

ANALYSIS OF INFLUENCE TQM ON THE PERFORMANCE OF THE SERVICE ORGANIZATION ON PUSKESMAS WORI*ANALISA PENGARUH TQM TERHADAP KINERJA ORGANISASI JASA PADA PUSKESMAS WORI*

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Abstract: Puskesmas is a concept used in providing health services to the society. It is grounded by one of the basic human needs, that is health. This study aims to determine the influence of Total Quality Management which consists of Teamwork, Education and Training, Continuous Improvement, Obsession with Quality, Customer Focus, on Organizational Performance in Puskesmas Wori Kabupaten Minahasa Utara. Total Quality Management (TQM) is tools to improve performance of organization continuously at each level of operation or process, while Organizational Performance is the critical factors for the effectiveness of the organization itself. This research uses quantitative methods and the total sample is 50 respondents. The result is Teamwork, Education & Training, Customer Focus and obsession with Quality don't have significant influence on organizational performance do not while simultaneously all Total Quality Management variables have significant influence on Organizational Performance, where Continuous Improvement have significant influence on Organizational Performance. The recommendation is for Puskesmas Wori Kabupaten Minahasa Utara to continuously maintain the performance in all aspect.

Keywords: *total quality management, teamwork, education and training, continuous improvement, obsession with quality, customer focus, organizational performance.*

Abstrak : *Puskesmas adalah konsep yang digunakan dalam menyediakan jasa kesehatan pada masyarakat. Hal ini didasari pada kebutuhan dasar manusia yaitu kesehatan. Penelitian ini bertujuan untuk menentukan pengaruh Total Quality Management terdiri dari Kerjasama tim, Pendidikan dan pelatihan, Perbaikan secara berkesinambungan, Obsesi terhadap kualitas, Fokus pada Pelanggan, pada Kinerja Organisasi di Puskesmas Wori Kabupaten Minahasa Utara. Total Quality Management adalah alat yang dapat memperbaharui kinerja dari organisasi secara berkesinambungan pada setiap tingkat operasi atau proses, sedangkan Kinerja Organisasi adalah faktor-faktor kritis untuk efektivitas pada suatu organisasi. Penelitian ini menggunakan metode kuantitatif dan keseluruhan sampel sebanyak 50 responden. Hasilnya Kerjasama Tim, Pendidikan dan Pelatihan, Fokus pada pelanggan dan Obsesi pada Kualitas tidak memiliki pengaruh secara berkesinambungan pada Kinerja Organisasi, sementara Perbaikan secara Berkesinambungan memiliki pengaruh secara berkesinambungan pada Kinerja Organisasi. Rekomendasi untuk Puskesmas Wori Kabupaten Minahasa Utara adalah selalu mempertahankan kinerja mereka dalam segala aspek*

Kata Kunci: *total quality management, kerjasama tim, pendidikan & pelatihan, perbaikan secara berkesinambungan, obsesi pada kualitas, fokus pada pelanggan, kinerja organisasi.*

INTRODUCTION

Research Background

Puskesmas is a concept used in providing health services to the society. It is grounded by one of the basic human needs, that is health. Health services is importance because it can improve public health. The role of government with the public health, we can see by the formation of the Ministry of Health. There are institutions that provide health services such as hospitals, community health centers, and clinics. Community health centers is one of the health service institutions that closest to the society, therefore community health center are always required to provide maximum performance in order to provide the health services, so the quality of services in community health centers is very important. In order to give the maximum performance the community health center must be consider with the quality of the organization.

Total Quality Management is one of the system that is currently being implemented by organization because it can improve the quality of organization that can support the performance of an organization. Goetsch and Davis (2014:22) said Total Quality Management is an approach to doing business that attempts to maximize the competitiveness of an organization through the continual improvement of the quality of its product, services, people, processes, and environment.

Sobandi (2006: 176) said Organizational performance is something that has been achieved by the organization in a certain period of time, that related to input, output, outcome, benefit, and impact. Organizational Performance is an indicator of achievement levels that can be achieved and reflects the success of an organization, and is the result that achieved from the behavior of members on the organization.

Hamtoko (2006:28) said Puskesmas is a functional unit organization that develops health, fosters community participation, provides comprehensive and integrated services to the community in its working area in the form of main activities.

Puskesmas Wori is one of health organization that located in North Minahasa. There are only 1 accredited Puskesmas, Puskesmas Wori is currently preparing to be accredited. Wori Community Health Center always strives to carry out development and improvement with due regard to its quality. But in reality not all elements involved in this organization can developing by itself, they need goals or management patterns that will help in fulfilling the company's vision and mission. The problems faced by Wori Community Health Center is the organization still not accredited in order to help the organization to see how far they improvement in quality, researcher choose Wori Community Health Center as the object in this research.

Research Objectives

Based on the research problem, the research aims to :

1. To find out the influence of Teamwork on the Organizational Performance of Puskesmas Wori Kabupaten Minahasa Utara.
2. To find out the influence of Education and Training on the Organizational Performance of Puskesmas Wori Kabupaten Minahasa Utara.
3. To find out the influence of Continuous Improvement on the Organizational Performance of Puskesmas Wori Kabupaten Minahasa Utara.
4. To find out the influence of Obsession with Quality on the Organizational Performance of Puskesmas Wori Kabupaten Minahasa Utara.
5. To find out the influence of Customer Focus on the Organizational Performance of Puskesmas Wori Kabupaten Minahasa Utara
6. To find out the influence between Teamwork, Education and Training, Continuous Improvement, Obsession with Quality, Customer Focus with Organizational Performance of Puskesmas Wori Kabupaten Minahasa Utara.

THEORETICAL REVIEW

Total Quality Management

TQM is an approach for continuously improving the quality of goods and services delivered through the participation of all levels and functions of the organization, according to Pfau on Lakhe and Mohanty (1994:10). Based on the description above, Total quality management is a philosophy that continuously be done, until the company/ organization gain the competitive advantage that will make customer satisfied with the product or services that company provide. This improvement must participated with of all level and functions in company/ organization.

1. Teamwork

In traditionally managed organizations, the best competitive efforts are often among departments within the organization. Internal competition tends to use energy that should be focused on improving quality and, in turn, external competitiveness.

2. Education and Training

Education and training are fundamental to total quality because they represent the best way to improve people on a continual basis. It is through education and training that people who know how to work hard learn how to also work smart.

3. Continuous Improvement

Products are developed and services delivered by people using processes within environments (systems). To continually improve the quality of products or services which is a fundamental goal in a total quality setting it is necessary to continually improve systems.

4. Obsession with Quality

In a total quality organization, internal and external customers define quality. With quality defined, the organization must then become obsessed with meeting or exceeding this definition. This means all personnel at all levels approach all aspects of the job from the perspective of "How can we do this better?" When an organization is obsessed with quality, "good enough" is never good enough.

5. Customer Focus

In a total quality setting, the customer is the driver. This point applies to both internal and external customers. External customers define the quality of the product or service delivered. Internal customers help define the quality of the people, processes, and environments associated with the products or services.

Organizational Performance

Organizational performance is the critical thing for the effectiveness in organization. Damen (2017:196) organizational performance involves the recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently.

Previous Research

Damen (2017) a research about The impact of Total Quality Management on organizational performance case of Jordan oil petroleum company show result that TQM has impact on organizational performance, TQM has impact on operation efficiency, TQM implementation has impact on employees satisfaction.

Singh, Kumar and Singh (2018) a research about Impact of TQM on organizational performance: The case of Indian manufacturing and service industry show result all the hypotheses were positively fit with the conceptual model and hence showed the positive impact of TQM on organizational performance (OP). All the values were significant and consistent with previous studies. It was found that there is no such difference of literacy about TQM among the two groups and TQM elements are positively related to the performance factors of the Indian manufacturing and service sector perspective.

Psomas & Jaca (2016) a research about The impact of total quality management on service company performance: evidence from Spain show result the factors describing TQM implementation in service companies concern quality practices of top management, employee quality management, process management, employee knowledge and education and customer focus. Similarly, the performance dimensions revealed concern financial performance, operational performance, customer satisfaction and product/service quality performance. The TQM factors concerning customers, employees and top management significantly affect the performance dimensions.

Conceptual Framework

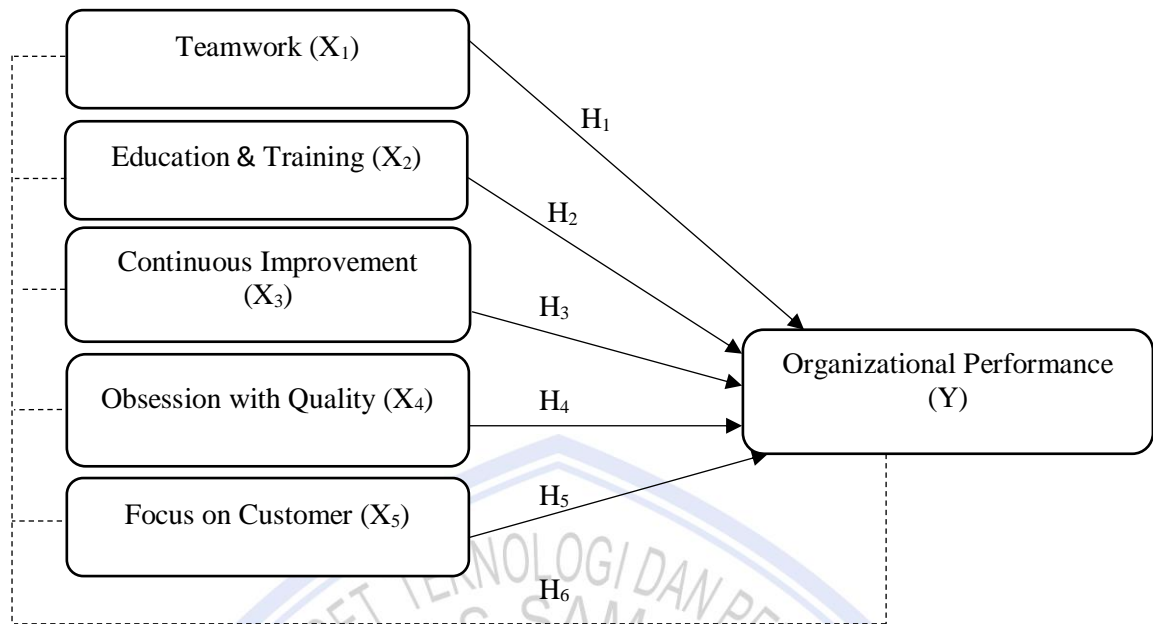


Figure 1. Conceptual Framework
 Source: *Data Analysis Method, 2019*

METODE PENELITIAN

Research Approach

The research type is quantitative research. Leavy (2017:9) Quantitative research is characterized by deductive approaches to the research process aimed at proving, disproving or lending credence to existing theories. This research used descriptive method in order to describe the research object or the result. This research in field of Operational Management will investigate the analysis of Total Quality Management on Organizational Performance in Puskesmas Wori

Populasi, Sampel, dan Teknik Sampling

Arikunto (2010:134) Population is the whole subject of research. If someone wants all the elements in the research area, then the research is population research. The population in this research is 50 employees at Community Health Center Wori district of North Minahasa.

Arikunto (2010:104) if the population less than 100 people, the whole population will be taken as a sample, but if the population more than 100 people, then researcher can take 10-15% or 20-25% from the population.

Based on above definition, researcher want to take the whole population that is all employee at Wori Community Health Center to be the sample. Thus the use of the entire population without draw a research sample as an observation unit called a census technique.

Data Collection Method

The data Collection method is collected by two types. First is primary data, it was collected by questionnaire. Second is secondary data it was collected by observation

Operational Definition of Research Variables

Table 1. Operational Definitions and Indicators

No.	Variables	Definition	Indicator
1.	Teamwork (X ₁) (Buchholz, 2000:54)	Teamwork is a work process in group with participatory leadership, responsibility, same purpose, focus on the future, focus on the tasks, creative	1.Participatory Leadership 2.Responsibility 3.Same purpose 4.Focus on the tasks

		and fast response to achieve the organization goals.	
2.	Education & Training (X ₂) (Ambar, 2009:219)	An effort to maintain, upgrade the ability and capacity or employee professionalism.	1.Attitude & Skill 2.Training method 3.Training time
3.	Continuously Improvement (X ₃) (Imai, 2008:11)	Improvement that involve manager and employees and involve cost.	1.Discipline 2.Moral improvement 3.Teamwork
4.	Obsession with Quality (X ₄) (Nasution 2001:29)	Obsession to fulfill or beyond what have been set.	1.Time accuracy 2.Efficiency 3.Responsiveness
5.	Focus on Customer (X ₅) (Morrow, 1997:32)	An effort to understand, having a strong relationship and looking for suggestion from customer regularly.	1.Service quality 2.Information 3.Effective complaint handling system
6.	Organization Performance (Y) (Mustopadjadja, 2002:12)	Organization effectivity throughly to fulfill needs that set from every group who is pleased in systematic effort and upgrade the organization ability to fulfill needs in effective way.	1.Relation 2.Improvement 3.Service Quality 4.Skill and Knowledge of employees 5.Organization Orientation 6.Impact

Source: Data Analysis Method, 2019

RESULT AND DISCUSSION

Validity Test

Table 2. Validity Test Result

Variable	Indicator	Pearson Correlation	R table	Sig.	Description
Teamwork (X1)	X1.1	.841	0.2787	.000	Valid
	X1.2	.715	0.2787	.000	Valid
	X1.3	.858	0.2787	.000	Valid
	X1.4	.598	0.2787	.000	Valid
Education and Training (X2)	X2.1	.679	0.2787	.000	Valid
	X2.2	.792	0.2787	.000	Valid
	X2.3	.756	0.2787	.000	Valid
Continuous Improvement (X3)	X3.1	.847	0.2787	.000	Valid
	X3.2	.761	0.2787	.000	Valid
	X3.3	.568	0.2787	.000	Valid
	X3.4	.692	0.2787	.000	Valid
Obsession with Quality (X4)	X1.1	.786	0.2787	.000	Valid
	X1.2	.751	0.2787	.000	Valid
	X1.3	.777	0.2787	.000	Valid
	X1.4	.687	0.2787	.000	Valid
Customer Focus (X5)	X5.1	.728	0.2787	.000	Valid
	X5.2	.799	0.2787	.000	Valid
	X5.3	.730	0.2787	.000	Valid
Organizational Performance (Y)	Y1	.804	0.2787	.000	Valid
	Y2	.883	0.2787	.000	Valid
	Y3	.859	0.2787	.000	Valid
	Y4	.852	0.2787	.000	Valid
	Y5	.888	0.2787	.000	Valid
	Y6	.467	0.2787	.000	Valid

Source: SPSS Output, 2019

Table 2 show that all of the questionnaire item is valid, based on the calculation of the r table the result is 0.2787 it means if the pearson correlation more than the r table, the questionnaire item is valid.

Reliability Test

The data will reliable if the answer from respondent consistent or stable from time to time. Analyzed use the Cronbach alpha method. The questionnaire reliable if the reliability coefficient or Cronbach Aplha more than 0.6. The Reliability test results can be seen below

Table 3. Reliability Test Result

No	Variabel	Cronbach α	Status
1	Teamwork	0.753	Reliable
2	Education & Training	0.616	Reliable
3	Continuous Improvement	0,695	Reliable
4	Obsession with Quality	0,741	Reliable
5	Customer Focus	0,605	Reliable
6	Organizational Performance	0,883	Reliable

Source: SPSS Output, 2019

The questionnaire reliable if the reliability coefficient or Cronbach Aplha more than 0.6. The Reliability test results can be seen in the table 3.

Multiple Linear Regression Analysis

Multiple Linear Regression used to predict the influence of independent variable that is Teamwork (X_1), Educational & Training (X_2), Continuous Improvement (X_3), Obsession with Quality (X_4) and Customer Focus (X_5) to dependent variable that is Organizational Performance (X_4).

Table 4. Multiple Linear Regression Analysis Result

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	2.841	3.631	
Teamwork	.123	.157	.085
Educational & Training	.061	.403	.021
Continuous Improvement	.594	.225	.425
Obsession with Quality	.407	.237	.279
Customer Focus	.214	.349	.119

Source: SPSS Output, 2019

Based on the data above, it can be determined the multiple linear regression equation, that is :
 $Y = 2.841 + 0.123X_1 + 0.061X_2 + 0.594X_3 + 0.407X_4 + 0.214X_5 + e$

Correlation Coefficient and Coefficient Determination Test

After the independent variable is stated to have an effect on the Organizational Performance at Wori Community Health Center North Minahasa, then to see how much influence it can be seen in Table Model Summary of calculations using the Statistical Program for Social Science (SPSS), as shown below

Table 5. Correlation Coefficient and Coefficient Determination Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774 ^a	.600	.554	1.468

Source: SPSS Output, 2019

Based on the table 5 it is known that the value of R is 0.774 it means teamwork (X_1), education and training (X_2), continuous system improvement (X_3) obsession with quality (X_4) and customer focus (X_5) has strong influence with organizational performance (Y).

The value of R Square is 0.600 or 60%, it means it means teamwork (X_1), education and training (X_2), continuous system improvement (X_3) obsession with quality (X_4) and customer focus (X_5), has simultaneously

significant on organizational performance (Y) with the amount of value 60%, while the remaining 40% is explained by other factors not included in this study.

Hypothesis Test

F-Test

F-test or known as Simultaneous Test aims to see how much influence all independent variables against the dependent variable. The F Test results in this study can be seen in the Anova Table.

Table 6. F-Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142.018	5	28.404	13.183	.000 ^b
	Residual	94.802	44	2.155		
	Total	236.820	49			

Source: SPSS Output, 2019

F Table = F (5 ; 50-5) = F(5 ; 45) = 2.42

Based on the results of the processed data contained in table 4.24, the study with the amount of data as much as 50 and a significance level of 5% in the f table value is 2.42. Thus it can be said that value $F_{hitung} = 13.183 > F_{tabel} = 2.42$. This means that the independent variables consisting of Teamwork, Educational & Training, Continuous Improvement, Obsession with Quality and Focus on Customer have a significant effect on the Organizational Performance at Community Health Center Wori district of North Minahasa.

T-Test

This t test aims to see the effect of the independent variables on the dependent variable partially or individually. So in this study, it will be seen how the influence of Teamwork, Educational and Training, Continuous Improvement, Obsession with Quality, Focus on Customer on Organizational Performance Community Health Center Wori district of North Minahasa.

Table 9. T-Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.841	3.631		.782	.438
	Teamwork	.123	.157	.085	.788	.435
	Educational & Training	.061	.403	.021	.152	.880
	Continuous Improvement	.594	.225	.425	2.639	.011
	Obsession with Quality	.407	.237	.279	1.714	.094
	Customer Focus	.214	.349	.119	.614	.542

Source: SPSS Output, 2019

t table = t (0.05/2 ; 50-5) = (0.025 ; 45) = 2.01410

Based on table that the research variable with the amount of data as much as 50 and a significance level of 5%, the t table value is 2.01410

1. Partially Teamwork has no significant influence on Organizational Performance at Community Health Center Wori district of North Minahasa. $t_{count} (0.788) < t_{table} (2.01410)$ and the significance value is $0.435 > 0.05$.

2. Partially Education and Training has no significant influence on Organizational Performance at Community Health Center Wori district of North Minahasa. $t_{\text{count}} (0.152) < t_{\text{table}} (2.01410)$ and the significance value is $0.880 > 0.05$.
3. Partially Continuous Improvement has significant influence on Organizational Performance at Community Health Center Wori district of North Minahasa $t_{\text{count}} (2.639) > t_{\text{table}} (2.01410)$ and the significance value is $0.011 < 0.05$.
4. Partially Obsession with Quality has no significant influence on Organizational Performance at Community Health Center Wori district of North Minahasa $t_{\text{count}} (1.714) < t_{\text{table}} (2.01410)$ and the significance value is $0.094 > 0.05$.
5. Partially Focus on Customer has no significant influence on Organizational Performance at Community Health Center Wori district of North Minahasa. $t_{\text{count}} (0.614) < t_{\text{table}} (2.01410)$ and the significance value is $0.542 > 0.05$.

Discussion

The influence of Teamwork on Organizational Performance

Based on the results of partial testing (t test) shows that Teamwork (X_1) has no significant effect on Organizational Performance (Y). It means that Teamwork has no influence on Organizational Performance in Wori Community Health Center. This result is in line with the research of Singkoh, Palendeng, Karuntu (2018) which says there is a negative and statistically not significant relationship between teamwork and organizational performance directly. Teamwork has no significant influence on Organizational Performance in Wori Community Health Center so the hypothesis is rejected, because of several employee has lack of trust with other employee it because there are several employee who are still new in this Community Health Center, make them feel not comfort to work together and also in decision making process is only done by doctors who handle the patient, so not every employee can participate in decision making.

The influence of Educational & Training on Organizational Performance

Based on the results of partial testing (t test) shows that Educational & Training (X_2) has no significant effect on Organizational Performance (Y). It means that Educational & Training has no influence on Organizational Performance in Wori Community Health Center. This result is in line with the research of Singkoh, Palendeng, Karuntu (2018) which says there is a negative and statistically not significant relationship between Educational & Training with organizational performance directly. Educational & Training has no significant influence on Organizational Performance in Wori Community Health Center so the hypothesis is rejected, because Wori Community Health Center has not fully managed the training and development program for each employee.

The influence of Continuous Improvement on Organizational Performance

Based on the results of partial testing (t test) shows that Continuous Improvement (X_3) has significant effect on Organizational Performance (Y). It means that Continuous Improvement has influence on Organizational Performance. This result is certainly in line with the research of Chairany dan Lestari (2011:87) which says there is a positive and statistically significant relationship between Continuous Improvement and organizational performance directly. Continuous Improvement has significant influence on Organizational Performance in Wori Community Health Center so the hypothesis is accepted, This is because Community Health Center Wori always sets targets for further improvement and also makes continuous improvements, and now they are in the process to get they accredited so they focusing in improving their performance.

The influence of Obsession with Quality on Organizational Performance

Based on the results of partial testing (t test) shows that Obsession with Quality (X_4) has no significant effect on Organizational Performance (Y). It means that Obsession with Quality has no influence on Organizational Performance. This result is not in line with the research of Chairany dan Lestari (2011:77) which says there is a positive and statistically significant relationship between Obsession with Quality and organizational performance directly. Obsession with Quality has no significant influence on Organizational Performance in Wori Community Health Center so the hypothesis is rejected, because the facilities in Wori community Health Center still inadequate. it can be seen by the building of supporting community health center in each village that are still inadequate.

The influence of Focus on Customer to Organizational Performance

Based on the results of partial testing (t test) shows that Customer Focus (X5) has no significant effect on Organizational Performance (Y). It means that Customer Focus has no influence on Organizational Performance in Wori Community Health Center. This result is not in line with the research of Singkoh, Palendeng, Karuntu (2018) which says there is a positive and statistically significant relationship between Customer Focus and organizational performance directly. Customer Focus has no significant influence on Organizational Performance in Wori Community Health Center so the hypothesis is rejected, because mostly the patient common with health knowledge, so they are did not give any suggestion in order to help Wori Community Health Center to increase they performance. Wori Community Health Center also does not provide any facilities (box of suggestion) to help patient if they have any suggestion but not brave to tell directly.

CONCLUSSIONS AND RECOMMENDATIONS

Conclusion

From the results of the research and discussion above, the following conclusions can be drawn:

1. Teamwork does not have a significant influence on Organizational Performance in Puskesmas Wori, because the lack of trust problem and decision making only handle by the responsible one (authorithy).
2. Education and Training does not have a significant influence on Organizational Performance in Puskemas Wori, because Puskesmas wori did not maintain a training program for employees routinely.
3. Continuous Improvement has a significant effect on Organizational Performance, because Puskesmas Wori always set targets for quality improvement and always controls these targets.
4. Obsession with Quality has no significant influences on Organizational Performance, because the facilities in Puskesmas Wori still inadequate.
5. Customer Focus did not have a significant influence on Organizational Performance because, Puskesmas Wori did not provide facilities that will help patient to give suggestion or recommendation.

Recommendation

Researcher Suggest that Puskemas Wori Kapupaten Minahasa Utara concern to another critical element in Total Quality Management that can help them to improve the Organizational Performance like :

1. Strategically base
If Puskemas wori practicing this element it can help them to improve their Organizational Performance, because it related with Continuously Improvement which is based on the research it have significant influence on Organizational Performance in Puskesmas Wori. If the organization did the Continuous improvement based on the strategy, the improving process will be more directed.
2. Unity of purpose
If Puskemas wori practicing this element it can help them to improve their Organizational Performance, because based on the research teamwork did not have significant influence on organizational performance in Puskesmas Wori, if they have same purpose it will improve their teamwork and will give the good impact on their Organizational Performance.
3. Employee involvement and empowerment
If Puskemas wori practicing this element it can help them to improve their Organizational Performance, because same with unity of purpose, this element can improve their teamwork, which can give a good impact for their Organizational Performance.
4. Because Continuous Improvement has significant influence to Organizational Performance, researcher suggest that Community Health Center Wori should maintain their attention in improvement every facilities or service that they provide.

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