

## THE INFLUENCE OF TOTAL QUALITY MANAGEMENT, LEADERSHIP STYLE, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE AT PT. TUNAS MOBILINDO PERKASA BANDUNG

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### ABSTRACT

This research seeks to examine how “Total Quality Management (TQM), leadership style, organizational culture, and organizational commitment” on employee performance at PT. Tunas Mobilindo Perkasa Bandung. This research utilizes a quantitative research approach to examine causal relationships between variables. Multiple linear regression analysis was employed to analyze the data. The results indicate that all independent variables significantly affect employee performance both partially and simultaneously. In the partial model, TQM ( $\beta = 0.602$ ,  $p < 0.005$ ), leadership style ( $\beta = 0.826$ ,  $p < 0.005$ ), organizational culture ( $\beta = 0.801$ ,  $p < 0.005$ ), and organizational commitment ( $\beta = 1.000$ ,  $p < 0.005$ ) are all significant predictors of the outcome variable. Simultaneously, the four variables explain 95.1% of the variation in employee performance with an F value of 1778.807 and a significance of 0.000. Organizational commitment emerges as the most dominant factor, followed by organizational culture, leadership style, and TQM. These findings underline the importance of optimizing these four factors to enhance employee performance and support corporate goals.

### KEYWORDS

Total Quality Management, Leadership Style, Organizational Culture, Organizational Commitment, Employee Performance



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### INTRODUCTION

PT Tunas Mobilindo Perkasa, as an authorized Daihatsu dealer in Bandung which is part of the Tunas Group, faces challenges in improving the quality of employee services in the midst of intense competition in the automotive industry. To achieve this goal, the company is examining several factors that can affect individual performance (Dirwan et al., 2024). First, the implementation of Total

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Quality Management (TQM) concept aims to involve all employees in continuous efforts to improve product and service quality (Lastiawan & Aprilyanti, 2021). Second, the leadership style applied by leaders at various levels plays a crucial role in motivating and directing the team (Andayani & Soehari, 2019; Fahmin et al., 2024). A positive organizational culture, characterized by shared values and a spirit of togetherness, is also believed to increase employee productivity (Sitasi & Rafiq, 2019; Permana & Widasari, 2020). Finally, employee commitment to company goals is a determining factor in achieving optimal performance (Andayani & Soehari, 2019; Harjadasastra & Khiswari, 2022).

Relevant to this era of business competition, the company PT Tunas Mobilindo Perkasa faces pressure to maintain customer loyalty amidst the changing needs and expectations of highly dynamic consumers. So that by identifying internal factors that can increase employee productivity is very valuable for the company (Irsyad et al., 2024).

Based on previous research, implementing TQM and effective organizational management can increase employee productivity and loyalty. TQM includes managing product and service quality with a focus on customer needs (Pratiwi et al., 2019; Prayitno et al., 2023). While the right leadership style can create a conducive work atmosphere (Firdausijah, 2023; Setiawan, 2021). An organizational culture that encourages innovation is also an important factor in driving productivity (Febriana, 2019; Meutia & Husada, 2019). As well as organizational commitment that can improve employee performance (Dahliyanti et al., 2019; Paramita et al., 2020). However, the suboptimal implementation of TQM, ineffective leadership styles, weak organizational culture, and low organizational commitment remain significant challenges that PT. Tunas Mobilindo Perkasa must address.

A conceptual framework is the theoretical foundation that explains how variables are related to each other in a study (Syahputri et al., 2023). In the present analysis, the conceptual framework serves to understand how various factors, such as “Total Quality Management (TQM), leadership style, organizational culture, and organizational commitment, influence employee performance” at PT. Tunas Mobilindo Perkasa Bandung. To construct a robust conceptual framework, this research utilizes relevant theories as support to explain the relationships between variables. Thus, the study’s findings can provide both empirical contributions and practical implications for organizational management development at PT. Tunas Mobilindo Perkasa Bandung.

## **RESEARCH METHOD**

This study uses a quantitative causal research design to examine how various factors affect employee performance at PT Tunas Mobilindo Perkasa Bandung. The causal approach strives to elucidate the causal relationships between variables by examining how changes in one variable lead to changes in another (Sari et al., 2022). In this research, the independent variables include “TQM, Leadership Style, Organizational Culture, and Organizational Commitment”, with the dependent

variable being “Employee Performance”. The data obtained will be analyzed using the SPSS software to ensure accurate and objective results.

## RESULT AND DISCUSSION

### Reliability Test

**Tabel 1. Reliability Test Results**

Variable	Cronbach's Alpha	Standard	Information
Total Quality Management (TQM) (X1)	0,857	0,60	Reliable
Leadership Style (X2)	0,841	0,60	Reliable
Organizational Culture (X3)	0,861	0,60	Reliable
Organizational Commitment (X4)	0,811	0,60	Reliable
Employee Performance (Y)	0,833	0,60	Reliable

*Source:* Author

Reliability testing is a statistical procedure used to evaluate the consistency and reproducibility of a research instrument. To ensure the reliability of the research instrument, the study used Cronbach's Alpha. The minimum value required is 0.60.

Overall, the reliability test results presented in the table show that all research instruments meet the minimum reliability standard of 0.60. This indicates that the instruments used have good internal consistency and can be relied upon to collect accurate and consistent data. With the high reliability of the research instrument, this study provides a strong foundation for further analysis of the effect of the variables in the study on employee performance at PT Tunas Mobilindo Perkasa Bandung.

### Normality Test

**Tabel 2. Normality Test Results**

		X1	X2	X3	X4	Y
N		94	94	94	94	94
Normal Parameters <sup>a,b</sup>	Mean	42.24	30.61	29.90	21.78	21.95
	Std. Deviation	5.904	4.582	4.768	3.954	4.057
Most Extreme Differences	Absolute	.069	.067	.077	.088	.067
	Positive	.055	.067	.077	.088	.067
	Negative	-.069	-.067	-.048	-.080	-.060
Test Statistic		.069	.067	.077	.088	.067
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>	.200 <sup>c,d</sup>	.200 <sup>c,d</sup>	.068 <sup>c</sup>	.200 <sup>c,d</sup>

*Source:* Author

A Kolmogorov-Smirnov test was used to assess the normality of each variable. Data were considered normally distributed if the p-value was greater than 0.05. Based on the results of the One-Sample Kolmogorov-Smirnov Test presented in Table 2, it can be concluded that the data for all variables is normally distributed, as the significance value (p-value) for each variable exceeds the 0.05 significance level. Overall, these results indicate that most variables in this study meet the

assumption of normality, providing a solid foundation for further statistical analysis.

#### Multicollinearity test

**Tabel 3. Multicollinearity Test Output**

Model	Collinearity Statistics	
	Tolerance	VIF
1	X1	.120
	X2	.032
	X3	.041
	X4	.148

Source: Author

To ensure the validity of the regression analysis, a multicollinearity test was performed to assess the degree of correlation between the independent variables. Multicollinearity testing was conducted to identify and mitigate the potential impact of strong correlations between independent variables on the regression analysis results. Multicollinearity was assessed using Tolerance and VIF values. Tolerance values above 0.10 and VIF values below 10 indicate acceptable levels of multicollinearity.

The analysis results indicate that the variables Total Quality Management (X1) and Organizational Commitment (X4) found to be free from multicollinearity, as their Tolerance values exceeded 0.10 and their VIF values were less than 10. However, the variables Leadership Style (X2) and Organizational Culture (X3) show high multicollinearity, as indicated by very low Tolerance values (below 0.10) and VIF values significantly exceeding 10.

The multicollinearity between X2 and X3 could impact the regression analysis. Therefore, it is recommended to review these independent variables, for instance, by reducing or modifying one of the variables, or employing alternative analytical methods to address the multicollinearity issue.

#### Heteroscedasticity Test

**Tabel 4. Multicollinearity Test Output**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.358	.346		1.034	.304
1	X1	.016	.023	.209	.494
	X2	-.030	.057	-.310	.600
	X3	.035	.048	.382	.465
	X4	-.029	.030	-.262	.341

Source: Author

The analysis results shown in the table above, indicate that the significance value of all variables is above 0.05, so the test requirements are met. These values indicate that none of the independent variables in this study indicate a heteroscedasticity problem. Consequently, it can be concluded that the assumption

of homoscedasticity is satisfied in this regression model. This finding supports the validity of the model for estimating the impact of the independent variables on employee performance at PT Tunas Mobilindo Perkasa Bandung.

### Partial Test or T-Test

A t-test was conducted to examine the statistical significance of the relationship between the independent and dependent variables. The results of this analysis are presented below:

**Tabel 5. T Test Results**

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	-3.470	1.476	-	-2.350	0.021
<b>Total Quality Management (X1)</b>	0.602	0.035	0.876	17.381	0.000
(Constant)	-3.323	1.032	-	-3.221	0.002
<b>Leadership Style (X2)</b>	0.826	0.033	0.932	24.759	0.000
(Constant)	-1.994	0.910	-	-2.191	0.031
<b>Organizational Culture (X3)</b>	0.801	0.030	0.941	26.633	0.000
(Constant)	0.162	0.525	-	0.308	0.759
<b>Organizational Commitment (X4)</b>	1.000	0.024	0.975	42.176	0.000

*Source: Author*

The regression equation, based on the estimated coefficients, is as follows:

1. Total Quality Management (X1):  
 $Y = -3.470 + 0.602X_1$
2. Leadership Style (X2):  
 $Y = -3.323 + 0.826X_2$
3. Organizational Culture (X3):  
 $Y = -1.994 + 0.801X_3$
4. Organizational Commitment (X4):  
 $Y = 0.162 + 1.000X_4$

### Explanation of the Table

1. Total Quality Management (X1):

The variable Total Quality Management (X1) was found to have a significant positive influence on Employee Performance. The t-value of 17.381, which is significantly larger than the critical t-value of 1.986, and the significance value of 0.000 (less than 0.05) indicate a strong statistical relationship between the two variables. The regression coefficient of 0.602 suggests that for every one-unit increase in Total Quality Management,

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Employee Performance is expected to increase by 0.602 units, holding other variables constant.

2. Leadership Style (X2):

The variable Leadership Style (X2) was found to have a highly significant positive influence on Employee Performance. The t-value of 24.759, which is substantially larger than the critical t-value of 1.986, and the significance value of 0.000 (less than 0.05) indicate a very strong statistical relationship between the two variables. The regression coefficient of 0.826 suggests that a one-unit increase in Leadership Style is associated with a 0.826 increase in Employee Performance.

3. Organizational Culture (X3):

The results of the regression analysis revealed a significant positive association between Organizational Culture (X3) and Employee Performance. The t-test statistic of 26.633, which is significantly larger than the critical t-value of 1.986 at the 0.05 level of significance, provides strong evidence for this relationship. The regression coefficient of 0.801 suggests that for every one-unit increase in Organizational Culture, Employee Performance is expected to increase by 0.801 units, holding other variables constant.

4. Organizational Commitment (X4):

Organizational Commitment (X4) was found to have the most significant positive influence on Employee Performance. The t-test statistic of 42.176, which is substantially larger than the critical t-value of 1.986 at the 0.05 level of significance, provides strong evidence for this relationship. The regression coefficient of 1.000 suggests that for every one-unit increase in Organizational Commitment, Employee Performance is expected to increase by one unit, holding other variables constant.

From the results of the t-test analysis, it shows that all independent variables significantly contribute to Employee Performance. However, Organizational Commitment (X4) emerged as the most significant predictor, with the highest t-value and regression coefficient of 1.000. This finding highlights the importance of Organizational Commitment in improving Employee Performance at PT Tunas Mobilindo Perkasa Bandung.

### Simultaneous Test or F-Test

The F-test determines the joint significance of the independent variables in predicting the dependent variable.

**Tabel 6. F Test Results**

Model	Regression Sum of Squares (SS)	df	Mean Square (MS)	F-value	Sig.
<b>Total Quality Management (X1)</b>	1173.383	1	1173.383	302.087	0.000
<b>Leadership Style (X2)</b>	1330.977	1	1330.977	612.993	0.000
<b>Organizational Culture (X3)</b>	1354.986	1	1354.986	709.305	0.000
<b>Organizational Commitment (X4)</b>	1455.458	1	1455.458	1778.807	0.000

*Source: Author*

### Table Explanation

1. Total Quality Management (X1):

The significant F-value ( $F = 302.087$ ,  $p 0.000 < 0.005$ ) indicates that Total Quality Management significantly impacts Employee Performance.

2. Leadership Style (X2):

The significant F-value ( $F = 612.993$ ,  $p 0.000 < 0.005$ ) indicates that Leadership Style significantly impacts Employee Performance.

3. Organizational Culture (X3):

The significant F-value ( $F = 709.305$ ,  $p 0.000 < 0.005$ ) indicates that Organizational Culture significantly impacts Employee Performance.

4. Organizational Commitment (X4):

The significant F-value ( $F = 1778.807$ ,  $p 0.000 < 0.005$ ) indicates that Organizational Commitment significantly impacts Employee Performance.

The F-test results provide strong evidence to reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_a$ ), indicating that the independent variables collectively contribute to Employee Performance. The largest F-value is associated with the Organizational Commitment variable (X4), highlighting its significant and dominant influence on Employee Performance at PT. Tunas Mobilindo Perkasa Bandung.

### Coefficient of Determination

**Tabel 7. Coefficient of Determination Table**

Model	R	R Square ( $R^2$ )	Adjusted R Square	Keterangan
<b>Total Quality Management (X1)</b>	0.876	0.767	0.764	76,7% variasi kinerja karyawan dijelaskan oleh TQM secara individu.
<b>Leadership Style (X2)</b>	0.932	0.870	0.868	87,0% variasi kinerja karyawan dijelaskan oleh gaya kepemimpinan.
<b>Organizational Culture (X3)</b>	0.941	0.885	0.884	88,5% variasi kinerja karyawan dijelaskan oleh budaya organisasi.
<b>Organizational Commitment (X4)</b>	0.975	0.951	0.950	95,1% variasi kinerja karyawan dijelaskan oleh komitmen organisasi.

*Source: Author*

Based on the coefficient of determination ( $R^2$ ) test, it can be seen that all independent variables together show a very strong ability to explain variations in The Influence of Total Quality Management, Leadership Style, Organizational Culture and Organizational Commitment on Employee Performance at PT. Tunas Mobilindo Perkasa Bandung



Employee Performance (Y). Among these variables, Organizational Commitment (X4) shows the highest  $R^2$  value of 0.951, followed by Organizational Culture (X3), Leadership Style (X2), and TQM (X1), which shows its significant contribution in explaining variations in Employee Performance. This indicates that each independent variable plays an important role in improving employee performance at PT Tunas Mobilindo Perkasa Bandung.

## CONCLUSION

This study shows that factors such as Total Quality Management (TQM), leadership style, organizational culture, and organizational commitment have a significant influence on employee performance at PT Tunas Mobilindo Perkasa Bandung. The effects of each variable, both separately and together, proved to be statistically significant, indicating that these factors strongly influence employee performance. In particular, TQM had a significant positive impact, which underscores the importance of focusing on customer needs and satisfaction, active employee involvement, and commitment to continuous improvement in the organization. Leadership style was also shown to have a significant positive influence, emphasizing the importance of how leaders motivate and guide teams to work more effectively and efficiently. Furthermore, organizational culture plays an important role by highlighting shared values and teamwork that support better performance. Among these factors, organizational commitment emerges as the most dominant factor in influencing employee performance, as it promotes employees' emotional connection and loyalty to the company, which in turn encourages them to work better and achieve organizational goals more optimally. Simultaneously, these four variables explain 95.1% of the variation in employee performance, with an F value significant at 0.000. These results confirm that synergy among TQM, leadership style, organizational culture, and organizational commitment is essential in creating a productive work environment.

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