THE EFFECT OF TOTAL QUALITY MANAGEMENT (TQM) ON EMPLOYEE SATISFACTION IN BANK RAKYAT INDONESIA (BRI) MANADO

PENGARUH TOTAL KUALITAS MANAJEMEN TERHADAP KEPUASAN KARYAWAN DI BANK RAKYAT INDONESIA (BRI) MANADO

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Abstract: Total Quality Management is a key strategy for maintaining competitive advantage and is a way of managing organizations to improve it is overall effectiveness and performance. Nowadays, there is a lot of company that already implementing Total Quality Management (TQM). But, it is not guarantee that the employee feels satisfied with the management system. This study is aim to know the effect Of Total Quality Management (TQM) on Employee Satisfaction by analyze the Total Quality Management variable. In line with Government policies that provide opportunities to the private sector to move in the business of banking sector. Along with BRI vision to be excellent and credible company supported by competent human resources, the company has undertaken various efforts to maintain its superior position for all products and services also their quality of employee. The researcher analyzes the data based on primary data and secondary data by using SPSS software. The primary data is collected by distributing 80 questionnaires to 80 employee of Bank Rakyat Indonesia (BRI) Manado. Secondary data is collected by reading various books, journal, and browsing the internet. The researcher used Multiple Linear Regression to analyze the data. The result show that there is significant influence to Employee Satisfaction. The researcher recommends for the Company to improve their management quality to increase employee satisfaction. Because if the employee satisfied with their job, it will increase their performance.
Keywords: teamwork and cooperation, organizational culture, reward and recognition, employee empowerment, communication

Abstrak: Total kualitas manajemen adalah kunci strategy untuk mempertahankan daya saing dan sebagai cara untuk mengontrol organisasi untuk meningkatkan keefektifan dan performa organisasi tersebut. Saat ini, ada banyak perusahaan yang telah menerapkan system total kualitas manajemen, tetapi hal itu bukanlah sebuah jaminan bahwa karyawan merasa puas dengan system manajemen perusahaan tersebut. Seiring dengan visi BRI untuk menjadi perusahaan yang unggul dan kredibel yang didukung oleh sumber daya manusia yang kompeten, perusahaan telah melakukan berbagai upaya untuk mempertahankan posisi superiornya untuk semua produk dan layanan serta kualitas karyawan mereka. Penelitian ini bertujuan untuk mengetahui efek dari total kualitas manajemen terhadap kepuasan karyawan dengan menganalisa variabel dari total kualitas manajemen. Peneliti menganalisa data berdasarkan data primer dan data sekunder dengan menggunakan aplikasi spss. Data sekunder diperoleh dengan membagikan kuisioner kepada 80 karyawan dari Bank Rakyat Indonesia (BRI) Manado. Data sekunder diperoleh dari beberapa buku, jurnal, dan internet. Peneliti menggunakan metode regresi linier berganda untuk menganalisa data. Hasil dari penelitian menunjukkan adanya pengaruh signifikan terhadap kepuasan karyawan. Peneliti merekomendasikan agar perusahaan meningkatkan total kualitas manajemen perusahaan untuk meningkatkan kepuasan karyawan. Karena jika karyawan merasa puas dengan pekerjaan mereka, itu akan meningkatkan performa mereka.

Kata kunci: kerjasama tim dan kooperasi, budaya organisasi, penghargaan dan pengakuan, pemberdayaan karyawan, komunikasi

INTRODUCTION

Research Background

In business, competition is very necessary to increase the performance of organization. Competition is important for organization to improve creativity of employee in order to creating product and services. Have a good quality in product and services is a part of strategy that company have to win the market. To create a good quality, every organization need employee.

Organizations should be well informed the benefits of TQM practices. In other words, encouraging TQM practices produce beneficial effect on people. When fully implemented, TQM brings good benefits to organizations in term of quality, productivity, and employee development. People are most important resources in dedicating their effort of achieving the high level of quality product and service. Moreover, many of the basic elements of TQM deal with people such as teamwork, creativity, innovation, extensive training, high level of communication, employee and management trust, and quicker decision making. Without their honest self-security and purposeful analysis, and without their commitment towards common goals, the organization may fail to achieve its objectives.

In fact, most of successful TQM implementations depend heavily on changes in Employee Satisfaction. The employee who will be affected most directly are the agents of change in organizations that are involved in implementing TQM or other programs for continuous improvement. But what is the impact of these changes on the employees and does TQM provides benefit for the employees. The effect of TQM processes will produce positive impact on employees, improve level of satisfaction and commitment, and organizational effectiveness. Consequently, TQM must focus not just on the quality of product but also the quality of employee to remain an effective management approach. Many organizations that adopted quality management practices have experience an overall improvement in organization performance such as attitude, commitment and effectiveness.

In line with Government policies that provide opportunities to the private sector to move in the business of banking sector. Along with BRI vision to be excellent and credible company supported by competent human resources, the company has undertaken various efforts to maintain its superior position for all products and services also their quality of employee.

Total quality management (TQM) can be used as a criterion to determine some work as the implement of measuring performance of employee and increasing the employee current job performance, with the aiming to change job requirements and to introduce new tools or technology in the work place. Companies have used several indicators to measure the extent to which their focus on quality leads to improvement in employees' satisfaction, attitude, and behavior.

Based on the research background, the purpose of this research is to analyze the effect of Total Quality Management on Employee Satisfaction. So, the title of this research is "The Effect of Total Quality Management on Employee Satisfaction in Bank Rakyat Indonesia (BRI) Manado".

Research Objective

From the research background above, research objectives are conducts as follows to identify the influence:
1. Teamwork and Cooperation, Organizational Culture, Reward and Recognition, Employee Empowerment, and Communication effect Employee Satisfaction simultaneously.
2. Teamwork and Cooperation effect Employee Satisfaction partially.
3. Organizational Culture effect Employee Satisfaction partially.
4. Reward and Recognition effect Employee Satisfaction partially.
5. Employee Empowerment effect Employee Satisfaction partially.
6. Communication effect Employee Satisfaction partially.

THEORITICAL FRAMEWORK

Human Resources Management

Human Resources Management is the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety, and fairness conce. Dessler (2005:3).

Total Quality Management

Zhang, Waszink, Wijngaard (2000) defined Total Quality Management is a key strategy for maintaining competitive advantage and is a way of managing organizations to improve it is overall effectiveness and performance towards achieving world-class status.

Teamwork and Cooperation

Kline (2001) cited by Shujaat, Manzoor, and Syed (2014) defined a teamwork and cooperation as a group within an organization , which is established and maintained in order to complete a common task, and where members are collectively responsible for the task.

Organizational Culture

According to Tichy (1982) cited by Shahzad, et al (2012), organizational culture is known as "normative glue" means to hold the overall organization together. The concept of organizational culture also makes available a base for determination the differentiation that may survive in-between the organizations.

Rewards and Recognition

Rewards and recognition, these days, is a familiar concept and is being used by most organizations as a tool for employee motivation. Understanding what motivates an employee has always been a key challenge for managers, but considering the importance of it for an organization's success, one has to continuously attempt to understand it better. With human capital gaining prominence over financial capital in the recent times, it becomes all the more important. Today, the competitive advantage of a business is determined by its people. Hence, the use of Rewards and Recognition is becoming more and more critical Limaye and Sharma, (2012).

Employee Empowerment

According to Kanter cited by Sahoo & Das, (2011) employee empowerment tended to revolve around issues of power and control, where empowerment was considered a management technique used to motivate employee by delegating or sharing of power with them.

Communication

Communication processes play a part in maintaining and developing organizations. According to Babatunde, (2015) communication has crucial impacts within or among workgroups in both private and public organizations. Communication can be a channel to flow information, resources, and even policies.

Employee Satisfaction

Employee satisfaction is seen as an important factor in business effectiveness because employee satisfaction can lead to behaviors by employees that affect a firm's functioning Spector in Jha and Kumar, (2012).

Previous Research

According to the research had been done by Jain, (2010) about Impact of TQM on employees' job satisfaction in Indian software industry shows that the Purpose of this research seeks to examine employees' perceptions of TQM practices and its impact on job satisfaction in Indian software industry. The Methodology Original research using self-completed questionnaires, distributed to software developers having more than 2 years of experience. The study sample consisted of 300 employees, resulting in a response rate of 76.67 percent. Data were analyzed by correlation and multiple regression analysis. Findings the results showed that Employee empowerment, team work & cooperation, organizational culture and communication are positively associated with employees' job satisfaction. It is also found that, where teamwork was perceived as a dominant TQM practice, improvements in job satisfaction levels were significant. Further, the result of the multiple regression analysis supports the proposed model. Originality/value – The findings make a significant contribution in the implementation of TQM practices in software industry. It also tracks the extent of TQM effects on job satisfaction.

Based on the second article by Mita et al, (2014) Flourishing TQM surroundings entail a loyal and well-trained work force that takes part fully in quality enhancement activities. Such contribution is armored by incentive and recognition systems which accentuate the triumph of quality objectives. Enduring education and training of all employees supports the drive for quality. Employees are encouraged to take more responsibility, communicate more effectively, act creatively, and innovatively. As people act the way they are measured and compensated, TQM connects remuneration to employee satisfaction.

Based on the previous research by Jha U.C and Kumar, (2012), This research presents new data and insights into the relationship between TQM implementation and employee satisfaction. The main purpose of this research is to determine the impact of TQM implementation on employee satisfaction in the context of Indian manufacturing industries. As very few research on TQM has been done in the developing countries, so our aim is to analyze the status of the Indian manufacturing industries for TQM implementation, as India is becoming a major sourcing base for the world and there is a paucity of such research.
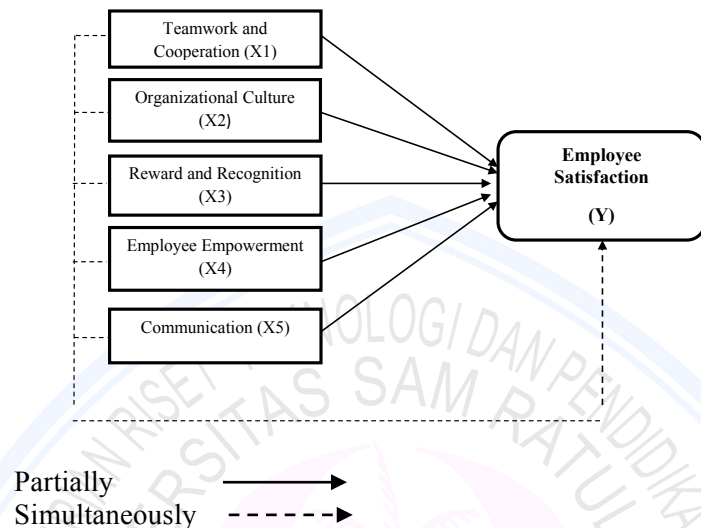
Conceptual Framework

Partially ———————▶
Simultaneously - - - - - ▶
Figure 1 Conceptual Framework
Source: Data Processed, 2018

Research Hypothesis
There are five hypothesis regarding this study.
H1 : There is an effect of Teamwork and Cooperation, Organizational Culture, Reward and Recognition, Employee Empowerment, Communication on Employee Satisfaction.
H2 : There is an effect of Teamwork on Employee Satisfaction.
H3 : There is an effect of Organizational Culture on Employee Satisfaction.
H4 : There is an effect of Reward and Recognition on Employee Satisfaction.
H5 : There is an effect of Employee Empowerment on Employee Satisfaction.
H6 : There is an effect of Communication on Employee Satisfaction.

RESEARCH METHODOLOGY

Type of Research
This Research is a causal type of research. A cause study is focused on finding causal relationships between variables. It finds the cause and effect relationship between variables. It seeks to determine how the dependent variable changes with variations in the independent variable. This research is undertaken to find out the effect of Teamwork and Cooperation, Organizational Culture, Reward and Recognition, Employee Empowerment, and Communication on Employee Satisfaction.

Place and Time of Research
This research is conducted in Manado for two months, from February to March 2018.

Population and Sample

The Population in this research is the entire employee of Bank Rakyat Indonesia (BRI) Manado. This research use purposive sampling. The sample of this research is restricted to 80 respondents to fill the questionnaire.

Source of Data

The primary data of this research is gathered from questionnaire that will distribute to the employee of Bank Rakyat Indonesia (BRI) Manado. Secondary data will gathered from some related books, journal, internet, and all necessary sources from library.

Data Analysis Method

This research uses causal quantitative method that uses ratio calculation and regression analysis. Multiple regression analysis is used in this research.

Multiple Regression Analysis

This research is using Multiple Regression Analysis because as a statistical technique that simultaneously develops a mathematical relationship between two or more independent variables and an interval-scaled dependent variable.

RESULT AND DISCUSSION

Validity Test
Table 1 Validity Test

	X1	X2	X3	X4	X5	Y	TOTAL
Teamwork and cooperation	1	.367**	.579**	.371**	.559**	.335**	.752**
Organizational Culture	.367**	1	.296**	.539**	.191	.305**	.643**
Reward and Recognition	.579**	.296**	1	.399**	.542**	.292**	.732**
Employee Empowerment	.371**	.539**	.399**	1	.263*	.437**	.722**
Communication	.559**	.191	.542**	.263*	1	.291**	.676**
Employee Satisfaction	.335**	.305**	.292**	.437**	.291**	1	.660**
TOTAL	.752**	.643**	.732**	.722**	.676**	.660**	1

Source: Data Processed, 2018

From the table 1, it can be seen that value of correlation index for relation among variable independent (Teamwork and Cooperation, Organizational Culture, Reward and Recognition, Employee Empowerment, and Communication) with variable dependent (Employee Satisfaction) are greater than 0.3 and below significant level of 5% (0.05). The correlation between Teamwork and Cooperation (0.752), Organizational Culture (0.643), Reward and Recognition (0.732), Employee Empowerment (0.722), Communication (0.676) with Employee Satisfaction (0.660) show a positive relationship. Therefore, the data is considered as valid.

Reliability Test
Table 2 Reliability Test

Cronbach's Alpha	N of Items
.784	6

Source: Data Processed, 2018

Based on the data in table 2, shows that the value of alpha cronbach's is 0.784, which is means that is above acceptance limit of 0.6. Therefore, the research instrument for relationship among the variable indicates good consistency and the data is acceptable.

Multiple Regression Analysis
Table 3 Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.015	1.961		1.028	.307
	Teamwork and Cooperation	.150	.175	.118	.854	.396
	Organizational Culture	.071	.142	.061	.495	.622
	Reward and Recognition	.011	.161	.009	.068	.946
	Employee Empowerment	.371	.145	.324	2.560	.012
	Communication	.139	.146	.123	.954	.343

Source: Data Processed, 2018

Multiple Linear Regression model is used to determine the effect of several independent variable on a dependent variable. The computation was done by using SPSS 20 software. The computerized calculating ensure the accuracy of the analysis. From the result in the table above, the model define as:

$$Y = 1.663 + 0.071 x_1 + (-) 0.039 x_2 + 0.413 x_3 + 0.401 x_4 + 0.000 x_5 + e$$

Where:
Y   = Employee Satisfaction (Dependent Variable)
α   = The Constant
X_1 = Teamwork and Cooperation
X_2 = Organizational Culture
X_3 = Reward and Recognition
X_4 = Employee Empowerment
X_5 = Communication
e   = Error

Multiple Regression Coefficient of Correlation and Determination (R)
Table 4 Multiple Regression Coefficient of Correlation and Determination (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488[a]	.238	.187	2.36441

Source: Data Processed, 2018

In the table 4 shows there is significant relationship between the five independent variables with dependent variable. It is because value of R is 0.488 which is proved that the relationship among variable independents and dependent is enough. The value of R2 in table 5.4 is 0.238, it means that the linear relationship in this model is able to explain the employee productivity (Y) by 58.6% and the rest 41.4% are caused by others factors not included in this research.

Test of Classical Assumption
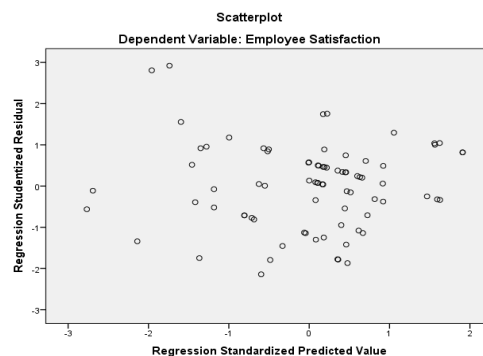**Heteroscedasticity**

Figure 2 Heteroscedasticity
Source: Data Processed, 2018

Figure 2 Heteroscedasticity shows that the pattern of the dots is spreading and does not create a clear pattern. The dots are spreading above and below 0 (zero) in the Y and it proves that the model is free from heteroscedasticity.

Multicollinearity Test
Table 5 Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	**VIF**
1	(Constant)		
	Teamwork and Cooperation	.540	1.853
	Organizational Culture	.675	1.482
	Reward and Recognition	.563	1.777
	Employee Empowerment	.642	1.557
	Communication	.614	1.628

Source: Data Processed, 2018

Table 5 Multicollinearity Test shows that the tolerance value of Teamwork and Cooperation is 0.540, Organizational Culture is 0.675, Reward and Recognition is 0.563, Employee Empowerment is 0.642 and Communication is 0.614, it means that the tolerance value for each variable is more than 0.10. The VIF value of Teamwork and Cooperation is 1.853, Organizational Culture is 1.482, Reward and Recognition is 1.777, and Communication is 1.628, it means that the VIF value for each variable is less than 10.00. Since all the tolerance values are more than 0.10 and VIF value of each independent variable is less than 10, so this research is free from multicollinearity.

Normality
Figure 3 shows the data represented by the dots spreading near and follow the diagonal line. This proves that regression model of the effect Employee Satisfaction at Bank Rakyat Indonesia (BRI) Manado fulfills the condition of Normality condition.
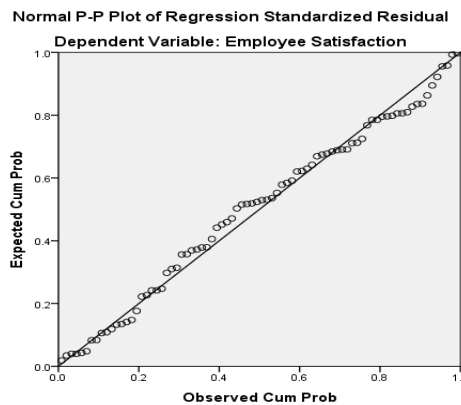

Figure 3 Normality Test
Source: Data Processed, 2018

Autocorrelation
Table 6 Autocorrelation Test

Model	Durbin-Watson
1	2.375

Source: Data Processed, 2018

Shows the value of Durbin Watson is 2.375. The Durbin Watson is between dU (1.770) until 4-dU (2.23). If dU < d < 4-dU, meaning that there is no evidence of autocorrelation, so there is no autocorrelation in this regression.

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F Test
Table 7 F Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	129.496	5	25.899	4.633	.001[b]
1	Residual	413.691	74	5.590		
	Total	543.187	79			

Source: Data Processed, 2018

Table 7, shows that F_{count} is 4.633with the level significant 0.001. By using the level of significant of 0.05 (α = 0.05), value is 0.000 < 0.05. The value of F_{table} = 2.58 it can be concluded that F_{count} = > F_{table} = 2.58. The overall influence of Teamwork and Cooperation (X1), Organizational Culture (X2), Reward and Recognition (X3), Employee Empowerment (X4), Communication (X5) toward Employee Satisfaction (Y) is significant. Since the F_{count} is greater than F_{table}, H_0 is rejected and H_1 is accepted. It means that the independent variable significantly affect the dependent variable simultaneously.

T Test
Table 8 T Table

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2.015	1.961		1.028	.307
	Teamwork and Cooperation	.150	.175	.118	.854	.396
1	Organizational Culture	.071	.142	.061	.495	.622
	Reward and Recognition	.011	.161	.009	.068	.946
	Employee Empowerment	.371	.145	.324	2.560	.012
	Communication	.139	.146	.123	.954	.343

Source: Data Processed, 2018

1. Teamwork and Cooperation, Comparing T_{count} with T_{table}: $0.854 \leq 1.990$ with the significant level 0.396. Therefore, Teamwork and Cooperation has no significant influence to Employee Satisfaction.
2. Organizational Culture, Comparing T_{count} with T_{table}: $0.495 \leq 1.990$ with the significant level 0.622. Therefore, Organizational Culture has no significant influence to Employee Satisfaction.
3. Reward and Recognition, Comparing T_{count} with T_{table}: $0.068 \geq 1.990$ with the significant level 0.946. Therefore growth and security has no significant influence to Employee Satisfaction.
4. Employee Empowerment, Comparing T_{count} with T_{table}: $2.560 \geq 1.990$ with the significant level 0.12. Therefore, development of human capabilities has a significant influence to Employee Satisfaction.
5. Communication, Comparing T_{count} with T_{table}: $0.954 \leq 1.990$ with the significant level 0.343. Therefore, communication has no significant influence to Employee Satisfaction.

Discussion

This research was analyzed using multiple regression analysis. In the multiple regression method, regression procedures must to decide the variable into two variables which are dependent and independent variable. To get an accurate result from multiple regression method which is purpose of this research, the researcher analyzed the effect of Total Quality Management on Employee Satisfaction. And has Employee Satisfaction (Y) as dependent variable to be measured by independent variable which are Teamwork and Cooperation (X1), Organizational Culture (X2), Reward and Recognition (X3) Employee Empowerment (X4), and Communication (X5).

In this research the data was collected from 80 respondents which is the employee of Bank Rakyat Indonesia (BRI) Manado, and categorized by gender, age, education level, working period and monthly income. The result shows that 62% respondents are female and 38% respondents are male. Most of respondents are between 20-30 years old with 62% respondents and the largest number of sampled respondents' education level 77.50% is S1, and the largest number of sampled respondents that have income Rp. 5.000.000 - Rp. 10.000.000 is 65%

This study has been conducted to analyze the effect of Total Quality Management on Employee Satisfaction with case study Bank Rakyat Indonesia (BRI) Manado.

CONCLUSION AND RECOMMENDATION

CONCLUSION
Based on the result of this research, the conclusion as follows:
1. The result of F-Test shows that the independent variable which are Teamwork and Cooperation, Organizational Culture, Reward and Recognition, Employee Empowerment and Communication have simultaneously effects on Employee Satisfaction as a dependent variable.
2. Teamwork and Cooperation as one of independent variable shows that does not have significant effect on Employee Satisfaction in Bank Rakyat Indonesia (BRI) Manado partially.
3. Organizational Culture as one of the independent variable shows that does not have significant effect on Employee Satisfaction in Bank Rakyat Indonesia (BRI) Manado partially.
4. Reward and Recognition as one of the independent variable shows that does not have significant effect on Employee Satisfaction in Bank Rakyat Indonesia (BRI) Manado partially.
5. Employee Empowerment as one of the independent variable shows that there is significant effect on Consumer Buying Behavior positively.
6. Communication as one of the independent variable shows that does not have significant effect on Employee Satisfaction in Bank Rakyat Indonesia (BRI) Manado partially.

RECOMMENDATION
Based on the conclusions that have been put forward, there are recommendation that can be useful as suggestions, which are listed as follows:
1. The company management of Bank Rakyat Indonesia (BRI) Branch Manado. Must maintain their employee satisfaction with giving them employee reward, to improve their performance. It is important because if the employee can satisfied with the management system, then they would giving a good feedback for the company.
2. The company management of Bank Rakyat Indonesia (BRI) Branch Manado. Must maintain with their culture to increase the comfortable workplace and safe and healthy workplace. Because a good organizational culture could influence on employee satisfaction and could be increase the good things.
3. The company management of Bank Rakyat Indonesia (BRI) Branch Manado. Must keep hold the communication in organization. Because it is very important for employee to have a good communication. Because a good communication can help organization to achieve their goals.
4. The company must consider that development of human capabilities can run with good management to learning opportunities and skill to compete with others because development of human capabilities positively influence on organizational performance.

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