

ANALYSIS OF THE IMPLEMENTATION OF QUALITY MANAGEMENT OF EMPLOYEE PERFORMANCE AND ORGANIZATIONAL CULTURE

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Abstract

This study investigates the relationship between quality management implementation and its impact on employee performance and organizational culture. Through the use of a holistic analytical methodology, the study results show that effective implementation of quality management principles contributes to significant improvements in productivity and quality of employee performance. The findings also highlight the crucial role of quality management in shaping an adaptive, collaborative, and innovation-oriented organizational culture. The implication is that good quality management implementation can provide a strong foundation for organizational growth through improved individual performance and the establishment of an inclusive corporate identity.

Keywords: Management, Organizational Culture, Performance, Quality

A. INTRODUCTION

Global market competition requires companies to continue to innovate in improving their services. Various aspects become the basis for companies to improve quality both in terms of services and products offered (Crosby, 1979). An organization that involves many people must have written tasks, rules, and procedures to facilitate activities and activities within the organization. Increasing the quality of performance on an ongoing basis, the quality of overall performance will greatly impact market share and consumers. This will greatly help all employees of the company not only perform their duties, but also ensure that the company's time, capital and resources are used efficiently. Every company must be more responsive to changes in an increasingly complex and competitive organizational environment in order to survive and thrive. It is done in order to maintain customer trust and remain competitive with other organizations. There are many methods that can be used to by implementing a quality management system, you can stay competitive. which is a contemporary management system in which every process is carried out with the help of tools or equipment, in a standardized form that is recognized globally. All processes carried out through a quality management system ensure product quality. If a product, whether goods or services, is done correctly in the process, the output produced can indirectly be said to be of high quality. This is because a quality management system is a method used from a process point of view, where it deals with a systems approach and a factual method used to evaluate the overall success of the program.

In addition to accepting organizational changes, the quality management system must

also accept individual changes. It is very difficult to align organizational changes with these individual changes. It must start with every member of the organization. Both the achievement of organizational goals and the performance of its employees can be measured as evidence of the success of the organization. Performance is the amount of work done by an employee or employees when they perform the tasks assigned to them. The quality of the culture of an organization or company depends largely on how employees understand and apply its values. A strong culture can definitely build and strengthen employees' commitment to the organization (Shabrina et al., 2024). Therefore, employees will remain loyal to their company and will not be easily swayed by other things, both from within and outside the company. Ultimately, the company culture will help employees perform their duties (Ardiani et al., 2024).

B. LITERATURE REVIEW

Quality Management

Quality Management according to (Purwanto, 2020), is a systematic approach to managing an organization's processes, policies, and practices to ensure that the products or services produced meet or exceed established quality standards. The goal is to ensure customer satisfaction, operational efficiency, and effective risk management. Here are some things that are indicators of quality management:

1. Customer Satisfaction
2. Product or service quality
3. Process Efficiency
4. Employee Performance
5. Stakeholder Engagement
6. Conformance to Standards
7. Performance measurement
8. Innovation

Employee Performance

Employee performance according to (Mafrudoh, 2023) is the level of achievement of individual work that results in an organization in accordance with predetermined goals, responsibilities, and expectations. This includes effectiveness, efficiency, productivity, and contributions made by employees in achieving organizational goals. There are several supporting indicators for employee performance, namely:

1. Productivity
2. Quality of work
3. Engagement
4. Ability
5. Personal Development
6. Attendance and discipline
7. Satisfaction and retention rates
8. Contribution to team and collaboration

Organizational Culture

Organizational culture according to (Dickson et al., 2000) refers to a set of values, norms, beliefs, attitudes, and behaviors that become part of an organization's identity. It reflects the way the organization operates, interacts, and adapts to its environment. Organizational culture shapes employee behavior patterns and creates a unique and

distinctive work environment. Organizational culture has various supporting indicators including: Nilai dan keyakinan

1. Work norms and ethics
2. Communication and openness
3. Fairness and balance
4. Innovation and development
5. Identity and leadership
6. Suitability and adaptability

C. RESEARCH METHODOLOGY

This research uses descriptive qualitative methods. According to Sugiono, qualitative research is research where the researcher is placed as a key element in conducting research, the data collection technique used by researchers is descriptive, meaning that researchers are able to describe the results of existing research (Sugiyono, 2010). One of the data collection techniques in this research is library research or literature study. Data collection by searching for sources and reconstructing from various sources such as books, journals, and existing research. According to (Sugiyono, 2017), library research is research conducted by collecting data or scientific papers that aim to obtain information or references related to the research topic.

D. RESULTS AND DISCUSSION

Quality Management Concept

Before discussing specifically about quality management, the limitations of management and quality will first be examined. Here are the limitations according to experts regarding management:

1. According to G.R. Terry: Management is a process or framework, which involves guiding or directing a group of people toward organizational goals or objectives.
2. According to Ricky W. Griffin: Management as a process of planning, organizing, coordinating, and controlling resources to achieve goals effectively and efficiently. Effective means that goals can be achieved in accordance with planning, while efficient means that the tasks at hand are carried out correctly, organized, and according to schedule

From the above understanding, it can be concluded that quality management is all activities of all management functions that establish quality policies, company goals and responsibilities, and carry them out in ways such as quality planning, quality control, quality assurance and quality improvement in the quality system. Quality management is a combination of all management functions built on the concept of quality and oriented towards customer satisfaction.

Application of Quality Management to Employee Performance & Organizational Culture

The ISO 9001 quality management system specifies requirements and recommendations for the design and assessment of a quality management system that aims to ensure that the organization will deliver products (goods and/or services) that meet specified requirements (Gaspersz, 2001). ISO quality management systems have a favorable effect on process outcomes, decreasing the level of non-conformance and improving management control (Dale, 2007).

The quality improvement process describes a 14-step approach consisting of activities that are the responsibility of top management, but also involve employees, namely management commitment; team quality improvement; quality measurement; quality evaluation costs; quality awareness; corrective action; forming ad hoc committees for zero

defects programs; supervisor training; zero defects or zero defects; setting goals; elimination of error causes; recognition; quality council; and continuous improvement (Crosby, 1979). The benefits of implementing an ISO 9001 quality management system in a company are increasing customer confidence; improving the company's image and competitiveness; increasing opportunities to enter global markets; improving organizational performance (productivity, efficiency, and operational effectiveness); improving employee morale through a good and consistent work system; and providing recommendations for continuous improvement of the organizational system.

Performance is influenced by two factors, namely self-action factors and external action factors. Factors in one's own position are competence, skills, knowledge, motivation, attitude and experience. External factors are the organization's office management environment, including supervision, communication, training and performance appraisal in an organization. Human productivity has a major role to determine the success of the company. Human productivity is often referred to as the mental attitude of always having the view that today is better than yesterday and tomorrow. Organizational culture develops in different ways, in the process involving the following steps:

First, someone (the founder) has an idea for a new company. Second, there is a shared vision with the founder that makes all the core group believe that the idea is good, viable, risky, worth the investment of time and money. Third, the existing core group begins to act concretely to create the organization by seeking funding, obtaining patents, legal entities, deciding on premises, buildings, and so on. Fourth, at this point, other people enter the organization and history begins.

The implementation of the ISO 9001 quality management system is able to significantly improve employee performance through the company's quality culture as its mediation, thus the effect of implementing the ISO 9001 quality management system on employee performance has a very good impact on the company, because by using a quality management system, the company must strive continuously in developing the quality and quality of the company (Semuel & Zulkarnain, 2011). This statement is reinforced by empirical statements that companies involved in implementing ISO 9001 have a positive impact on the company's quality procedures, work instructions and other records.

Organizational culture reflects a company. Companies that have a good organizational culture will reflect good employees and management as well. The ISO 9001 quality management system often plays an important role in a company. The ISO 9001 quality management system is an international quality management implementation based on customer satisfaction. The application of quality management to employee performance and organizational culture can be seen from the effect of implementing the ISO 9001: 2008 quality management system on employee performance, which includes leadership, involvement of all employees, process approach, management system approach, and continuous improvement on employee performance in the company. In addition, organizational culture also plays an important role in improving the quality, effectiveness, and efficiency of the Company. Research also shows that the implementation of a quality management system can improve the quality of organizational culture, which in turn has a positive effect on employee performance. Thus, the implementation of quality management can affect employee performance through its influence on organizational culture. This suggests that quality management and organizational culture are interrelated and can influence each other in the context of improving employee performance

Effect of Quality Management on Employee Performance

Based on the results of research on the effect of ISO 9001:2008 quality management system implementation and employee performance on employees working in electrical and

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electronic companies, it can be concluded in accordance with the formulation of the problem, namely that the implementation of ISO 9001:2008 quality management system affects the performance of employees working in electronic and electrical companies in the Batamindo industrial area Batam yellow face. The implementation of the ISO quality management system can make employees work more clearly and well standardized because there are already clear guidelines. The company in this case is expected to continue to instill the values of quality standards in accordance with the eight clauses of ISO 9001: 2008 and be able to maintain good quality and standards. The company is expected to continue to pay attention to also maintain good employee performance so that the company gets optimal results from the products produced.

Quality management has an influence on employee performance, which can be seen from various studies. Here are some important findings from research related to quality management and employee performance:

1. Human resource quality management has a strong enough influence on employee performance within the Pontianak City Public Works Office.
2. ISO Quality Management Systems (QMS), such as ISO 9001, have a positive effect on employee performance through the company's quality culture. However, it should be noted that the effect of quality management on employee performance may vary depending on the context and implementation. For example, research found that the implementation of ISO 9001:2008 quality management system does not significantly affect employee performance but some studies show that ISO 9001:2008 Quality Management System (QMS) affects employee performance. Therefore, the effect of quality management on employee performance may have a positive and significant relationship in case stories, but this may not always be the case consistently.

Organizational Culture

Organizational culture can be used as a differentiating identity from one organization to another according to its characteristics. Organizational culture is the basic value of the organization in the form of beliefs, norms and ways of learning people in the organization which is the adhesive and characteristic of the organization that can distinguish it from other organizations (Triatna, 2015). While the definition of organizational culture according to Kreitner & Kinicki (2014) is to share the values and beliefs that underlie corporate identity

According to Koter and Heskett in (Sopiah, 2008) in a study entitled Corporate Culture and Performance concluded that:

1. Corporate culture has a very dominant influence on the success or failure of the company to build performance.
2. Organizational culture has a positive impact on the company's economic performance.
3. Organizational culture can be created and shaped to improve organizational performance. A strong organizational culture will support the development of employee performance and motivate employees to achieve common goals. In the end, it will shape employee behavior in a certain direction as desired by the organization. Furthermore, the type of organizational culture created in an organization will determine the impact on employee performance. Therefore, companies should create an organizational culture that is in accordance with the company's environment so that employee performance increases so that it benefits the company.

Quality Culture Implementation

Quality culture implementation is a journey that involves a profound transformation in

the way an organization thinks, operates, and interacts. A culture of quality is not just about producing high-quality products or services, but also about building a foundation rooted in values, attitudes, and behaviors that support an overall vision of desired quality.

To begin the implementation of a quality culture, organizations must first understand the importance of quality in its broad context. It not only includes product or service excellence but also takes into account customer satisfaction, operational efficiency, continuous improvement, innovation, and social impact. Quality culture is not just the responsibility of one department or individual, but a shared responsibility of the entire organization.

First, the initial stage is the establishment of a solid understanding of the organization's vision and mission regarding quality. This involves clear and consistent communication to all members of the organization about the purpose, values, and benefits of the quality culture to be implemented. Leaders need to be strong role models in practicing these values in their actions and decisions.

Then, education and training are key in preparing employees to understand the principles of quality, the necessary procedures, and the importance of their role in realizing this quality culture. Furthermore, empowering employees with appropriate responsibilities and giving them the trust to contribute to quality improvement will create an environment where each individual feels they have an important role to play in achieving quality.

It is not only about educating, but also establishing a system that supports continuous evaluation. Regular measurement and monitoring using relevant metrics is a crucial step in ensuring that the organization is moving in the right direction. However, this should also be followed by active engagement in the continuous improvement process. Organizations must be able to respond to feedback, adjust processes, and adopt emerging innovations to continuously improve quality.

Challenges In Quality Management Implementation

In implementing quality management in the government sector, there are several obstacles that may be faced. Here are some of the challenges that can be faced in implementing quality management in the government sector:

1. **Changes in Government Policy**

Frequently changing government policies can have an impact on the implementation of quality management.

2. **Implementation Challenges**

Implementing a quality management strategy can face several obstacles, such as cultural changes in the organization, resistance to change, and lack of understanding of quality management concepts and practices.

3. **Limited Resources**

In some situations, lack of resources, both financial and manpower, can be an obstacle to effectively implementing a quality management strategy. Limited funds, facilities and personnel can affect the ability of an organization, such as a school, to take the necessary corrective actions to improve the quality of public services.

4. **Coordination Difficulties**

Difficulties in coordination between government units or departments can also be a challenge in implementing quality management in the government sector.

5. **Proper evaluation and monitoring is important on a regular basis**

evaluate and monitor the implementation of the quality management strategy. Challenges can arise if there is no proper mechanism to take necessary corrective actions. In government, these challenges need to be considered and addressed for effective implementation of quality management.

E. CONCLUSION

The conclusion of the discussion is that quality management is all the activities of the overall management function that establishes the quality policy, objectives and responsibilities of the company, and carries it out in ways such as quality planning, quality control, quality assurance and quality improvement in the quality system. Quality management has strong basic principles, such as customer focus, leadership, people involvement, process approach, systems approach to management, continuous improvement, fact-based approach to decision-making, and mutually beneficial supplier relationships. The implementation of quality management can provide significant benefits to the organization, such as increased customer satisfaction, increased operational efficiency, improved product or service quality, compliance with international standards, risk control, and continuous improvement. The implementation of ISO 9001 quality management system can significantly improve employee performance through corporate quality culture as its mediation. However, it should be noted that the effect of quality management on employee performance may vary depending on the context and implementation.

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