

Improving Employee Performance through the Application of Total Quality Management, Self-Efficacy and Commitment to the Organization as Mediating Variables in Small and Medium Enterprises in Bogor City, Indonesia



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ABSTRACT: Small and medium enterprises are business activities that are able to create jobs, provide broad economic services to the community, can play a role in the process of income distribution and encourage economic growth. This study aims to find efforts to improve employee performance through total quality management, self-efficacy and commitment to the organization. The research subjects were 175 employees of small and medium enterprises in Bogor City who were sampled. This research is descriptive and verification. The instrument testing method uses validity test, reliability test, normality, linearity and homogeneity. The results found that there is a positive direct and indirect effect of total quality management, self-efficacy on employee performance through commitment to the organization. The variable that has a large influence in improving employee performance is total quality management. The research implication of this finding is to improve employee performance through strengthening total quality management, self-efficacy and commitment to the organization in order to achieve the goals of small and medium enterprises.

KEYWORDS: Total Quality Management, Self-Efficacy, Commitment to Organization and Employee Performance

INTRODUCTION

The role of small and medium enterprises (SMEs) is very important, so in fact SMEs are an economic sector that not only provides business activities to small people, but also can play a role as an alternative to solving social problems such as the growing number of workers in Indonesia. These important roles are the reason that SMEs continue to be developed in Indonesia (Guntur, 2009:43). Beck and Kunt (2004) suggest that SMEs have a role in reducing unemployment, increasing worker income, and reducing poverty. Furthermore, Setiawan (2007) states that the level of labor absorption for each economic sector is different and tends to be dominated by only a few economic sectors. The five economic sectors are agriculture, livestock, forestry and fisheries; trade, hotels and restaurants; services; manufacturing; and mining and quarrying.

The importance of human resources in an organization or company is to determine the success of the organization (company) in achieving its goals, because the success or failure of the company in achieving its goals is highly dependent on the ability of its human resources or employees to carry out their assigned tasks.

The problems faced by SMEs in Indonesia include a limited number of workers with an unclear division of labor, the workforce is generally family members or relatives, tends to employ casual labor, meaning that one person can do or do several different types of work at different times. As a result, the goods produced often have different quality and incompetent employee performance (Agustina, 2019). Bogor is included in West Java Province because its location adjacent to the capital city of Jakarta is a strategic potential for economic development and growth and has a large number of SMEs with superior products that have the potential to develop and be able to compete as a priority to be developed.

Employee performance as work performance or work results both quality and quantity achieved by human resources unity period of time in carrying out their work duties in accordance with the responsibilities given to them. Preliminary survey results with 30 employees of SMEs in Bogor City, survey time October 15 - November 20, 2022: 1) There are 45% of employees who have problems in work efficiency have not optimized the available facilities, and have not used high professional standards; 2) There are 39% of employees who have problems in work effectiveness, have not used their skills to produce good work and have not understood the work system that applies in the company; 3) There are 42% of employees who have problems related to the quality of work results, as seen from the number of employees who have not been able to carry out tasks according to company procedures and policies; 4) There are 37% of employees who have problems related to the quantity of work results, as seen by the number of

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employees who have not been guided by predetermined targets; 5) There are 32% of employees who have problems related to contributions to the organization, as seen by the number of employees who have not received awards and promotions based on achievement, and do not have enthusiasm and enthusiasm at work.

The importance of employee performance appraisal in an organization or company will affect the achievement of organizational or company goals. Employee performance appraisal is the task of a human resource development (HRD) manager to achieve organizational or company goals. In addition, as a basis for making important decisions related to the company's strategic steps in facing the tight competition in the business world.

The implementation of total quality management in companies or small and medium enterprises/industries can be implemented if TQM as a new paradigm is based on a long-term commitment and a total change in the traditional management paradigm that is still widely applied in small and medium enterprises. The need for total change is because the way of doing business with TQM is very different from the traditional way (Dirgo, 2010 in Widiastuti, et al, 2015).

Factors that affect employee performance other than total quality management are self-efficacy and commitment to the organization. Self-efficacy as knowledge about the behavior (psychology) of individual analysis units is a pattern of behavior that can lead to success or failure. Commitment to the organization is knowledge about the behavior (psychology) of individual analysis units and then the study of organizational behavior as a work attitude and the results of organizational support which includes appreciation, care and welfare.

Research conducted by Arlita (2018) that TQM has no effect on organizational commitment. Meanwhile, the results of research by Lindani and Hidayat (2023) show that TQM has an effect on Organizational Commitment. Then research by Rivaldi et al (2023) that self efficacy has no positive and significant effect on organizational commitment. Meanwhile, Na-Nan, (2021) that self-efficacy affects organizational commitment. Furthermore, research by Wahani et al (2021) that TQM has no significant effect on employee performance. Meanwhile, the results of research by Handoko et al (2016) show that there is a positive and significant effect of TQM implementation on employee performance. Research conducted by Giovani et al (2024) self-efficacy has no effect on employee performance. Meanwhile, the results of Darmawan et al's research (2021) found that self-efficacy has a positive and significant effect on employee performance. Research by Baihaqi and Saifudin (2021) that organizational commitment has no effect on employee performance. Meanwhile, Giyanti et al (2022) that organizational commitment also affects employee performance. Therefore, this study tries to determine the effect of total quality management and self-efficacy on commitment to the organization and its implications for employee performance.

OVERVIEW

Employee Performance and Commitment to Organization

This study uses the Integrative Model of Organizational Behavior model developed by Colquitt et. al (2015: 34). Employee performance as the work achieved by a person in performing the tasks assigned to him based on skills, experience, and sincerity and time (Bernardin, 2013: 222; Robbins and Coulter, 2016:260; Ganyang, 2018:18; Mathis and Jackson, 2011: 324-326). Meanwhile, commitment to the organization is the desire of workers to remain members of the organization by identifying themselves and wanting to involve themselves with the organization and not wanting to leave it to pursue other jobs / turn over (Greenberg and Baron, 2008: 234-236; Bagia, 2015: 41-47; Colquitt et. Al, 2015: 73; Robbins, 2008: 101).

Self-Efficacy and Total Quality Management

Self-efficacy as a person's belief about their ability to do and complete tasks according to their responsibilities with a certain level of success (Bandura, 2001: 10 in Feist and Feist, 2006: 478; Gibson et.al, 2006: 161-162; Ivancevich, 2010: 217; Schermerhorn et.al, 2011: 96). Furthermore, total quality management (TQM) is an effort made by the company continuously through everyone in the organization to understand, meet, and exceed customer expectations, which uses a management system that focuses on people / workforce, which aims to continuously improve the value provided to consumers, with the cost of creating value that is lower than that value (Goetsch and Stanley, 2003); Sallis, 2008:73-80; Altahayneh, 2014; Bounds et.al, 1994:4).

Hypothesis Development

Employee performance is the result that employees achieve from a job. Performance is the output produced by the functions of a job or a profession in a certain time. So that performance is defined as results-based information that focuses on worker achievement. Commitment is an attitude that reflects the loyalty of workers to the organization and is an ongoing process through which organizational participants express employee attention to the organization and its continued success and well-being.

Self-efficacy is part of personality attitudes, which relate to personal beliefs about competence and ability. Specifically, it refers to a person's belief in the ability to complete a task successfully. World-class industrial companies that have successfully developed the concept of quality in the company, which is referred to as integrated quality management or known as TQM. Indonesia as a developing country and heading towards an industrialized country needs to build a modern quality system and TQM practices in various fields to win competition in the global market. This is supported by research conducted by Lestari et al (2022) that there

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is an influence of total quality management on organizational commitment. There is an effect of self-efficacy on commitment to the organization (Angraini and Fauzan (2021). Mahawati and Sulistiyani, (2021) that there is an effect of self-efficacy on employee performance. That there is an effect of organizational commitment on employee performance (Utomo and Pamungkas, 2022). Susato (2016) there is an effect of total quality management on employee performance through commitment to the organization. Setyawan (2017) there is an effect of self-efficacy on employee performance through organizational commitment. There is a positive direct effect of TQM on commitment to the organization (H₁); There is a positive direct effect of self-efficacy on commitment the organization (H₂); There is a positive direct effect of TQM on employee performance (H₃); There is a positive direct effect of self-efficacy on employee performance (H₄); There is a positive direct effect of commitment to the organization on employee performance (H₅); There is an indirect and positive effect of TQM on employee performance through commitment to the organization (H₆); There is an indirect and positive effect of self-efficacy on employee performance through commitment to the organization (H₇).

RESEARCH METHODS

Research Design

Quantitative research using survey methods and path analysis techniques through Structural Equation Modeling (SEM) to examine the direct effect and indirect effect between exogenous variables on endogenous variables. Total quality management (TQM) and self-efficacy are exogenous latent variables, commitment to the organization as a mediating variable, and employee performance as an endogenous latent variable.

Total quality management is observed in seven dimensions: management commitment, customer satisfaction, respect for everyone, fact-based management, continuous improvement, employee education and training, employee involvement. While the self-efficacy variable is measured by three dimensions: level of confidence (level of self-belief), strength (encouragement to complete the task/goal), generality (efforts to provide better business results). The intervening variable is commitment to the organization with three dimensions: affective commitment, continuous commitment, normative commitment. The endogenous variable is employee performance with five dimensions: work efficiency, work effectiveness, work quality, work quantity and contribution to the organization.

Approach Method

According to Sugiyono (2018:35), descriptive research methods are methods related to questions about the existence of independent variables, either only on one or more variables/variables that stand alone. Meanwhile, the verification research method according to Sugiyono (2018:36) is a study conducted on a particular population or sample with the aim of testing a predetermined hypothesis. Data collection is done through: 1) distributing questionnaires based on indicators of each variable; 2) conducting in-depth interviews to complete the analysis; 3) literature study to obtain secondary data.

Sampling Technique

The sampling method used is proportional random sampling. To determine the number of samples, researchers used the Yamane calculation formula in Riduwan and Akdon (2020:249) with a precision of 5% to obtain 175 samples.

Validity Test and Reliability Test

Based on the results of the validity test of the Employee Performance research instrument using the Pearson Product Moment correlation technique, at the confidence level ($\alpha = 0,05$) with $r_{table} = 0,361$ (Supardi, 2016:424).

Table 1. Validity Test of Research Variables

No	Variables	Pre-Test Statement	Number of Invalid	Statement After
1	Total Quality Management	50	1	49
2	Self-efficacy	45	2	43
3	Commitment to Organization	45	-	45
4	Employee Performance	45	3	42

Source: Data Processed, 2024

Based on the calculation of the validity test and reliability test of the research instruments as described in the following table:

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Table 2. Recap of Validity and Reliability Test Results of Research Instruments

No	Variables	Valid Statement	Reliability Value	Conclusion
1	<i>Total Quality Management</i>	49	0,9728	Valid and reliable instrument
2	Self-efficacy	43	0,9664	Valid and reliable instrument
3	Commitment to Organization	45	0,9724	Valid and reliable instrument
4	Employee Performance	42	0,9465	Valid and reliable instrument

Source: Data Processed, 2024

RESEARCH RESULTS

Total Quality Management Variable and Self-Efficacy Variable

Based on employee responses in total, the average TQM variable score of 83 percent in the good category, indicating that most employees support company management and are committed to being involved and providing support and empowering them effectively through continuous improvement of all business processes and production processes. So that customers are satisfied with the quality and service provided. Based on employee responses in total, the average score of the self-efficacy variable of 85 percent is in the good category, this shows that most SME employees are confident in completing tasks with a certain level of task difficulty ranging from simple to difficult.

Commitment to Organization and Employee Performance Variables

Based on employee responses that the total average score of the commitment variable to the organization of 82 percent is in the good category, it shows that most SME employees remain in the company if they leave the company, these employees have economic and social losses including salaries, benefits and promotions. Based on the responses of direct supervisors of employees that the total average score of employee performance variables of 81 percent is in the good category, it shows that most SME employees have very good working conditions in improving current employee performance. Working conditions are a contribution or contribution to the organization made by employees in their work.

Analysis Requirements Testing

Normality test is used for total quality management variables, self-efficacy, commitment to the organization and employee performance with $n = 175$, $sig = 0,05$ with $\alpha = 0,05$, so all variables are normal. Then the homogeneity test of the value of all variables $sig > \alpha$ so the homogeneity requirements have been met. The linearity test of the linearity calculation results obtained a significance level of 0,000 which is smaller than the significance requirement of 0,05 means that there is a linearly patterned relationship between total quality management and commitment to the organization, self-efficacy with commitment to the organization, total quality management with employee performance, self-efficacy with employee performance and commitment to the organization with employee performance.

Convergent and Discriminant Validity

The criterion for evaluating convergent validity is that each outer loading of each indicator on the indicator variable of each variable total quality management, self-efficacy, commitment to the organization and employee performance must exceed the recommended AVE $AVE > 0,5$ and the outer loading value $> 0,7$ (Hair 2022). This can be seen in the following table:

Table 3. Outer Loadings Value

<i>Construct</i>	<i>Total Quality Management</i>	<i>Efficacy Self</i>	<i>Commitment Against Organization</i>	<i>Employee Performance</i>
<i>Total Quality Management</i>				
1.1 Management support	0.893			
1.2 Purpose and values Company	0.911			
1.1 Customers are satisfied with quality and service	0.932			
1.2 Satisfied customers who obtained as expected	0.927			
3.1 Attention to employees	0.921			
3.2 Employee support	0.901			
4.1 Management support	0.945			
4.2 Data usage	0.931			
5.1 Repair	0.915			

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<i>Construct</i>	<i>Total Quality Management</i>	<i>Efficacy Self</i>	<i>Commitment Against Organization</i>	<i>Employee Performance</i>
5.2 Assessment of work results	0.885			
6.1 Education and self-improvement	0.959			
6.2 Institutionalize training	0.963			
7.1 Pride in work	0.952			
7.2 Communication	0.956			
Self-efficacy				
1.1 Confidence to succeed at work		0.941		
1.2 Assessment of abilities		0.946		
1.1 High goal setting, important and excellent		0.885		
2.2 Desire to achieve goals		0.893		
3.1 Desire to work hard		0.905		
3.2 Efforts to find a solution		0.899		
Commitment to Organization				
1.1 Job/Title Conditions Now.			0.977	
1.2 Expectations/Inspirations about future job			0.979	
1.1 Advantages of working at Organization			0.958	
2.2 Disadvantages of leaving organization			0.946	
1.1 The desire to be on Organization			0.964	
1.2 Loyal/loyal to organization			0.963	
Employee Performance				
1.1 Facilities				0.825
1.2 Time				0.825
1.3 Accuracy				0.745
1.4 Cost Usage				0.760
1.1 Timeliness and manner Work				0.852
2.2 Use of Expertise				0.852
2.3 Work System Compliance				0.845
1.1 Conformity of results with work plan				0.860
1.2 In accordance with specifications which is determined				0.738
1.3 Fulfillment of satisfaction User				0.840
4.1 Volume/volume of work				0.854
4.2 Number of jobs Resolved				0.868
4.3 Number of services Provided				0.784
5.1 Fairness factor				0.942

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<i>Construct</i>	<i>Total Quality Management</i>	<i>Efficacy Self</i>	<i>Commitment Against Organization</i>	<i>Employee Performance</i>
5.2 Supervisor support				0.888
5.3 Rewards from Organization				0.925
5.4 Working conditions				0.898

Source: Data processed, 2024

In this table, it can be seen that the loading factor (LF) value for each indicator of each latent variable has the largest loading factor value compared to the loading factor value when associated with other latent variables. This means that each latent variable has good discriminant validity.

Each indicator on the research variable has the largest cross loading value on the variable it forms compared to the cross loading value on other variables. The following employee performance variable cross loading matrix:

Table 4. Cross Loading Factors Matrix of Employee Performance Variables

Construct	1	2	3	4	5
Work Efficiency	1				
Work Effectiveness	0.650	1			
Quality of Work	0.684	0.773	1		
Work Quantity	0.715	0.550	0.680	1	
Contribution to the Organization	0.685	0.563	0.586	0.554	1

Source: Data processed, 2024

All employee performance dimension cross loading factors were found to be greater than the 0,30 criterion. This means that each dimension of employee performance measures different aspects. The cross loading matrix of the commitment variable to the organization is as follows:

Table 5. Cross Loading Factors Matrix of Commitment to Organization

<i>Construct</i>	1	2	3
Affective Commitment	1		
Continuance Commitment	0.741	1	
Normative Commitment	0.720	0.707	1

Source: Data processed, 2024

All cross loading factors of the dimensions of commitment to the organization were found to be greater than the 0,30 criterion. This means that each dimension of commitment to the organization measures different aspects. The cross loading matrix of the self-efficacy variable is as follows:

Table 6. Cross Loading Factors Matrix of Self-Efficacy Variables

<i>Construct</i>	1	2	3
<i>Level of confidence</i>	1		
<i>Strength</i> (Drive to complete the task/goal)	0.786	1	
<i>Generality</i> (Efforts to provide better business results)	0.673	0.779	1

Source: Data processed, 2024

All cross loading factors of self-efficacy dimensions were found to be greater than the 0.30 criterion. This means that each dimension of self-efficacy measures different aspects. The total quality management variable cross loading matrix is as follows:

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Table 7. Total Quality Variable Cross Loading Factors Matrix Management

Construct	1	2	3	4	5	6	7
Management Commitment	1						
Customer Satisfaction	0.647	1					
Respect for Everyone	0.376	0.406	1				
Fact-based Management	0.788	0.661	0.354	1			
Continuous Improvement	0.501	0.550	0.363	0.664	1		
Employee Education and Training	0.405	0.405	0.499	0.481	0.526	1	
Employee Engagement	0.567	0.498	0.365	0.668	0.677	0.596	1

Source: Data processed, 2024

All cross loading factors of the total quality management dimensions were found to be greater than the 0.30 criterion. This means that each dimension of total quality management measures different aspects.

PLS-SEM Influence Model Results

In this study the authors used the Partial Least Square (PLS) Structural Equation Modeling (SEM) approach answer research problems. The research model is formed from 4 (four) latent variables consisting of two exogenous variables (independent variables), namely the application of total quality management, self-efficacy, one endogenous intervening variable, namely commitment to the organization and one endogenous variable (dependent variable), namely employee performance. The results of the calculation of the hypothesized full model obtained with the help of Smart PLS 4. as follows:

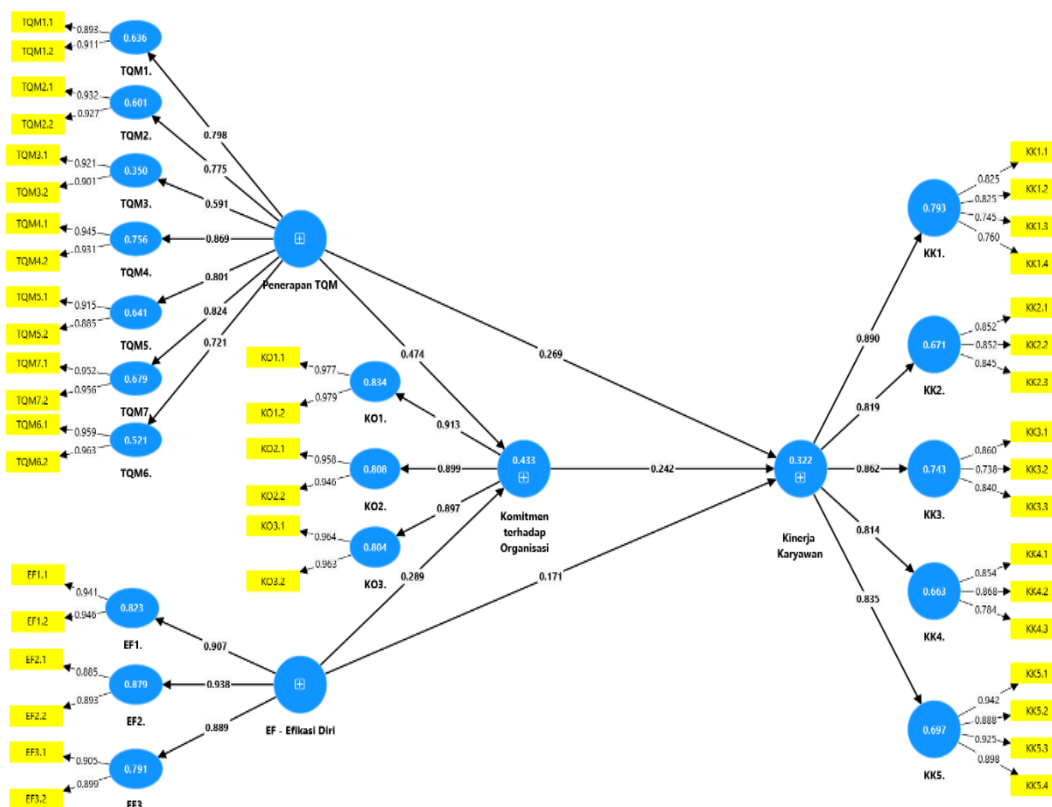


Figure 1. SEM Model Path Diagram Partial Least Approach (PLS)

Source: Data processed, 2024

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Significance Test of Direct and Indirect Effects

The results of the calculation of the direct effect test value can be presented in the following table:

Table 8. Significance Test Results of Direct Effect

	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
TQM Implementation -> Commitment_ to _Organization	0.474	0.474	0.067	7.062	0.000
EF - Self-Efficacy -> Commitment_ to _Organization	0.289	0.289	0.071	4.092	0.000
TQM Implementation -> Employee Performance	0.269	0.262	0.085	3.168	0.001
EF - Self-Efficacy -> Employee Performance	0.171	0.173	0.082	2.074	0.019
Commitment_ to _Organization -> Employee_ Performance	0.242	0.245	0.084	2.879	0.002

Source: SamrPLS 4 Calculation Results, 2024

While the results of the calculation of the indirect effect test value can be presented in the following table:

Table 9. Significance Test Results of Indirect Influence

	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
TQM Implementation -> Commitment to Organization -> Employee Performance	0.115	0.116	0.044	2.617	0.005
EF - Self-Efficacy -> Commitment to Organization -> Employee Performance	0.070	0.071	0.031	2.269	0.012

Source: SamrPLS 4 Calculation Results, 2024

DISCUSSION

The Effect of Total Quality Management on Commitment to Organization

In accordance with the statistical hypothesis, there is a positive direct effect of total quality management on commitment to the organization, obtained a path coefficient value of 0,474. Then the $t_{statistics}$ value of 7,062 > t_{table} of 1,96 then H_1 is accepted, and the p-value is 0,000 < 0,05. Path coefficient > 0,30 the value of direct influence has a strong influence. That every increase in the total quality management variable by one unit, the commitment to the organization will increase by 0,474.

The magnitude of the direct effect of the application of total quality management on commitment to the organization is 22,5%, through the application of total quality management (TQM) is important in maintaining the consistency of the quality of a product and must be maintained and implemented to increase the market share of goods produced. The application of TQM means controlling quality management itself in order to create active participation of all company employees to continuously improve the quality of production. A strong desire to stay as an employee in the company, as well as the willingness of employees to work hard to the highest level for the benefit of the organization and believe and accept the values and goals that have been set in the organization so that the system is implemented in the long term to improve continuous improvement at every level of operation or process to satisfy consumers by using available resources. The results of this study are in line with research conducted by Lestari et al (2022); Handhoko et al (2016); Lindani and Hidayat (2023) TQM (Total Quality management) affects organizational commitment. Strengthening the indicators of total quality management as a whole can increase commitment to the organization.

The Effect of Self-Efficacy on Commitment to Organization

In accordance with the statistical hypothesis, there is a positive direct effect of self-efficacy on commitment to the organization, the path coefficient value is 0,289. then the $t_{statistics}$ value of 4,092 > t_{table} of 1,96 then H_1 is accepted, and the p-value is 0,000 < alpha 0,05. The path coefficient > 0,30 direct effect value has a strong influence. This means that every increase in the self-efficacy variable by one unit, the commitment to the organization will increase by 0,289.

The magnitude of the direct effect of self-efficacy on commitment to the organization is 8,4%, employee self-efficacy as one aspect of knowledge about self that affects daily life. This is because self-efficacy in employees will determine the actions taken to achieve goals, including estimates of various possible events that will be faced. Through self-efficacy, the level of self-confidence,

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the drive to complete tasks or goals, the effort to provide better business results so that the attitude of employee loyalty to the company and is a continuous process where employees express their concern for the company, the continued success of the company and also the welfare of the organization. The manifestation of a person's (employee's) willingness in the form of binding oneself with oneself (individual) or with a company which is described by the amount of effort (energy, time, and thoughts) to achieve personal goals and a shared vision. Employee commitment to the organization is very important and necessary in business organizations because employees who have a high commitment to the organization will tend to have a professional attitude and uphold the agreed values. The results of this study are in line with research conducted by Angraini and Fauzan (2022); Suratno and Fauzan (2023); Abidin et al (2016) show that self-efficacy has a positive and significant effect on organizational commitment. Strengthening the indicators of self-efficacy as a whole can increase commitment to the organization.

The Effect of Total Quality Management Implementation on Employee Performance

In accordance with the statistical hypothesis, there is a positive direct effect of the application of total quality management on employee performance, obtained a path coefficient value of 0,269. Then the $t_{\text{statistics}}$ value of 3,168 > t_{table} of 1,96 then H_1 is accepted, and the p-value is 0,001 < 0,05. Path coefficient > 0,30 the value of direct influence has a strong influence. This means that every increase in the total quality management application variable by one unit, employee performance will increase by 0,269.

The magnitude of the direct effect of the application of total quality management on employee performance is 7,2%, the application of TQM in the company can help companies in facing increasingly fierce competition. The application of TQM includes all efforts to improve the production process from product design to the use of control tools and other organizational changes (such as organizational structure, organizational culture, and so on), through such efforts it will be able to improve product quality which in turn can satisfy consumer needs. Employee performance can make a positive contribution both for the employees themselves and for the company by increasing company productivity through improving employee performance or work results. These efforts can be made through supportive education and training, a supportive wage system approach, work structure. All these efforts are the concept of continuous improvement, involving all employees at every level of the organization, to achieve 'excellent' quality in all aspects of the organization through management processes including employee activities and by implementing TQM. The results of this study are in line with research conducted by Sari et al (2018); Hakim and Aryanti (2020); Sitio (2020) there is an effect of TQM on employee performance. Strengthening the indicators of total quality management as a whole can improve employee performance.

The Effect of Self-Efficacy on Employee Performance

In accordance with the statistical hypothesis, there is a positive direct effect between self-efficacy on employee performance, obtained a path coefficient value of 0,171. Then the $t_{\text{statistics}}$ value of 2,074 > t_{table} of 1,96 then H_1 is accepted and the p-value is 0,019 < 0,05. The path coefficient of 0,10 – 0,29, the direct effect value has a moderate effect. This means that every increase in the self-efficacy variable by one unit, employee performance will increase by 0,171.

The magnitude of the direct effect of self-efficacy on commitment to the organization is 2,9%, employee self-efficacy as a person's evaluation of his ability to perform a task, achieve goals, and overcome obstacles. Employee confidence in carrying out and completing tasks, with encouragement to be more motivated in overcoming certain difficulties encountered, the level of hope and success in dealing with different situations. So that employee performance is the result achieved by employees from a job or task in accordance with the responsibilities given to him within a certain time. Employees are able to recognize obstacles to improving performance and the need for adequate resources. Employees gain a good understanding of their work and work responsibilities.

The results of this study are in line with research conducted by Pulungan and Rivai (2021); Pratomo (2022); Meria and Tamzil (2021) self-efficacy has a positive and significant effect on employee performance. Strengthening self-efficacy indicators as a whole can improve employee performance.

The Effect of Commitment to Organization on Employee Performance

In accordance with the statistical hypothesis, there is a positive direct effect of commitment to the organization on employee performance, the path coefficient value is 0,242. then the $t_{\text{statistics}}$ value of 2,879 is greater than t_{table} of 1,96 then H_1 is accepted and the p-value is 0,002 < 0,05. The path coefficient of 0,10 – 0,29 the value of direct influence has a moderate influence. This means that every increase in the commitment variable to the organization by one unit, employee performance will increase by 0,242.

The magnitude of the direct effect of commitment to the organization on employee performance is 5,9%, commitment to the organization as an attitude reflection of employee loyalty to the organization and is a continuous process where employees express their concern for the company, the continued success of the company and also the welfare of the organization. By staying with the company emotional attachment, staying with the organization because of concern, staying with the organization because of obligation. Therefore, employees to assess their performance based on the results of work both quality and quantity achieved during the year in carrying out their work duties in accordance with the responsibilities given to them. So that employees can obtain

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valuable information that is used to plan and make decisions about human resources by company leaders systematically based on the work assigned to them.

The results of this study are in line with previous research conducted by Samantha and Adiputra (2023); Cahyani et al (2020); Arestia (2022) organizational commitment has a significant effect on employee performance. Strengthening the indicators of commitment to the organization as a whole can improve employee performance.

The Effect of Total Quality Management Implementation on Employee Performance Through Commitment to the Organization

In accordance with the statistical hypothesis, there is a positive indirect effect between the application of total quality management on employee performance through commitment to the organization obtained a path coefficient of 0,115, with a $t_{\text{statistics}}$ value of 2,617 greater than t_{table} of 1,96 then H_1 is accepted and a p-value of $0,005 < 0,05$. The path coefficient of 0,10 – 0,29 the value of direct influence has a moderate influence.

The results of the indirect effect test $2,617 > 1,96$ so that commitment to the organization is an intervening variable for the application of total quality management to employee performance. Commitment to the organization is able to mediate the application of total quality management to employee performance. This requires a directed quality management system that will overall improve employee performance. It is believed that to win the competition, companies need to focus on quality or with the implementation of TQM, it has become a demand for companies to be able to produce products and services that have high quality to survive in fierce business competition. Thus, to achieve high employee performance, companies need commitment and continuous efforts in terms of quality development. Employee performance is something that has an individual nature, because each employee depends on the combination of skills, efforts, and opportunities obtained. Because employee performance is something produced or done by employees who do work to produce good quality, employees who have a high commitment will prioritize the interests of their organization rather than their personal or group interests.

The results of this study are in line with previous research conducted by Handhoko et al (2016); Purwoko and Fikri (2023) that the results of hypothesis testing show that organizational commitment can mediate the positive effect of total quality management on employee performance. The indirect effect of total quality management on employee performance through commitment to the organization $\beta = 0,115$, the direct effect of total quality management on employee performance $\beta = 0,269$ means that the indirect effect is smaller than the direct effect ($0,115 < 0,269$) thus that commitment to the organization does not function effectively as an intervening variable between total quality management variables on employee performance.

The Effect of Self-Efficacy on Employee Performance Through Commitment to the Organization

In accordance with the statistical hypothesis, there is a positive indirect effect between self-efficacy on employee performance through commitment to the organization obtained a path coefficient of 0,070, with a $t_{\text{statistics}}$ value of 2,269 greater than t_{table} of 1,96 then H_1 is accepted and a p-value of $0,005 < 0,05$. The path coefficient of 0,10 – 0,29 the value of direct influence has a moderate influence.

The results of the indirect effect test $2,269 > 1,96$ so that commitment to the organization is an intervening variable for self-efficacy on employee performance. Commitment to the organization is able to mediate self-efficacy on employee performance. This is that employee self-efficacy as an employee's belief or belief in his ability to successfully do something in a particular situation. Employees with a strong sense of self-efficacy are more likely to be able to challenge themselves to face difficult tasks. In addition, they are also motivated within themselves to achieve success. High commitment to the organization makes employees care about the fate of the company and try to make the company better. Employees with a high commitment to the organization will improve employee performance and provide organizational benefits. High commitment makes employees more concerned with organizational interests than personal interests and tries to make the organization better. Conversely, low commitment to the organization will make employees act for their personal interests. The strengthening of commitment to the organization from employees will ultimately have an impact on their performance in carrying out their duties.

The results of this study are in line with previous research conducted by Ekowati et al (2022); Machfudhi et al (2023) the effect of Self efficacy on Employee Performance is mediated by Organizational Commitment. That Self efficacy has a significant effect on Employee Performance mediated by Organizational Commitment. The indirect effect of self-efficacy on employee performance through commitment to the organization $\beta = 0,070$, the direct effect of total quality management on employee performance $\beta = 0,171$ means that the indirect effect is smaller than the direct effect ($0,070 < 0,171$) thus that commitment to the organization does not function effectively as an intervening variable between self-efficacy variables on employee performance.

CONCLUSION

This research has successfully found strategies and ways improve employee performance of Small and Medium Enterprises in Bogor City, as follows: 1) There is a positive direct effect of total quality management and significant on commitment to the organization; 2) There is a positive direct effect of self-efficacy and significant on commitment to the organization; 3) There is a

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positive and significant direct effect of total quality management on employee performance; 4) There is a positive direct effect of self-efficacy and significant on employee performance; 5) There is a positive direct effect of commitment to the organization and significant on employee performance; 6) There is an indirect effect total quality management has a positive influence on employee performance through commitment to the organization. The direct effect is greater than the indirect effect of total quality management on employee performance through commitment to the organization. Commitment to the organization does not function effectively as an intervening variable between total quality management variables on employee performance; 7) There is an indirect effect of self-efficacy has a positive influence on employee performance through commitment to the organization. The direct effect is greater than the indirect effect of self-efficacy on employee performance through commitment to the organization. Commitment to the organization does not function effectively as an intervening variable between self-efficacy variables on employee performance.

IMPLICATIONS OF RESEARCH RESULTS

The research implications of these findings are as follows: 1) Strengthening total quality management can increase commitment to the organization through institutionalizing training; communication; improvement; satisfied customers obtained as expected; pride in work; attention to employees; management support; customers satisfied with quality and service; assessment of work results; 2) Strengthening self-efficacy can increase commitment to the organization, through confidence to succeed at work; assessment of abilities possessed; setting high, important and superior goals; desire to achieve goals; 3) Strengthening total quality management can improve employee performance, through institutionalizing training; pride in work; education and self-improvement; satisfied customers obtained as expected; communication; attention to employees; assessment of work results; 4) Strengthening self-efficacy can improve employee performance, through setting high, important and superior goals; assessment of abilities possessed; confidence to succeed at work; efforts to find solutions; 5) Strengthening commitment to the organization can improve employee performance, through loyal/loyal to the organization; desire to be in the organization; current job/position conditions; benefits of working in the organization; benefits of working in the organization; hopes/aspirations about future work; 6) In this case, because the direct effect of total quality management on employee performance is greater than the indirect effect of total quality management on employee performance through commitment to the organization, commitment to the organization does not function effectively as an intervening variable; 7) In this case, because the direct effect of self-efficacy on employee performance is greater than the indirect effect of self-efficacy on employee performance through commitment to the organization, commitment to the organization does not function effectively as an intervening variable.

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