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The Effect of Total Quality Management and Work Motivation on Employee Performance at Cv. Pelangi Mitra Bandar Lampung

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ABSTRACT

This study aims to test employee performance at CV. Pelangi Mitra Bandar Lampung which is influenced by TQM and work motivation both individually and simultaneously. This research has a quantitative approach. The employee population owned by CV. Pelangi Mitra Bandar Lampung is 30 people which is called a saturated sample. Furthermore, questionnaires were distributed and the results were tested using SPSS 27 software with multiple linear tests. The results of this study, employee performance at CV. Pelangi Mitra Bandar Lampung is positively and significantly influenced by work motivation and overall quality management. Based on the results of the study, increasing employee work motivation and overall quality management implementation standards will directly increase productivity. This means that optimal employee performance will help achieve overall organizational goals if TQM and work motivation are implemented properly.

Total Quality Management, Work Motivation, Employee Performance.

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INTRODUCTION

In this modern era, many companies, including those in Indonesia, face major challenges in improving and developing their employees' performance (Roberto Parinussa & Dunan, 2022). In the face of increasingly intense competition and rapid change, companies need to focus on developing human resources (HR) (Choirunnisa & Ali Alam, 2023). Various strategies can be implemented to maximize employee performance and support company development (Sedarmayanti, 2017). Companies must strive to obtain, improve, and strengthen high-quality HR in order to realize good organizational goals (M. Hasibuan, 2020).

The performance of a company is highly dependent on the quality of its human resources (Efriyanti, 2019). In order to achieve the best performance, human resources (HR) need to be developed optimally and efficiently. This is reflected in the performance shown by employees in carrying out their duties

(M. Hasibuan, 2020). Employee performance has a direct impact on the amount of profit obtained by the company (Bintoro & Daryanto, 2017). Every company usually has demands that employees continue to develop their performance in accordance with the company's goals and expectations, in order to generate maximum profit. (Adhari, 2021). Therefore, companies need to implement Total Quality Management (TQM) sustainably, supported by employee work motivation, to foster optimal performance and achieve competitive advantage (Mughni & Fitriah, 2023).

Total Quality Management (TQM), according to Zulkarnain et al. (2019), is a strategy that seeks to improve the competitiveness of an organization through continuous improvement of goods, services, personnel, procedures, and the business environment. It is hoped that this continuous improvement will elevate the business beyond its competitors. To improve the quality, efficiency, and effectiveness of production in industrial environments and other institutions (Badzaly & Fitriah, 2021). Total Quality Management (TQM) is a management system that combines all aspects of a business, both in the goods and services sectors (Suwarno et al., 2020). The implementation of TQM is expected to result in continuous improvement that prioritizes client happiness. Through TQM, organizations can set clear work standards, provide ongoing training, and involve employees in decision making (Hakim & Ayanti, 2021). This approach not only focuses on improving work efficiency, but can also increase employee motivation and performance. As a result, the organization will be better able to face market challenges and maintain sustainable competitiveness.

In addition to Total Quality Management (TQM), motivation has a significant relationship with improving employee performance. Motivation can be defined as the drive that drives someone to act or behave in a certain way in accordance with the goals they want to achieve, and this is related to the factors that cause the creation of such behavior (Siagian, 2018). Motivation includes elements that influence an individual's decision to take action or avoid an action (Harahap & Tirtayasa, 2020). One definition of motivation is the drive for everyone to gain greater recognition, authority, and prestige. Through the development of personal skills and will, motivation can also be seen as the basis for success in various areas of life (Adhari, 2021). High motivation will encourage employees to maximize their potential, complete tasks on time, and produce quality work. Conversely, lack of motivation can lead to decreased morale, low performance, and increased levels of employee absenteeism and turnover (Lestari, 2018). Therefore, organizations that are able to create and implement effective motivational strategies will find it easier to improve

employee performance and achieve overall organizational goals. The right motivation not only increases productivity but also creates a more positive work environment, which ultimately contributes to the long-term success of the organization.

CV. Pelangi Mitra Bandar Lampung was established in 2016 and is located at Jl. Wr Monginsidi, Bandar Lampung. This company operates in the garment manufacturing and processing sector. In its operations, CV. Pelangi Mitra maintains the principle of Total Quality Management (TQM), which is implemented through strict supervision of customer service with the aim of achieving efficiency and effectiveness in every business process. This is a reasonable step for a company that is oriented towards success and prosperity in a sustainable time span. To achieve these goals, the company needs to implement an effective quality control system so that the products produced remain in accordance with the standards expected by consumers and can compete in the market.

Table 1.
Comparison Results Production CV. Rainbow
Partners January-December 2023

Month	Achievement Production			Target Production			Information
	Shirt	Shirt	Jacket	Shirt	Shirt	Jacket	
January	597	769	379	500	650	350	Achieved
February	452	554	231	500	650	350	No Achieved
March	465	354	197	500	650	350	No Achieved
April	980	1008	788	750	850	750	Achieved
May	552	764	763	500	650	350	Achieved
June	557	675	229	500	650	350	No Achieved
July	334	451	221	500	650	350	No Achieved
August	509	622	351	500	650	350	Achieved
September	321	145	121	500	650	350	No Achieved
October	503	669	381	500	650	350	Achieved
November	118	231	109	500	650	350	No Achieved
December	655	205	149	750	900	500	No Achieved

Source : CV. Rainbow Partners 2023

The statement shows that the percentage of employee performance in achieving company targets is still below expectations, so it does not meet the desired optimal level. This reflects a gap between company expectations and the realization of employee work results. Referring to the data presented in Table 1.1, it appears that most of the goals set by the company have not been achieved, which indicates a lack of employee productivity in achieving sales targets. This condition can be caused by various factors, such as lack of work motivation, ineffectiveness of the management system, or external constraints that affect the ability of employees to achieve the expected results. The inability to achieve sales targets can have implications for decreasing company profitability, lack of competitiveness, and disruption of overall business growth.

The implementation of TQM as a quality-based management approach can help companies improve operational efficiency, ensure product or service consistency, and meet customer expectations. In addition, work motivation is an important element because motivated employees tend to be more productive, innovative, and have a high commitment to achieving company goals. By knowing how TQM and work motivation affect performance, CV. Pelangi Mitra management can identify strategic steps to create a supportive work environment, both through improving the quality management system and developing effective motivation policies. Based on this description, the researcher chose CV. Pelangi Mitra Bandar Lampung as the object of research by raising the title " The Effect of Total Quality Management and Work Motivation on Employee Performance at CV. Pelangi Mitra Bandar Lampung ".

Total Quality Management

The purpose of total quality management (TQM), a strategic strategy, is to improve the competitiveness of an organization by making continuous improvements to products, services, human resources, and the work environment (Suwarno et al., 2020). This approach includes a series of efforts to improve the functioning of the organization by applying principles such as quality, teamwork, effectiveness, achievement, and employee performance. According to Hakim & Ayanti (2021), TQM is a management system that prioritizes quality and aims to improve employee performance by involving all components of the organization. TQM is often referred to as a modern management strategy that uses continuous improvement to improve the competitiveness of an organization (Mughni & Fitriah, 2023). This concept prioritizes individual and professional development, building better interprofessional relationships, increasing managerial effectiveness, and increasing company productivity. Through the implementation of TQM, an

organization or company is expected to be able to consistently improve the quality of products and services, which will ultimately improve overall performance and add value to the organization in a competitive market (Zulkarnain et al., 2019). In general, total quality management has 5 elements or indicators, according to Goetsch and Davis in Wahyuni (2015), namely: (1) focus on customers, (2) communication, (3) long-term commitment, (4) teamwork, (5) overall employee involvement.

Work Motivation

Mangkunegara (2017) defines motivation as an effort or action taken by management to create or increase employee enthusiasm and love for their work. This is important so that employees feel motivated to work better, contribute more, and achieve organizational goals (Siagian, 2018). Meanwhile, (Wahyu Arista & Kurnia, 2019) defines motivation as an internal drive that drives a person to act or behave in a certain way in order to achieve a predetermined goal, which leads to the achievement of the desired results. The source of this motivation can come from internal factors, such as personal desires, or external factors, such as incentives or awards. Kristianti et al. (2021) added that motivation is the result of a series of internal or external processes that affect individuals, which encourage them to have an enthusiastic attitude and persist in carrying out certain tasks or activities. High motivation can encourage employees to be more enthusiastic in carrying out their duties and be more prepared to face existing challenges (Hapsari & Laura, 2022). Therefore, motivation is a key factor in improving employee performance, both in organizations and in achieving individual and company goals. Research Rumijati (2020), indicators of work motivation are as follows, (a) General Motivation. (b) Job Satisfaction (c) Organizational Commitment. (d) Work Awareness (e) Punctuality and attendance.

Employee Performance

Employee performance is related to the work results achieved based on the responsibilities given, both in terms of quality and quantity (Dunan & Sari, 2023). M. S. P. Hasibuan (2016) added that performance requires sacrifice of energy and thought to produce commodities or services, with a level of productivity that is compared between employees. Riani (2013) defines performance as the results of individual work according to applicable standards Arif et al. (2020), while Rosidah (2017) referring to performance as a combination of ability, effort, and opportunity. Factors such as role-stress and work/non-work conflict can also affect performance (Fatmah, 2017). According to Mangkunegara in Arif et al. (2020), performance indicators include: 1. Quality of work refers to the accuracy and appropriateness of work results. 2.

Quantity of work - the amount of work completed. 3. Responsibility - Complying with duties and maintaining facilities. 4. Cooperation - The ability to work together. 5. Initiative - Concern for more work.

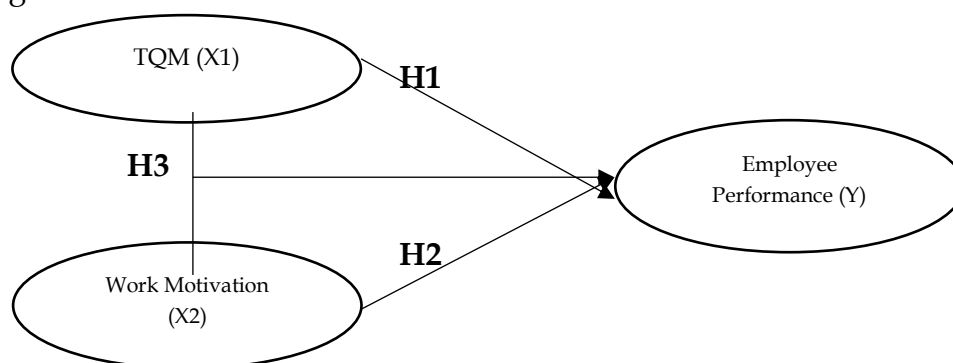


Figure 1.
Conceptual Framework

RESEARCH METHOD

The research methodology in this study is quantitative. Sugiyono (2018) defines quantitative data as positive or concrete data that is quantified in numerical form and analyzed statistically to evaluate a convincing theory or finding. The study population consisted of 30 respondents who worked at CV. Pelangi Mitra Bandar Lampung. Sampling was carried out using a saturated sampling procedure, namely the number of samples is the same as the number of population. The data collection tool used was a questionnaire and participants were given a list of written questions to fill out (Sudaryono, 2021). Primary data was collected by filling out a questionnaire on a Likert scale. Employee performance has a direct impact on the amount of profit obtained by the company. The data analysis method used is quantitative analysis, which attempts to test and examine data using statistical calculations that produce test-based findings. SPSS version 27 software was used in this study to facilitate data analysis. Validity, reliability, multiple linear regression, coefficient of determination, t-test, and F-test are some of the analysis tools used in this study.

RESULT AND DISCUSSION

The research participants were the leaders and staff of CV. Pelangi Mitra in Bandar Lampung totaling thirty people. Respondent behavior must be presented to see how the conditions or circumstances of the respondents are in order to provide additional information that helps understand the research results. This company has 14 female employees and 16 male employees. SPSS 27 will then be used to test the respondents' responses. Before conducting

multiple linear tests, validity and reliability tests were conducted to determine the suitability of the research questionnaire.

Validity Testing on Questionnaires

Table 2.
Obtaining Validity Test Results

Q	X1	X2	Y
1	0.726	0.771	0.721
2	0.726	0.708	0.710
3	0.782	0.789	0.763
4	0.830	0.823	0.855
5	0.791	0.901	0.738
6	0.873	0.829	0.791
7	0.823	0.845	0.729
8	0.848	0.783	0.799
9	0.770	0.740	0.682
10	0.857	0.829	0.887

Source: data processed with SPSS27, 2024.

The results of the validity test showed that all questionnaire items were proven valid, because each variable had a higher calculated r value than the r table, which was 0.361. Thus, all questionnaire items were considered appropriate and valid for use in this study.

Reliability Test

Table 3.
Obtaining Reliability Test Results

Variables	Cronbach's Alpha
TQM	0.939
Work motivation	0.936
Employee performance	0.923

Source: data processed with SPSS25, 2024.

Reliability testing shows that the questionnaire in this study is proven to be consistent, with a Cronbach's Alpha value greater than 0.60. This indicates that the research instrument can produce stable and reliable results in measuring the variables studied.

Multiple Linear Regression Testing

Table 4 Multiple Linear Regression Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.018	5,812		.691	.495
	TQM	.561	.171	.478	3.287	.003
	Work motivation	.386	.141	.397	2,731	.011

a. Dependent Variable: Employee Performance

Source: Data Processed by SPSS25, 2024.

Interpretation

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e_t$$

$$Y = 4.018 + 0.561X_1 + 0.386X_2 + e_t$$

Interpretation:

The constant value (a) of 4.018 indicates that employee performance will remain at 4.018 if all independent variables remain constant. Furthermore, if all variables remain unchanged, Total Quality Management (TQM) contributes 0.561 to improving employee performance. In addition, work motivation also contributes positively by 0.386 to improving employee performance. However, the largest contribution to employee performance comes from the TQM variable, which shows its main role in influencing employee work results.

Testing the Coefficient of Determination

Table 5.

Results of Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.581	.550	4,746

a. Predictors: (Constant), Work Motivation, TQM

Source: Data Processed with SPSS 25, 2024.

Based on the results of the coefficient of determination, it can be concluded that employee performance at CV. Pelangi Mitra Bandar Lampung is influenced by independent variables such as TQM, work motivation, and promotion, with the explained influence of $R^2 = 0.762$ or 76.2%. This means that changes in employee performance can be explained by both variables as much as 76.2%, while the remaining 23.8% is influenced by other external factors.

t-test

Table 6.
t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.018	5,812		.691	.495
	TQM	.561	.171	.478	3.287	.003
	Work motivation	.386	.141	.397	2,731	.011

a. Dependent Variable: Employee Performance

Source: Data Processed by SPSS25, 2024.

1. The first hypothesis is accepted, meaning that the performance of CV. Pelangi Mitra Bandar Lampung employees is positively and significantly influenced by TQM, seen from the $t_{table\ value} (2.048) < t_{count} (3.287)$ and a smaller significant value of 0.05.
2. The second hypothesis is accepted, meaning that the performance of CV. Pelangi Mitra Bandar Lampung employees is positively and significantly influenced by work motivation, seen from the $t_{table\ value} (2.048) < t_{count} (2.731)$, and a smaller significant value of 0.05.

F Test

Table 7. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	844.130	2	422,065	18,742	.000 ^b
	Residual	608,036	27	22,520		
	Total	1452.167	29			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, TQM

Source: data processed by SPSS25, 2024.

The thrid hypothesis is accepted, meaning that the performance of CV. Pelangi Mitra Bandar Lampung employees is influenced by TQM and work motivation through ANOVA, $F_{table} (3.354) > F_{count} (18.742)$, and a smaller significant value of 0.05.

Discussion

Employee performance at CV. Pelangi Mitra Bandar Lampung is positively and significantly influenced by the implementation of Total Quality

Management (TQM), which shows that the company's efforts in implementing TQM principles have a positive impact on employee performance. TQM as a managerial approach that focuses on quality in every aspect of operations, from planning, product or service development, to the process of evaluating work results, has a direct influence on employee productivity and work efficiency. With the implementation of TQM, employees are expected to have a better understanding of the quality standards desired by the company. This increases their motivation to do their work more carefully, efficiently, and prioritize quality results. In addition, TQM encourages continuous improvement, which allows employees to innovate and optimize the way they work. This, in turn, contributes to improving their performance, both in terms of the quality of work results, quantity of output, and timeliness in completing tasks.

Employee performance at CV. Pelangi Mitra Bandar Lampung is positively and significantly influenced by work motivation, which shows that high motivation among employees contributes directly to improving the quality and productivity of their work. Work motivation is an internal drive that drives employees to achieve work goals and strive to give their best in the tasks given. When employees feel motivated, they are more likely to work enthusiastically, increase their commitment to their work, and strive to achieve better targets or results. Providing appropriate incentives, awards for achievement, and creating a supportive work environment can improve employees at CV. Pelangi Mitra will find it easier to achieve the desired results, both in terms of quantity and quality of work, with high work motivation. This in turn encourages employees to work harder and more efficiently. Work motivation is also related to increased job satisfaction, which can influence employees to remain committed to the organization in the long term.

TQM (Total Quality Management) and work motivation have a very important role in influencing employee performance at CV. Pelangi Mitra Bandar Lampung. These two factors, when applied together, can result in a significant increase in employee productivity and quality of work. In the context of CV. Pelangi Mitra, the implementation of TQM can create a conducive work environment, where employees are encouraged to continuously improve the quality of their work through training, system improvement, and continuous evaluation. TQM also emphasizes the importance of effective communication, efficient process management, and the involvement of all parties in quality improvement, all of which contribute to improving employee performance. Meanwhile, work motivation plays a role in increasing employee enthusiasm and dedication to work better. High work motivation can spur employees to be more committed, more innovative, and

more responsible in carrying out their duties. With strong motivation, employees will feel more appreciated and more motivated to achieve organizational goals, including in terms of improving work quality and productivity.

CONCLUSION

Based on the results of the data analysis, the findings are as follows. First, the performance of CV. Pelangi Mitra Bandar Lampung employees is positively and significantly influenced by Total Quality Management (TQM). Second, work motivation also has a positive and significant impact on employee performance. Lastly, employee performance is simultaneously influenced by TQM, promotion, and work motivation. These findings highlight the importance of both management practices and employee motivation in driving overall performance within the company.

Based on the results of the lowest questionnaire selection, several suggestions can be made to improve employee performance at CV. Pelangi Mitra Bandar Lampung. First, since Total Quality Management (TQM) has a significant positive influence on employee performance, it is recommended that the company ensures the consistent and comprehensive implementation of TQM principles. This can be achieved by enhancing employee training on effective TQM concepts and techniques, as well as strengthening supervision to maintain quality standards. Second, given that work motivation also has a positive effect on employee performance, CV. Pelangi Mitra Bandar Lampung should develop a motivational strategy that aligns more closely with employee needs. This may include offering awards or incentives to boost enthusiasm, and involving employees in decision-making to make them feel more appreciated and motivated. Lastly, the company should conduct regular evaluations to assess the effectiveness of the implemented TQM and motivation programs. This will help gauge their impact on employee performance and allow for necessary adjustments, ensuring that the company continues to grow and adapt to evolving market demands.

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