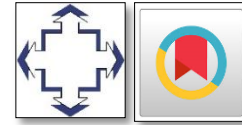


# The Influence of Total Quality Management (TQM) and Organizational Culture on Employee Job Satisfaction that Impacts Employee Performance (Case Study on Cooperatives in South Tangerang City)



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## ABSTRACT

This study aims to determine the effect of total quality management and organizational culture on employee job satisfaction with employee performance as an intervening variable. This research uses quantitative research, which is based on data that can be calculated to produce a strong quantitative interpretation. The data analysis technique used is PLS version 3.0 (Partial Least Square) software which is a variant-based structural equation analysis (Structural Equation Model) and can perform measurement model testing as well as structural model testing. The population and sample in this study were cooperatives in the South Tangerang area. The technique used in this study was the Simple Random Sampling Technique. And the sample used in this study were 191 employees in the South Tangerang Cooperative. With the results of the study that total quality management has a significant effect on employee job satisfaction because the t-statistic value is  $19,056 > 1,652$  while the latent variable on organizational culture has an effect on the contribution to the latent variable on employee job satisfaction with a statistical value of  $14,351 > 1,652$ . While the latent variable total quality management has no significant effect on employee performance because the value is  $1,281 < 1,652$ . And the organizational culture variable has an effect on employee performance with a t-statistic value of  $4,214 > 1,652$ . And for the variable employee job satisfaction has an effect on employee performance with a value of  $5,115 > 1,652$ .

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## 1. Introduction

Competition in today's business world continues to move, especially in the post-pandemic era like today. Many businesses managed by cooperatives are starting to grow and the competition is getting tougher. Cooperative is a business entity consisting of a person or legal entity. Its activities are based on cooperative principles as well as a people's movement based on the principle of kinship.

Cooperatives are one of those affected by the Covid 19 pandemic. Most of the affected cooperatives are engaged in daily necessities, while the MSME sector which is most affected is food and beverages. Currently, many cooperatives are reporting operational difficulties. In terms of quality, the existence of cooperatives still needs serious efforts to be able to adapt to the demands of the business environment, management demands and organizational culture in order to create employee job satisfaction so as to create better employee performance (Purwaningrum et al., 2020). The strength of cooperatives in various economic activities is still relatively small, and the dependence of cooperatives on assistance from outsiders, especially the government, is still very large. Many cooperatives are not active in the city of South Tangerang due to the impact of the covid-19 pandemic.

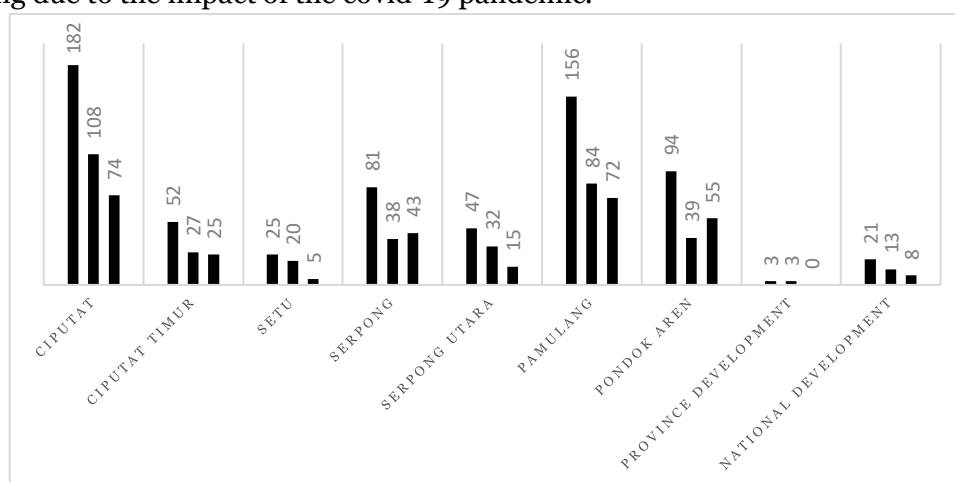


Figure 1. Number of South Tangerang City Cooperatives

Source: KUMKM DATA South Tangerang City Cooperative Service in 2022

And to find out how many cooperatives there are in each region in the city of South Tangerang, the number of data on cooperatives in the city of South Tangerang is presented in table 1 below:

Table 1. Cooperative Data Recapitulation in South Tangerang City

Subdistrict	Total	Active	Inactive
Ciputat	182	108	74
Ciputat Timur	52	27	25
Setu	25	20	5
Serpong	81	38	43
Serpong Utara	47	32	15
Pamulang	156	84	72
Pondok Aren	94	39	55
Province Development	3	3	0
National Development	21	13	8
Total	661	364	297

Source: KUMKM Data South Tangerang City Cooperative Service in 2022

From the table above it can be seen that there are 364 active cooperatives out of 661 total cooperatives in the city of South Tangerang, of the number above there are 297 cooperatives that are not active in the spread of the city of South Tangerang, apart from the financial factor,

one of the causes is not optimal employee performance. and management strategy and organizational culture in the cooperative (Nugroho & others, 2017).

A management is needed that is able to provide continuous improvements both in terms of quality and quantity of services provided as well as the management of resources used by the company. One of the tools commonly used for such management is implementation Total Quality Management (TQM) (Simanjuntak & Sitio, 2021).

The application of TQM is carried out as one of the company's strategies in producing good service performance, so that its implementation is oriented towards customer satisfaction and involves all members of the company including employees (Topalović, 2015). Then, TQM is aimed at making continuous (continuous) improvements to products or services, human resources, processes and the environment (Putri et al., 2017) so that they can produce the best quality and excel in competition (Permana et al., 2021).

Many factors affect employee performance, one of which is organizational culture. Organizational culture is the norms, values, assumptions, beliefs, philosophies, organizational habits, and so on (content, organizational culture) developed over a long period of time by the founders, leaders and members of the organization which are socialized and taught to new members and applied in their activities. organization so that it influences the mindset, attitude, and behavior of members of the organization in producing products, serving consumers, and achieving organizational goals (Pallawagau, 2021).

Based on the background above, the researcher is interested in conducting research with the title "The Influence of Total Quality Management (TQM) and Organizational Culture on Employee Job Satisfaction which Impacts Employee Performance (Case Study on Cooperatives in South Tangerang City).

## **2. Literature Review**

The definition of TQM according to Oakland (2014) is a unified systematic activity carried out by the entire organization to effectively and efficiently achieve the goals of the organization to provide products and services with a quality level that meets consumer desires. According to Heizer et al., (2017) total quality management is the management of the entire organization so that it excels in all aspects of goods and services that are important to customers. Furthermore, there are seven effective TQM program concepts namely continuous improvement, six sigma, worker empowerment, benchmarking, just in time (JIT), Taguchi concept, and TQM tool knowledge. So it can be concluded that Total Quality Management (TQM) is a management system that elevates quality as a business strategy and is oriented towards customer satisfaction by involving the entire organization.

### **Benefits of Total Quality Management (TQM)**

Implementing Total Quality Management (TQM) brings several benefits to companies and organizations (Nasution, 2015). First, it enhances the effectiveness of the product design process, leading to improved quality performance in terms of product reliability, features, and serviceability. This means that products are designed and manufactured to meet or exceed the established standards, reducing the need for rework, saving time, minimizing machine work, and optimizing the use of materials. Second, TQM helps establish long-term relationships with customers, which positively impacts organizational performance. By understanding and meeting customer needs, companies can respond promptly and effectively, while also anticipating changes in customer preferences and desires. This customer-centric approach fosters loyalty and trust, which can result in increased customer retention and market share.

Furthermore, TQM promotes a positive employee attitude. Employees who are involved in quality initiatives and empowered to contribute their ideas and skills tend to develop a sense of pride in their work. This, in turn, leads to increased employee commitment to quality, a heightened sense of responsibility for enhancing organizational performance, and ultimately, improved productivity and efficiency. Overall, by implementing TQM, companies and organizations can achieve enhanced product design, improved customer relationships, and a motivated workforce. These benefits contribute to the continuous improvement of the organization's performance, positioning it for long-term success in a competitive market.

### **Total Quality Management (TQM) indicator**

Total Quality Management (TQM) relies on key indicators that are vital for its successful implementation. As highlighted by (Nasution, 2001), these indicators encompass: Firstly, TQM places a strong emphasis on customer focus, acknowledging the importance of both external and internal customers. External customers are the ultimate judges of product quality, while internal customers play a crucial role in shaping quality throughout the production process. Secondly, an unwavering obsession with quality is essential in TQM. Companies must strive to not only meet but exceed specified standards, continuously aiming to surpass customer expectations. This proactive approach entails seeking innovative methods to enhance products, processes, and services, consistently setting higher benchmarks for excellence. Lastly, TQM necessitates long-term commitment as it represents a paradigm shift in business operations. Establishing a new corporate culture is integral to TQM's successful implementation, and this requires sustained dedication. Cultural improvements cannot be instantaneously achieved, but rather need to be undertaken gradually and periodically to ensure acceptance by all members of the organization.

By focusing on customers, maintaining an obsession with quality, and demonstrating long-term commitment, organizations can effectively adopt and implement Total Quality Management (TQM). These indicators serve as guiding principles, fostering a customer-centric culture that prioritizes excellence and continual advancement, leading to heightened customer satisfaction and overall organizational triumph.

### **Organizational culture**

According to Fahmi (2016), that organizational culture is the result of the process of fusing the cultural and behavioral styles of each individual previously brought into a new set of norms and philosophies, which have energy and group pride in dealing with certain things and goals. According to Sedarmayanti (2011) organizational culture is a belief, attitude, and values that are generally owned, which arise in the organization, stated more simply, culture is the way we do things here.

According to Robbins in Mujahida (2018) culture is a set of dominant values supported by the organization. This definition refers to a system of shared understanding. Robbins argues that every organization has its own long-developed patterns of belief, rituals, myths and practices.

### **Organizational culture indicator**

According to Mujahida (2018) that the seven dimensions or characteristics of organizational culture are as follows.

1. Innovation and Taking Risks, The degree to which employees are encouraged to be innovative and take risks. The habit of managers encouraging employees to work

innovatively accompanied by the courage to take risks will provide added value to the organization in achieving the set goals.

2. Attention to Details, The degree to which employees are expected to display accuracy, analysis and attention to detail. Employees must always be directed to be responsible for their work. This responsibility concerns detailed issues within the scope of work. No matter how small the work will contribute to the achievement of organizational goals.
3. Results Orientation, The degree to which managers focus on results rather than on the techniques and processes used to achieve those results. Results are the goals to be achieved, therefore all resources are directed towards achieving results.
4. Human Orientation, People orientation is the degree to which management decisions take into account the effect results have on the people in the organization. In setting targets for the desired results, managers need to pay attention to the human side of the members of their organization, because humans are not robots or machines that can be used at will. They have feelings and a heart.
5. Team Orientation, The degree to which work activities are structured around teams rather than individuals. Achievement of results is not due to individuals, but the result of cooperation between members of the organization. Therefore teamwork must be encouraged continuously so that goals can be achieved optimally.
6. Aggressiveness, This is the degree to which people are aggressive and competitive rather than friendly and cooperative. Competition among employees is intended to maximize the capabilities of members of the organization, thereby increasing productivity.
7. Stability, The degree to which organizational activities emphasize maintaining the status quo. In the dynamics of work, calm, comfortable working conditions are very much needed, so that employees work more enthusiastically and productively, compared to situations that are always counterproductive, such as many demands for salary increases, strikes and so on.

### **Employee job satisfaction**

According to Waqas et al., (2014) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. According to Wibowo (2017) everyone who works expects to get satisfaction from his place of work. Job Satisfaction will affect productivity which is expected by managers. For this reason, managers need to understand what must be done to create job satisfaction for their employees. So employee job satisfaction is an important issue that must be considered in relation to employee work productivity and dissatisfaction is often associated with high levels of job demands and complaints. Workers with high levels of dissatisfaction are more likely to be sabotage and passive aggressive.

### **Employee performance**

According to Zainal et al., (2019) performance is a real behavior displayed by everyone as work performance produced by employees according to their role in the company. Meanwhile, according to Wibowo (2017) performance is about doing the job and the results achieved from the job. Performance is about what is done and how to do it. So performance is a function of motivation and ability. To complete a task or job a person should have a certain degree of willingness and level of ability.

### 3. Research Method

In this study using a quantitative approach, which is a "research method based on the philosophy of positivism, used to examine certain populations or samples, collecting data using research instruments, data analysis is quantitative or statistical, with the aim of testing the hypotheses that have been set" (Sugiyono, 2018) The data analysis technique of this study used PLS software version 3.0 (Partial Least Square) which is a variant-based structural equation analysis (Structural Equation Model) that can simultaneously test the measurement model as well as test the structural model. The population and sample in this study are all cooperatives in the city of South Tangerang, the technique used in this study is to use a simple random sampling method. According to Sugiyono (2016) defines "Simple Random Sampling is taking sample members from the population randomly without regard to the strata in that population". The population of active cooperatives in the city of South Tangerang is based on KUMKM data from the South Tangerang City Cooperative Office in 2022 that there are 364 active cooperatives in the city of South Tangerang in 2022.

The structural model is used to predict the causality relationship between latent variables. The structural model was evaluated by looking at the percentage of variance explained by the R<sup>2</sup> value for the dependent variable using the Stone-Geisser Q-Square Test (Ghozali & Latan, 2013). The following is a picture of the structural model of the research:

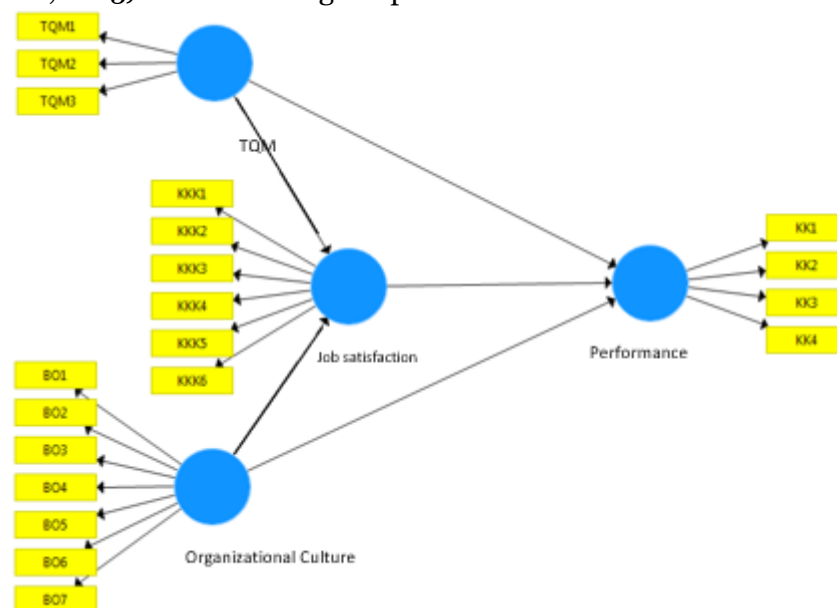


Figure 2. Research Model

#### Hypothesis test

Hypothesis testing ( $\beta$ ,  $\gamma$ , and  $\lambda$ ) was carried out using the bootstrap resampling method developed by Geisser & Stone (Ghozali & Latan, 2013). According to Abdillah & Hartono (2015) a significant measure of the support of the hypothesis can be used by comparing the values of t table and t statistics through the following decision-making criteria:

1. If t statistic > t table and p values < sig 0.05 means Ha is accepted, Ho is rejected.
2. If the t statistic  $\leq$  t table and p values  $\geq$  sig 0.05 it means that Ha is rejected, Ho is accepted.



#### 4. Results and Discussion

The study took samples of 191 employees at the South Tangerang Cooperative, while the characteristics of the 191 respondents in this study obtained the results, namely:

Table 2. Characteristics of Respondents Based on Gender

Gender	Amount	Percentage
Woman	120	63
Man	71	37
Total	191	100

Source: Processed Data (2022)

Based on table 2, it can be concluded that the sample taken was mostly women, 120 respondents or 63% of the sample taken.

Table 3. Characteristics of Respondents by Age

Age	Amount	Percentage
18-27	53	28%
28-37	57	30%
38-47	48	25%
>47	33	17%
Total	191	100

Source: Processed Data (2022)

Based on table 3, it can be concluded that the sample that was taken was mostly between the ages of 28 and 37 by 57 respondents or 30% of the sample taken.

Table 4. Characteristics of Respondents Based on Last Education

Education	Amount	Percentage
Junior high school	61	32%
High school	92	48%
S1	38	20%
Total	191	100

Source: Processed Data (2022)

Based on table 4, it can be concluded that the sample that was taken based on the last education was high school by 92 respondents or 48% of the sample taken.

#### Outer Model Analysis

Measurement model testing (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability.

##### a. Convergent Validity

According Ghozali & Latan (2013) a correlation can be said to meet convergent validity if it has a loading value of  $> 0.7$ . The output shows that the loading factor gives a value above the recommended value of 0.7. However, at the research stage of developing the scale, a loading of 0.60 is still acceptable. So that the indicators used in this study have met convergent validity. The structural model in this study is shown in the following figure:

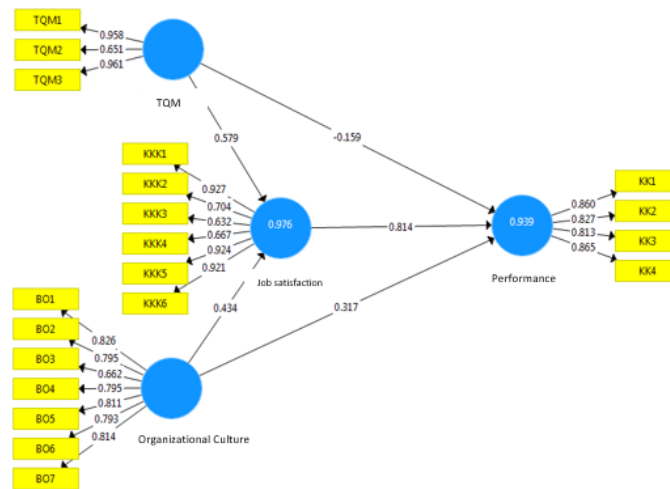


Figure 2. Outer Model, Algorithmic Testing

From pictures outer model above it can be concluded that the effect of total quality management and organizational culture on employee job satisfaction is 0.976 while for the latent variable on total quality management has a contributing influence to employee job satisfaction variable that is equal to 0.579, organizational culture has a contribution effect of 0.433 to employee job satisfaction, while total quality management has a contribution of -0.159 to employee performance, and organizational culture has an influence on employee performance of 0.317. Discriminant validity is seen from the acquisition of the Average Variance Extracted (AVE) score with a critical limit of 0.5 while construct reliability is seen from the acquisition of Cronbach alpha and composite reliability scores with a critical limit of 0.6-0.7. Smart PLS output for Loading Factor can be seen in the following table:

Table 5. Outer Loading

	Organizational culture	Employee Job Satisfaction	Employee performance	Total Quality Management
BO1	0.826			
BO2	0.795			
BO3	0.662			
BO4	0.795			
BO5	0.811			
BO6	0.793			
BO7	0.814			
KK1			0.86	
KK2			0.827	
KK3			0.813	
KK4			0.865	
KKK1		0.927		
KKK2		0.704		
KKK3		0.632		
KKK4		0.667		
KKK5		0.924		
KKK6		0.921		
TQM1				0.958
TQM2				0.651
TQM3				0.961

Source: Smart PLS Program Output. 3.0, 2022

Based on the data in table 5, the value is known outer loading the lowest in the outer model test results of this study is 0.651 which is in the TQM2 indicator. Referring to the outer loading limit that has been determined previously, which is 0.7.



**b. Construct Validity and Reliability**

Table 7. Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational culture	0.898	0.906	0.919	0.619
Employee Job Satisfaction	0.886	0.908	0.916	0.65
Employee performance	0.863	0.867	0.907	0.708
Total Quality Management	0.824	0.871	0.9	0.755

Source: Smart PLS Program Output. 3.0, 2022

Data from Table 7 above shows that the lowest AVE value of the four variables is 0.619 which belongs to the Organizational Culture variable. These results indicate that the four research variables have met the assumptions discriminant validity because the lowest AVE value is obtained more than 0.5. Meanwhile, in the results of Cronbach alpha and composite reliability, it is known that the lowest value is 0.900 which is owned by the Total Quality Management variable. Thus these results also prove that all variables meet the reliability construct assumption because the lowest Cronbach alpha and composite reliability values are > 0.7.

**c. Inner Model Testing**

After doing the test outer model, then it is necessary to evaluate the final structural equation model (inner model). The inner model test of this research is carried out by looking at the path coefficient and R square values as follows:

Table 8. R Square

	R Square	R Square Adjusted
Employee Job Satisfaction	0.976	0.976
Employee performance	0.939	0.938

Source: Smart PLS Program Output. 3.0, data processed by the author in 2022

Based on table 8. The above shows that the value of R Square for the variable Employee Satisfaction is 0.976. This acquisition explains that the percentage of Employee Satisfaction is 97.6%. This means variable total quality management, and organizational culture variables affect employee satisfaction by 97.6% and the remaining 2.4% is influenced by other variables. As for the employee performance variable, the R Square value is 0.939. the acquisition explains that the percentage of employee performance is 93.9%. This means that the variable total quality management, organizational culture and job satisfaction variables affect employee performance by 93.9% and the remaining 6.1% is influenced by other variables

Table 9. Inner Model test results

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Total Quality Management -> Employee Job Satisfaction	0.579	0.582	0.03	19,056	0
Organizational Culture -> Employee Job Satisfaction	0.434	0.431	0.03	14,351	0
Total Quality Management -> Employee Performance	-0.159	-0.149	0.124	1,281	0.201

Organizational Culture -> Employee Performance	0.317	0.325	0.075	4,214	0
Employee Job Satisfaction -> Employee Performance	0.814	0.796	0.159	5,115	0

Source: Smart PLS Program Output. 3.0, data processed by the author in 2022

Based on table 9 above, the results of the evaluation of the structural equation model of the relationship between variables are partially explained by valuepath coefficientcan be described as follows:

- 1) Path coefficient hypothesis 1, namely Total Quality Management on Employee Job Satisfaction is obtained at 0.579. This value indicates that there is an effect of 57.9% (0.579 x 100%). This result also means that the higher the total quality management, the higher the employee job satisfaction, and vice versa.
- 2) The path coefficient value in hypothesis 2 was obtained at 0.434. This value indicates that organizational culture has an influence of 43.4% (0.434 x 100%) on employee job satisfaction. This result also means that a better organizational culture will increase employee job satisfaction, and vice versa.
- 3) In hypothesis 3, the path coefficient value is -0.159 which shows that there is an effect of 15.9% (0.159 x 100%) of total quality management on employee performance. This result means that the total quality management that is owned can actually reduce employee performance.
- 4) In hypothesis 4, the path coefficient value in hypothesis 4 is 0.317. This value indicates that organizational culture has an influence of 31.7% (0.317 x 100%) on employee performance. This result also means that a better organizational culture will make employee performance better, and vice versa.
- 5) In hypothesis 5, the path coefficient value in hypothesis 5 is obtained at 0.814. This value indicates that employee job satisfaction has an effect of 81.4% (0.814 x 100%) on employee performance. This result also means that with better employee job satisfaction will make employee performance better, and vice versa

#### d. Hypothesis Testing

This study has 5 hypotheses as well as research questions that have been formulated and need to be tested for truth. Testing the hypothesis in this study using the t test, namely by comparing valuest statisticsobtained from the bootstrapping test with a critical limit value of t table of 1.652 at a significance level of 5% (0.05). The results of the research hypothesis test are presented as follows:

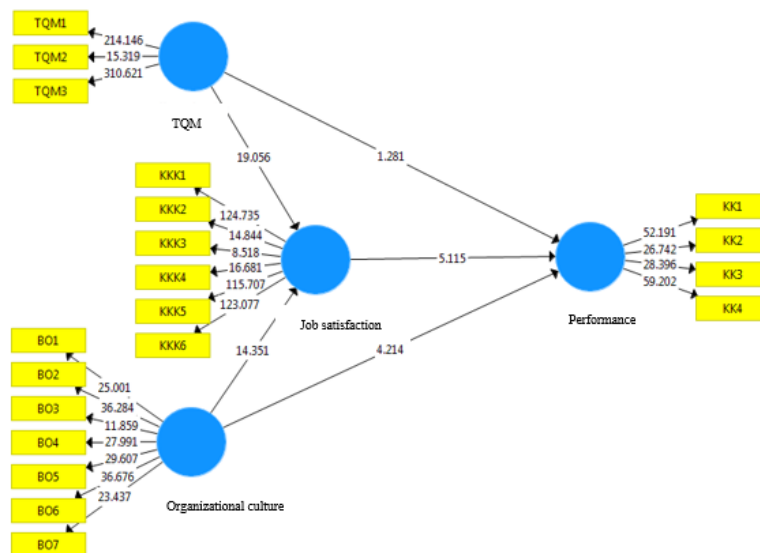


Figure 3. Inner Model, Bootstrapping Test

Source: Data processed by the author, 2022

From pictures Inner models above it can be concluded that total quality management has a significant effect on employee job satisfaction because the t-statistic value is  $19.056 > 1.652$  while for latent variables in organizational culture it has a contributing influence to employee job satisfaction latent variables that is equal to  $14.351 > 1.652$  (significantly affects). Meanwhile, the latent variable total quality management does not have a significant effect on employee performance because the value is  $1.281 < 1.652$ . And organizational culture variables affect employee performance with a t-statistic value of  $4.214 > 1.652$ . And then the employee job satisfaction variable influences employee performance with a value of  $5.115 > 1.652$ . In more detail, the hypothesis testing will be discussed in tabular form as follows:

Table 10. Direct Effect Test Results

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Description
Total Quality Management -> Employee Job Satisfaction	0.579	0.582	0.03	19,056	0	Received
Organizational Culture -> Employee Job Satisfaction	0.434	0.431	0.03	14,351	0	Received
Total Quality Management -> Employee Performance	-0.159	-0.149	0.124	1,281	0.201	Rejected
Organizational Culture -> Employee Performance	0.317	0.325	0.075	4,214	0	Received
Employee Job Satisfaction -> Employee Performance	0.814	0.796	0.159	5,115	0	Received

Source: Smart PLS Program Output. 3.0, data processed by the author in 2022

Based on the PLS output (testbootstrapping) presented in Table 10, it can be explained that:

- 1) Hypothesis 1: From value original sample of 0.579 obtained a t statistic value of 19.056 and a P-value of 0.000. These results prove that total quality management has a positive and significant effect on employee job satisfaction with a relationship value of 57.9% (0.579 x 100%). The t statistic value is 19.056 > t table is 1.652 and the P-value is 0.000 < 0.05 proving that hypothesis 1 in this study is acceptable.
- 2) Hypothesis 2: From value original sample of 0.434 obtained a t statistic value of 14.351 and a P-value of 0.000. These results prove that organizational culture has a positive and significant effect on employee job satisfaction with a relationship value of 43.4% (0.434 x 100%). The t statistic value is 14.351 > t table 1.652 and the P-value is 0.000 < 0.05 proves that hypothesis 2 in this study can be accepted.
- 3) Hypothesis 3: From value original sample of -0.159 obtained a t statistic value of 1.281 < 1.652 and a P-value of 0.201. These results prove that total quality management has no effect on employee performance with a relationship value of 15.9% (0.159 x 100%). The t statistic value is 1.281 > t table is 1.652 and the P-value is 0.201 < 0.05 proving that hypothesis 3 in this study is rejected.
- 4) Hypothesis 4: From value original sample of 0.317 obtained a t statistic value of 4.214 and a P-value of 0.000. These results prove that organizational culture has a positive and significant effect on employee performance with a relationship value of 31.7% (0.317 x 100%). The t statistic value is 4.214 > t table is 1.652 and the P-value is 0.000 < 0.05 proving that hypothesis 4 in this study is acceptable.

Hypothesis 5: From value original sample of 0.814 obtained a t statistic value of 5.115 and a P-value of 0.000. These results prove that employee job satisfaction has a positive and significant effect on employee performance with a relationship value of 81.4% (0.814 x 100%). The t statistic value is 5.115 > t table is 1.652 and the P-value is 0.000 < 0.05 proving that hypothesis 5 in this study is acceptable

## 5. Conclusion

In conclusion, the research conducted and data analysis presented in the previous chapter provide several important conclusions. Firstly, the implementation of Total Quality Management (TQM) has a positive and significant effect on employee job satisfaction in the South Tangerang Cooperative. By adopting TQM practices, the cooperative can enhance job satisfaction levels among employees. Secondly, the study reveals that organizational culture has a positive and significant influence on employee job satisfaction in the South Tangerang Cooperative. A supportive and positive organizational culture fosters greater job satisfaction among employees. However, the research findings indicate that TQM does not have a positive and significant effect on employee performance in the South Tangerang Cooperative. It suggests that while TQM practices may improve job satisfaction, they may not directly impact overall employee performance. On the other hand, the study highlights that organizational culture has a positive and significant influence on employee performance within the cooperative. A strong and conducive organizational culture contributes to improved employee performance. Lastly, the research demonstrates a positive and significant relationship between employee job satisfaction and performance in the South Tangerang Cooperative. Higher levels of job satisfaction among employees lead to better overall performance within the cooperative.

These conclusions underscore the importance of TQM and organizational culture in promoting job satisfaction and employee performance. While TQM may primarily enhance job

satisfaction, a positive organizational culture plays a vital role in driving both job satisfaction and performance. By focusing on these factors, the South Tangerang Cooperative can cultivate a productive and satisfied workforce, leading to overall success and achievement of organizational goals.

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