



## Quality Management and Work Culture on Employee Performance: Mediating Role of Work Loyalty

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### ABSTRACT

This study aims to determine and analyze the impact of Quality Management and Work Culture on Employee Performance mediated by the role of Work Loyalty in DKI Jakarta Regional Owned Enterprises (BUMD) in the Property Sector group. The object of research is company employees in the DKI Jakarta Regional Owned Enterprises group in the Property Sector. Respondents who were sampled in this study amounted to 250 samples. The method used in this study is quantitative, using the Structural Equation Modeling (SEM) program with the help of SmartPLS software version 3.29. Quantitative data were obtained from distributing questionnaires by measuring them using a Likert scale to respondents. The results show that work culture is the variable that has the greatest influence on employee performance. This study also found that the second biggest influence that can increase employee performance is the work culture. It is also known that quality management, works culture, and works loyalty simultaneously influence employee performance. The next finding from this study is that works loyalty is an effective mediating variable to bridge the effect of quality management and works culture on employee performance.

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### INTRODUCTION

In the current era of globalization, companies and organizations make improvements including institutional transformations and improvements to existing values. These repairs and transformations create challenges for companies and organizations. Companies are required to prepare human resources who can work hard, be disciplined, skilled, have high competence in order to be able to compete with other countries in the world. The research object consisted of several companies in the DKI Jakarta Regional Owned Enterprises property group, consisting of PT. JIEP (Jakarta Industrial Estate, Pulo Gadung), PT. Nusantara Bonded Zone (KBN), PT. Jakarta Propertindo (JakPro), PD. Pembangunan Sarana Jaya, and PT. Jaya Development (Jaya Property). (1) PT. JIEP has the status of a Regional Owned Enterprise, established on June 26, 1973, is a limited liability company incorporated, engaged in industrial estate property and business areas and other supporting businesses. (2) PT. KBN is a Regional Owned Enterprise company, established on June 28, 1986, is a company engaged in property services for leasing factory buildings and or factory land. (3) PT. JakPro, is a DKI Jakarta Regional Owned Enterprise engaged in the property, infrastructure, utility and information and communication technology businesses. (4) PD. Pembangunan Sarana Jaya, is a

property company in the form of a Regional Owned Enterprise owned by the Provincial Government of DKI Jakarta, established in 1969. (5) PT. Pembangunan Jaya, founded in 1979 on May 25 with deed no. 36, the company's main activities are housing construction in the South Jakarta and Tangerang areas as well as property business management. The study wants to see how management quality, work culture, and work loyalty are, whether these three variables are able to improve employee performance or even decrease employee performance, especially after the Covid-19 pandemic in Jakarta.

Quality management is a planning system to run a business continuously for services, processes, people and the environment in order to achieve quality quality. Whereas quality management according to J. M. Juran is summarized in the Juran Trilogy which includes Quality Planning, Quality Control and Quality Improvement. Quality management is seen as a means to transform some economies into a more competitive one, but the implementation of good quality management is time consuming, difficult, and complicated, involving great effort from top management and employees within the organization. The implementation of quality management can be seen as a process of transformational change in the organization. To deal with this change, organizational leadership needs to encourage, uphold enthusiasm throughout the organization and also identify useful ways of overcoming obstacles to successfully complete the implementation of a Quality management system. The study findings reveal that quality management is a key factor that directly influences loyalty (Nguyen Thi Le Ha, 2021). The role of top management is an important factor in implementing quality management in an organization. Therefore, the success or failure of implementing Quality management within the organization is the responsibility of top management (Rowland E, 2019). The core aspects of service quality include tangibles, reliability, responsiveness, assurance, and empathy. Tangibility focuses on facilities, equipment, personnel and communication channels. Reliability is the ability to provide safe and reliable services. Responsiveness considers the willingness to cooperate. Empathy focuses on approaching employees based on their mood. Guarantees concerned about the company's ability to show confidence in employees about the competence provided by Quality Management directly has a positive effect on loyalty. The success achieved by the company depends on the accuracy of the strategy implemented. This is caused by the increasing level of competition and changes in the business world, so that attention to improving the quality of company activities is the key to success in achieving competitive advantage. Total Quality Management is approved as a system that improves the company's organizational performance and strengthens the company's position in achieving its competitive advantage (Li et al. 2018). Based on the principles of ISO 9001:2015 quality management is related to: (a) customer focus, (b) leadership, (c) involvement of others, (d) business process approach, (e) continuous improvement, (f) factual approach in make decisions and (g) relationship management. As a result, based on the description of the theory and the results of the study it can be assumed that quality management has an effect on work loyalty.

Work culture is a way of working for individuals so that they can be of quality based on trusted values, so that individuals become motivated, inspired, always work better, can satisfy customers (Ruliyansa, 2018). Organizational culture is related to how employees view the dynamic characteristics of the organization. That is, culture is a descriptive term (Kurniasari et al., 2018). Good service from stewards must be controlled with internal controls to comply with applicable regulations. One of the functions of organizational culture is to assist in redesigning the internal control system, with internal control and strengthened by a good organizational culture it can influence behavior (Arifin et al., 2020). With a good organizational culture, it is hoped that employees will become more loyal to the company. Loyalty is a variable needed to foster a good work culture. Loyalty to the company can be interpreted that employees are honest, have a sense of belonging to the company, are able to understand the company's difficulties, work more than what is asked, can create a pleasant atmosphere, can keep organizational meetings secret, maintain and enhance the image, can be frugal, not demonstrate and not have a negative view of the company. Work loyalty is defined as an orientation towards work relationships, where it is created by the work of the leadership. Employees who have high work loyalty are considered capable of showing maximum work results to achieve goals (Gunawan, 2018). In an organization, human resources have a very strategic position (Busro, 2020). A study by Suarni (2022) shows that work culture has a very significant effect on work loyalty. The better the work culture, the better the level of work loyalty.



Conversely, the worse the work culture, the worse the level of work loyalty. Gunawan's study (2018) research results show that work culture has a significant positive effect on loyalty.

The success of an organization in achieving its stated goals is highly dependent on the ability of its human resources to carry out their duties. Aspects of human resources that influence, among others, work effectiveness and employee performance. Efforts to increase work effectiveness and employee performance include paying attention to the division of labor for each member of the organization, as well as increasing workload, namely physical workload. or mental workload, as well as paying attention to the compensation given to employees, namely regular compensation. According to Rivai (2018), the aspects assessed in performance are grouped into three, namely: a) technical ability, namely the ability to use knowledge, methods, techniques, and equipment to carry out tasks. b) Conceptual ability, namely the ability to understand organizational problems as a whole, where individuals understand their duties, functions and responsibilities as employees. c) Interpersonal relationship skills, namely the ability to work together with colleagues. In improving employee performance needs to be supported by good quality management. Quality management as much as possible creates a different work culture based on the efforts of all members of the organization to meet the needs and desires of customers with costs, effort and time. This shows that quality management becomes important for organizations through reducing costs, increasing profits and productivity, increasing customer satisfaction, achieving competitive advantage and high returns (Fernandes, 2017). Companies cannot continuously maintain product quality without implementing in-depth strategies and practical quality management. One of the leading business strategies that has received attention from academics and practitioners in the last decade is Total Quality Management (Jimoh et al. 2019). Consequently, it is reasonable to conclude that there is an effect of quality management on employee performance.

The work culture philosophy is the basic foundation in life, in the work culture contains values that can be a driving force, or habits, and traits in organizational life, which are described from attitudes to behavior, opinions, ideals, beliefs and are embodied in action at work. (Sabarofek, 2017). The philosophical values adopted by employees in their behavior can affect their work. The guiding principles are recognized, refined in a long process by the demands and capabilities of human resources. Habits have a dimension to be used as a benchmark in attitude and behavior (Adha et al. 2019). Work culture reflects strong work culture roots that can be imbued and used as behavior in daily activities. Work culture is very tied to the values that exist in the environment. These habits have a dimension to be used as a benchmark in attitude and behavior. Cultivating the meaning of outlook on life, then have an impact on attitudes and behavior. Study of Kaseger et al (2021) Every effort made to improve employee performance must pay attention to and involve and not ignore work culture and work motivation because these two aspects are related to work attitudes and behavior. However, the results of this study reveal that employee performance is not only influenced by these two aspects or variables. As a result, it can be concluded that there is an influence of work culture on employee performance.

The importance of maintaining loyalty is not just about services or products, but is also the result of building feelings of closeness and trust (Amanda, 2021). Companies must be able to minimize threats or risks from existing problems so that companies can compete and survive in the business world by increasing employee loyalty (Momuat, 2021). Loyalty indicators include: (a) compliance with regulations, (b) responsibility to the company, (c) willingness to cooperate, (d) a sense of belonging and (e) the interpersonal relationships of the employees themselves (Siswanto, 2015). If employees have high loyalty, then the individual is willing to sacrifice for what he believes. The phenomenon of leaving the workplace or changing jobs in the millennial generation is closely related to the work loyalty of millennial employees. Perdana (2020) states that the tendency of millennial employees to change workplaces indicates that the level of loyalty held by employees is low. Conversely, if employee loyalty is low, it will be increasingly difficult to achieve the goals of the organization. So that employee loyalty must be considered by the organization because it is an important factor. A study by Tasi Riri (2020) shows that integrity and loyalty both partially and simultaneously have a significant and positive effect on employee performance. Work loyalty has an important meaning for

companies in improving employee performance. Work loyalty affects employee performance, (Ifadah, N., et al, 2021). Loyalty is one of the important ingredients of organizational performance, therefore if the level of employee loyalty is low then it causes a decrease in performance. Employee loyalty is the main contributor to organizational performance (Hidayati, T., et al, 2019). As a result, it is reasonable to conclude that there is an effect of work loyalty on employee performance.

Employee performance is the basis for the performance of the organization which is influenced by the characteristics, motivation, expectations and assessments made by management on the achievement of work results by employees (Kasmir, 2018). Meanwhile, according to Important to evaluate employee performance objectively. This means that the implementation of the assessment must reflect the actual implementation of the work or reflect success in carrying out the work (Bakri, 2018). To improve employee performance, good company management is needed. Companies with quality management will have strong competitiveness. Quality management is considered as a potential source for gaining a sustainable competitive advantage. Widely recognized quality management that focuses on continuous process improvement in organizations that brings about increased profitability and productivity. Employees who do not have work loyalty experience turnover intention and this turnover intention is more dangerous than actual turnover because employees who have turnover intention still work at the company but their minds are not focused on work, causing low productivity (Suyono et al, 2020). Several previous studies stated that apart from being able to increase profits, Total Quality Management was also able to increase employee and customer satisfaction (Shafiq et al. 2019). Recent studies show that Total Quality Management positively influences the performance of manufacturing (Sahoo and Yadav, 2018) and service companies in India (Singh et al. 2018a). Then, there is a strong and significant correlation between Total Quality Management and company performance, as well as its positive influence on the performance of company employees (Wagimin et al. 2019). Based on existing theories and previous research, it can be predicted that quality management, works culture, and works loyalty all have an effect on employee performance.

## RESEARCH METHODS

### Research Design and Research Unit Analysis

This study aims to determine and analyze the impact of quality management and works culture on employee performance mediated by the role of works loyalty in DKI Jakarta Regional Owned Enterprises in the Property Sector group. The object of research is company employees who are DKI Jakarta Regional Owned Enterprises in the Property Sector group. Respondents who were sampled in this study totaled 250 samples, from PT. JIEP, PT. KBN, PT. JakPro, PD. Pembangunan Sarana Jaya and PT. Great Development. The method used in this research is quantitative. Quantitative analysis is assisted by the structural equation modeling (SEM) program with the help of SmartPLS software version 3.29. Quantitative data were obtained from distributing questionnaires by measuring them using a Likert scale to respondents.

## RESULTS AND DISCUSSION

### Screening and Data Analysis

The questionnaire was filled entirely based on a survey conducted to 250 respondents. Structural Equation Modeling was used in this research design (SEM). The Smart PLS program version 3.29 is used to analyze quantitative data and answer hypotheses, is used as a statistical tool and then followed by qualitative analysis to reinforce the proposed hypothesis.

**Table 1** Validity Test Results based on Model Fit

Kode indikator	Employee Performance	Quality Manajemen	Works Culture	Works Loyalty
EP2	0.788	-	-	-
EP3	0.764	-	-	-
EP4	0.870	-	-	-
EP5	0.803	-	-	-

EP6	0.768	-	-	-
QM1	-	0.893	-	-
QM2	-	0.887	-	-
QM3	-	0.879	-	-
QM4	-	0.887	-	-
QM5	-	0.882	-	-
QM6	-	0.885	-	-
QM7	-	0.892	-	-
WC1	-	-	0.793	-
WC2	-	-	0.865	-
WC3	-	-	0.860	-
WC4	-	-	0.772	-
WC5	-	-	0.745	-
WL1	-	-	-	0.779
WL2	-	-	-	0.892
WL3	-	-	-	0.868
WL4	-	-	-	0.848
WL5	-	-	-	0.858

The measurement model uses convergent validity to determine the validity of an indicator. In this study, the Maximum Likelihood Estimation (MLE) approach was applied. Confirmatory Factor Analysis (CFA) was used to examine the relationship between constructs and indicators based on the theory created when assessing the questionnaire questions. Cronbach's alpha is also used to assess the dependability of constructs. The CFA test findings in Table 1 reveal that the loading factor in each question item is more than 0.7 implying that all question items are genuine.

**Table 2** Reliability Test Results based on the Fit Model

Variable Study	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.858	0.898	0.639
Quality Manajemen	0.955	0.963	0.786
Works Culture	0.866	0.904	0.654
Works Loyalty	0.903	0.928	0.722

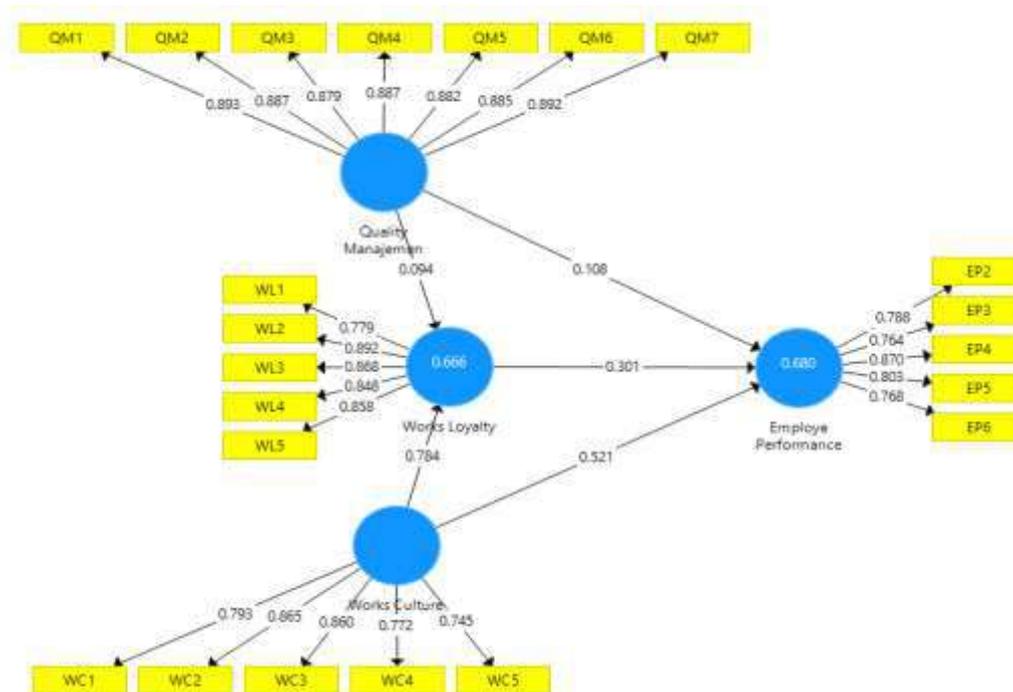
**Table 3** R-Square Results based on Model Fit

Dependent Variable	R Square	R Square Adjusted
Employee Performance	0.680	0.676
Works Loyalty	0.666	0.663

Table 2 shows that the Construct Reliability value is above 0.7 and Cronbach's Alpha value is above 0.5 for each construct, indicating that all constructions can be trusted. According to the findings of the CFA exam, all indicators can be used to assess variables and evaluate research data. Table 3 illustrates the magnitude of the influence of the determination of the research variables.

In this study, the hypothesis was tested using the first order Structural Equation Modeling (SEM) with Smart PLS version 3.29. Figure 1 depicts the overall SEM test results. While Table 3 describes the results of testing the assumptions used in the SEM development. Model fit confirmation test on

the entire model, which meets the goodness of fit requirements. Causal research models with structural linkages are made using the structure of the model. The desired cut-off value was met by all study criteria. This means that the research model is suitable and in accordance with the standards commonly used to assess and test the hypotheses proposed.



**Figure 1** The Impact of Quality Management and Work Culture on Employee Performance: Mediation by the role of Work Loyalty in DKI Jakarta Regional Owned Enterprises (BUMD) Group in the Property Sector.

**Tabel 4** Path Coefficient Direct Effect (N=250)

Structural Path	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Quality Manajemen → Employe Performance	0.108	0.112	0.039	2.767	0.006
Quality Manajemen → Works Loyalty	0.094	0.096	0.036	2.619	0.009
Works Culture → Employe Performance	0.521	0.515	0.049	10.640	0.000
Works Culture → Works Loyalty	0.784	0.783	0.027	28.771	0.000
Works Loyalty → Employe Performance	0.301	0.305	0.053	5.663	0.000
Simultaneous testing (F test)	F Tabel		F hitung		
$R^2 / (n - 1)$	F = -----				
$(1 - R^2) / (n - k - 1)$	2,60		137,33		

Note: the number of dependent variables = 3, the number of samples = 250, the magnitude of R2 = 0.680

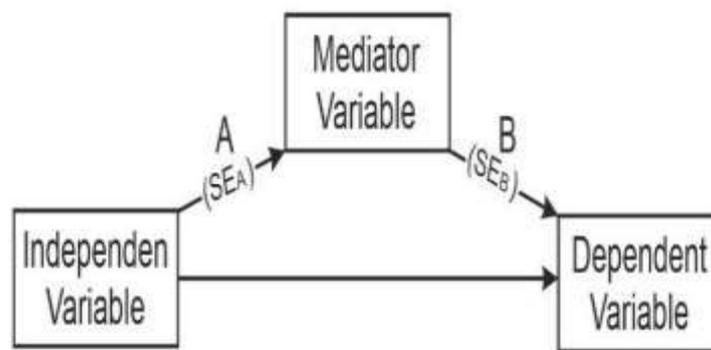
**Table 5** Path Coefficient Indirect Effect (N=250)

Structural Path	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Quality Manajemen -> Works Loyalty -> Employe Performance	0.028	0.029	0.013	2.201	0.028
Works Culture -> Works Loyalty -> Employe Performance	0.236	0.239	0.043	5.481	0.000

**Table 6** Direct and indirect effects

Research variable	Direct Influence on Employee Performance (L)	Indirect Influence on Employee Performance Through Works Loyalty (TL)	Conclusion
Quality Management	0.108	0.028	L > TL
Works Culture	0.521	0.236	L > TL

To analyze the role of mediation, calculator sobel test analysis is used. Opinion Ghozali (2011) hypothesis testing can be done using the method developed by Sobel. This method is often referred to as the Sobel Test method. This study was assisted by the Sobel Test Calculator for the Significance of Mediation program on the website: <https://www.danielsoper.com/statcalc/calculator.aspx?id=31>. The Sobel Test assessment criteria are t statistic > 1.96 or p-value < 0.05.



**Figure 2** Formula of Sobel Test Analysis

Based on Table 3 and Figure 2, an analysis was carried out on the original sample (coefficient A and B) and the standard deviation (standard error A and B), then it would be run automatically by the Calculator Sobel Test Analysis program. The result is as follows:

**Table 7** Sobel Test

Structural Path	Sobel Test Statistics	Two-tailed probability
Quality Manajemen → Works Loyalty → Employe Performance	2.372	0.017
Works Culture → Works Loyalty → Employe Performance	5.573	0.000

### **Quality Management and Work Loyalty**

Based on the analysis it is proven that quality management has a positive and significant effect on works loyalty. Rowland E's study, (2019) states that the role of top management is an important factor in implementing quality management in organizations. Therefore, the success or failure of the implementation of quality management in the organization is the responsibility of top management. Nguyen Thi Le Ha's study (2021) in the conclusion of his research stated that quality management is a key factor that directly affects loyalty. Quality management is seen as a means to change ordinary thinking to be more competitive. The implementation of good quality management takes a long time, is difficult and complicated, and needs to involve great efforts from top management and employees in the organization. Furthermore, the implementation of quality management within the organization can be seen as a transformational process that exists within the organization. To anticipate changes or problems, such as the previous Covid-19 pandemic, organizational leaders need to encourage, uphold enthusiasm for all members of the organization and also identify effective ways to overcome

problems and obstacles that exist within the organization. Previous studies conducted by (Shafiq et al. 2019) concluded that Total Quality Management is also able to increase employee and customer satisfaction.

### ***Work Culture and Work Loyalty***

Based on the analysis it is proven that works culture has a positive and significant effect on work on loyalty. Gunawan's study, (2018) explains that work loyalty can be interpreted as an orientation towards the relationship created by leaders and employees who have high work loyalty and are considered capable of showing maximum work results in achieving organizational goals. Study by Suarni (2022) shows work culture has a significant effect on work loyalty. If the work culture is good, the employee's work loyalty will also be good. Conversely, if the level of employee work culture is low, then the level of employee loyalty will also be low. Gunawan (2018) research results show work culture has a significant positive effect on loyalty. Another study by Pattipawae (2017) explained that work culture is an activity that has become a habit or business in the form of a driving force, in organizational life, then from this habit or culture an attitude will be reflected which then becomes behavior, beliefs, up to ideals. If a good work culture continues to be applied, it can increase work loyalty. As a result, it can be assumed that works culture influences works loyalty (Busro, 2020).

### ***Quality Management and Employee Performance***

Based on the analysis it is proven that quality management has a positive and significant effect on employee performance. The results of this study support a study by Fernandes, (2017) which states that quality management creates a different work culture as much as possible based on the efforts of all members of the organization to meet the needs and desires of customers with costs, effort and time. This shows that quality management becomes important for organizations through reducing costs, increasing profits and productivity. Previous studies have concluded that Total Quality Management can positively affect the performance of companies (Sahoo and Yadav, 2018) and services in India (Singh et al. 2018a). Then, other previous studies state that there is a strong and significant correlation between Total Quality Management on company performance (Cetindere., 2015), as well as its positive influence on the performance of company employees (Wagimin et al. 2019).

### ***Work Culture and Employee Performance***

Based on the analysis, it is proven that work culture has a positive and significant effect on employee performance. The results of the research are in line with a study by Sabarofek (2017) which states that work culture is a basic foundation in a view of life, contains values that can be drivers, habits, and traits that have become entrenched in life in an organization, which is illustrated by the attitude of being behavior, opinions, ideals, beliefs and embodied in actions at work. Work culture is the basic foundation in the view of life, contains values that can be a driving force, habits, and traits that have been entrenched in the organization. Study by Kaseger et al (2021) efforts made to improve employee performance must pay attention to and involve work culture because work culture is related to work attitudes and behavior. Employee performance is not only influenced by work culture, but there are other variables. To achieve optimal employee performance, organizations usually make strategic efforts, so changes in the work atmosphere are needed in the form of paradigm shifts or perspectives, mindsets, and ways of acting in carrying out the organization's operational activities. Organizations that have made changes to the work atmosphere will certainly have very basic, strategic and comprehensive changes that will have an impact on organizational goals that can be implemented immediately. This finding is corroborated by the findings of other studies conducted by Paschal Paais and Pattiruhu (2020), and Pancasila et al. (2020).

### ***Work Loyalty and Employee Performance***

Based on the analysis it is proven that works loyalty has a positive and significant effect on employee performance. If the individual has high loyalty, then the individual will be willing to sacrifice for what he believes. Organizations must pay attention to employee loyalty because loyalty is an important factor in achieving organizational goals. Tasi Riri's study (2020) integrity and loyalty both



partially and simultaneously have a significant and positive effect on employee performance. Work loyalty has an important meaning for companies in improving employee performance. Work loyalty affects employee performance, (Ifadah, N., et al, 2021). Loyalty is one of the important ingredients of organizational performance, therefore if the level of employee loyalty is low it will cause a decrease in performance. Employee loyalty is the main contributor to organizational performance (Hidayati, T., et al, 2019).

#### ***Work loyalty, quality management, work culture and employee performance***

In this research, it is known that quality management, works culture, and works loyalty all have an effect on employee performance. Employee performance is a function of the relationship between competence and motivation. Competence is closely related to work loyalty and work culture, people with good competence will certainly have good loyalty too. Meanwhile quality management is considered as a potential source to gain a sustainable organizational competitive advantage. Several previous studies stated that Total Quality Management positively affects the performance of manufacturing companies (Sahoo and Yadav, 2018). Then, there is a strong and significant correlation between Total Quality Management and company performance and its positive influence on the performance of company employees (Wagimin et al. 2019).

#### **Conclusion, Implications and Suggestions**

Based on the analysis results and study conclusions, it is known that work culture is the variable that has the greatest influence on employee performance. This study also found that the second biggest influence that can increase employee performance is the work culture. It is also known that quality management, works culture, and works loyalty simultaneously influence employee performance. The next finding from this study is that works loyalty is an effective mediating variable to bridge the effect of quality management and works culture on employee performance. Companies that are members of the DKI Jakarta Regional Owned Enterprises property sector should be able to adapt to the new life after the Covid-19 pandemic that hit DKI Jakarta in particular and the world in general. The existing problem related to the performance of employees in the company is how to improve the quality of management. To improve the quality requires employees who are flexible, skilled, and committed. Companies have an obligation to continue to provide information to employees regarding the results of their work, where the quality of work is a shared responsibility, and the progress of the company is also a shared responsibility as an organization. Improving the performance of company employees in the property sector for DKI Jakarta Regional Owned Enterprises can be realized if there is cooperation between divisions. Responsibility to the company is an indicator that must be owned by employees to assess the level of loyalty at work. Meanwhile, in the work culture, there are indicators that must be highlighted by employees, namely accuracy in analyzing existing problems at work so that they are able to find formulas or solutions in solving problems that arise at work. Then to assess whether the quality of the company's management is good or not, you can see from the focus indicator on customers. This means that companies must be able to translate the expression that the customer is king. Customer satisfaction is something that must be the main focus of the company to realize the company's vision, mission and goals.

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