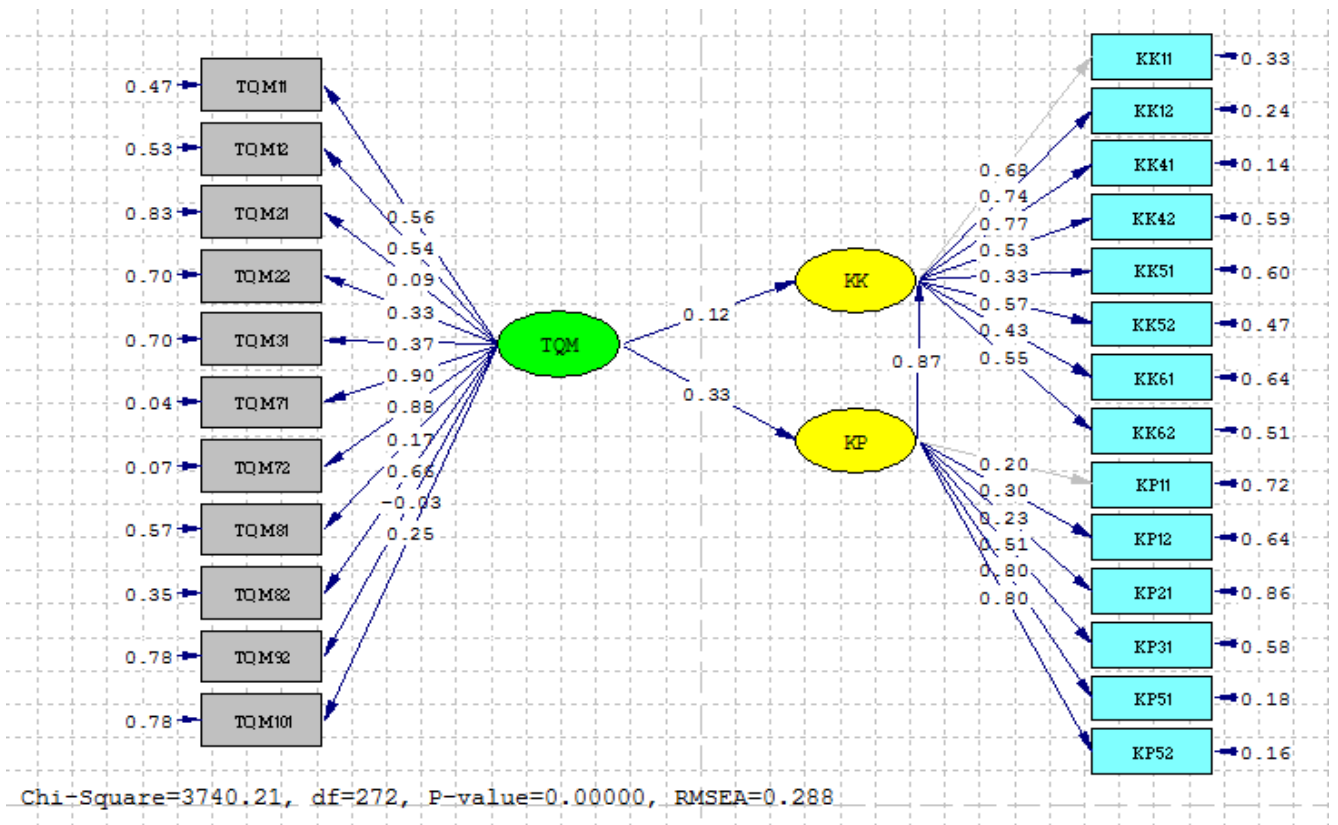


Figure 2. t-value Estimates of Structural Equation Modeling

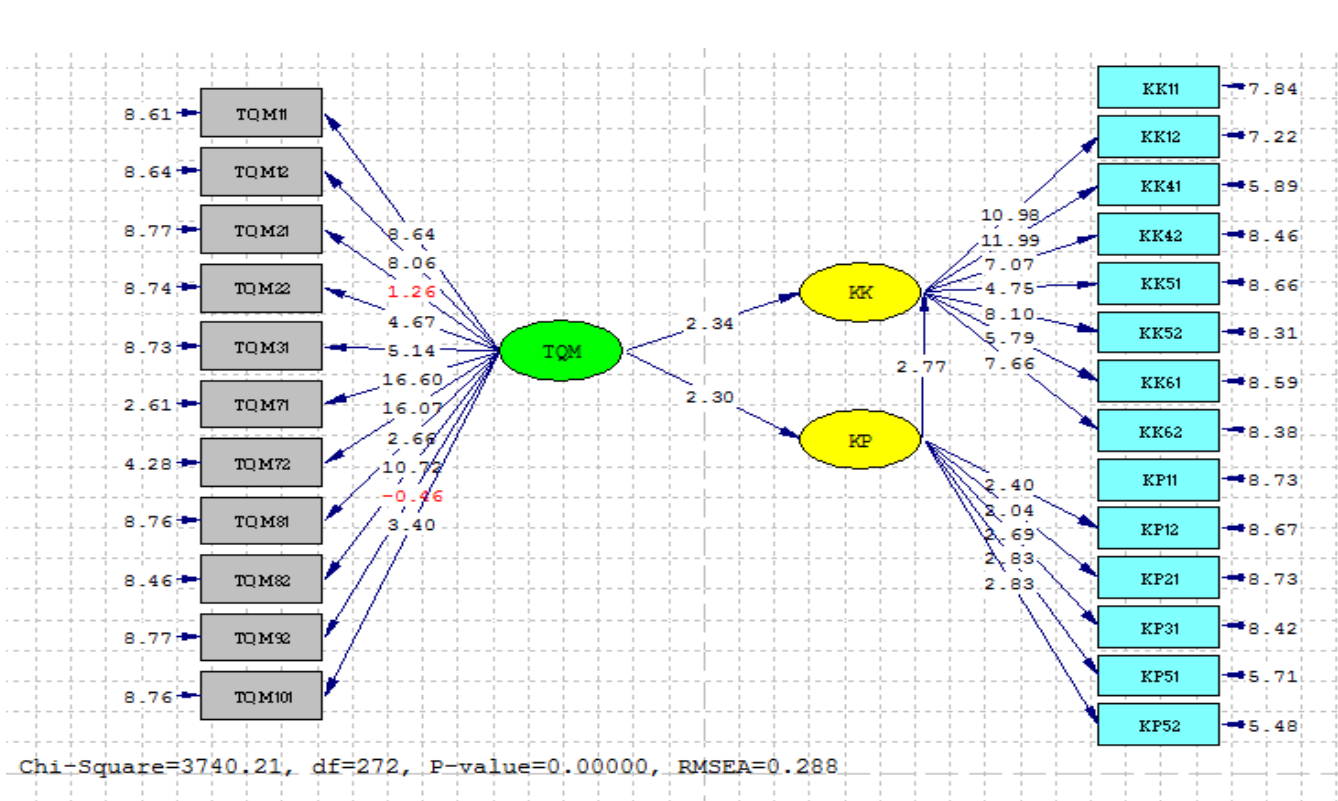


Table 1. Model Fit Results

Fit Tests	Value	Cut-Off	Conclusion
Adjusted Goodness of Fit Index (AGFI)	0.21	≥ 0.90	<i>Not Fit</i>
Akaike Information Index (AIC)	3846.21AIC Model	< AIC Saturated 650	<i>Not Fit</i>
Chi Squares	6015.44	$< \alpha$ (5%)	<i>Not Fit</i>
Expected Cross Validation Index (ECVI)	24.98	< ECVI Saturated 4.22	<i>Not Fit</i>
Goodness of Fit Index (GFI)	0.34	> 0.90	<i>Not Fit</i>
Root Mean Square Error Approximation (RMSEA)	0.29	≤ 0.08	<i>Not Fit</i>

According to the fit tests of the structural equation modeling using AGFI, AIC, Chi Squares, ECVI, GFI and RMSEA, the model fit tests results reveal that the structural model is unfitted. Even though all the fit tests indicated unfitted results, this will not affect the coefficient estimate obtained.

5. Conclusions

The results revealed that Total Quality Management has a positive and significant impact on employees' performance, the employees' satisfaction has a positive and significant impact on employees' performance. It can be concluded that when one satisfies with their job, one also has a good work performance and, an outstanding performance is also caused by a well-practiced of Total Quality Management.

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