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Improving Employee Productivity Through TQM with the Meditating effect of ICR

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ABSTRACT

Because of the high level of competition, businesses need to have an excellent quality management system, which they may attain through Total Quality Management (TQM), to improve their chances of succeeding in the marketplace. It will benefit the productivity of the company's personnel, who are the primary resource in any activity the organization undertakes. ICR needs to be supported by the deployment of TQM in the organization. This demands the company's employees be prepared to face change and improve the quality of their products and processes. This study aims to investigate the impact of TQM dimensions on employee productivity and the function that ICR plays as a mediator in the connection between TQM and employee productivity. Between the months of January and March of 2022, this investigation was carried out at a cocoa agroindustry company located in Bali. Total sampling, also known as a census, is the method of data collection, and structural equation modeling using partial least squares is the approach selected for data analysis (SEM-PLS). According to the findings, the TQM component has a beneficial impact on staff productivity and helps to promote the effect of change readiness, which acts as a mediator.

Keywords: TQM; employee productivity; ICR; agroindustry

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1. Introduction

Competition between companies in the agroindustry sector that is getting tougher requires companies to have an excellent quality management system to improve their quality and strengthen their competitiveness, and companies are required to keep abreast of changes that occur in the market and maintain the quality of their products and services (Valmohammadi & Roshanzamir, 2015; Yazdani et al., 2016). One way to achieve this is by implementing TQM within the company. TQM has been known as a management system that can increase the competitiveness of companies around the world (Othman et al., 2019). The application of TQM in companies is essential because, besides increasing competitiveness, it will also positively affect the productivity of company employees, who are the dominant resource in every company activity (Dedy et al., 2016; Rachmat, 2015). Furthermore, employee individual change readiness (ICR) is also essential because it was predicted can strengthen the relationship of TQM to employee productivity (Iqbal & Asrar-ul-Haq, 2018; Laseinde et al., 2019).

Employee productivity is measured as a rich physical and mental presence at work that will affect the company, so low employee productivity will result in losses (Syairozi, 2021). In addition, (Arham & Junus, 2020) states that low employee productivity can impact decreasing company competitiveness. It can happen because human resources are the primary resources that are important to support the company's performance and competitiveness to compete with companies and have great productivity.

One way to increase productivity while increasing the company's competitiveness is to

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implement TQM within the company. TQM allows companies to get better control processes and improve company performance and customer perception. Low TQM implementation is often considered one of the main reasons for poor industrial performance, including waste, high rework rate, decreased productivity and low customer satisfaction (Herington, 2012). Therefore, TQM has been considered essential if the company needs to increase its competitiveness (Othman et al., 2019). However, the decision to implement TQM cannot be taken that easy because the implementation of TQM is not something easy or quick. In its application, TQM requires an investment of energy and significant attention from company management and will involve all aspects of resources within the company.

The study that show the effect of TQM implementation on the productivity of company employees have been carried out previously. One of them is the research of Putri et al. conducted on the crumb rubber industry, which shows that the company has implemented TQM well. The TQM dimension has a positive effect on employee work productivity. These findings indicate that applying the TQM dimension affects employee productivity (N. T. Putri et al., 2017). However, an exemplary TQM implementation in a company needs to be supported by change readiness, namely the ability to constantly initiate and implement changes in different ways to improve, reduce risk, and maintain performance. (Haffar et al. (2013) state that ICR is believed to have a close relation to TQM, where if the company's employee has a good ICR, they will have a better implementation of TQM. The role of employees in implementing change is crucial because change could increase or decrease employee productivity depending on the level of the employee's readiness to face change (Bellou & Chatzinikou, 2015).

The implementation of TQM in the company can be supported by having employees with good ICR, which is because employees have vital roles in implementing many organizational change initiatives, including the implementation of TQM (Alqudah et al., 2022). If the company implements change such as TQM without considering the ICR, it may commit a higher risk of change failure. Change failure, such as increased cost and inefficient time, is mainly because the employees are unwilling to implement changes. After all, they do not have positive reflections and fear changes (Haffar, Al-Karaghouli, Irani, et al., 2019). Employee readiness to change is the extent to which the individual's cognitive and emotional tendencies to accept and adopt plans to move forward (Wang et al., 2020). Because individuals are one of the essential sources in the change process, employee readiness is also considered the essential construct while implementing numerous change enterprises (Rusly, 2012), so if employees have individual readiness to face change, then ICR is considered to be able to mediate and strengthen the application of TQM to employee productivity.

Based on the previous explanation, TQM has been considered an essential topic in operations and management research. However, the previous study mainly focused on examining how TQM affects employee productivity in companies in the non-agro-industrial sector. The results and effects of implementing TQM on employee productivity and ICR can differ significantly and depend on which industries and how the company's culture and most of the research is carried out in the non-agricultural industry. It has resulted in limited evidence for its implementation and effect on employees' productivity working in the agro-industrial sector, especially in Indonesia. So this research aims to describe and analyze the effect of TQM dimensions on employee productivity and ICR and see the mediating role of ICR specifically in an agroindustrial company in Indonesia to give an example and prove the benefit of applying TQM and ICR in increasing employee productivity. This research is also desired to add reference and knowledge regarding the impact of TQM on employee productivity and the role of change readiness, especially in the agroindustry sector. The research also desired to be helpful for the government or business to encourage the application of TQM principles and increase productivity and ICR in their workforce.

2. Theoretical Underpinning

Employee productivity is one of the important things for manufacturing companies. Matey et al. (2021) described that employee productivity is very important in manufacturing because it is related to the company's ability to receive orders. Low employee productivity will cause problems, especially in manufacturing companies that rely on employees for production. That is the reason for increasing employee productivity is important for the company. However, through interviews and preliminary

surveys, it is known that the productivity of company employees tends to stagnate even after adding new machines and equipment of better quality.

These problems require companies to immediately adapt and find other ways to increase employee productivity, one of which is implementing total quality management (TQM). TQM is a tool that affects employee productivity while increasing the company's competitiveness by providing higher customer satisfaction. This statement is supported by the presentation of Othman et al. (2019) that TQM enables companies to achieve better process control and leads to increased productivity and customer satisfaction. The effect of TQM on employee productivity can be better if company employees already have an ICR (Laseinde et al., 2019). Based on this explanation, it is assumed that TQM directly affects employee productivity, and this effect can be strengthened if the company's employees have a good ICR.

The role of individual change readiness is to ensure that the company and employees are ready to make changes, such as implementing TQM to increase employee productivity. ICR relates to the views of employees within the company regarding the benefits and consequences of changing jobs and roles that are obtained after implementing TQM. Rafferty et al. (2013) explained that when employees do not believe that change has benefits, then they will not have a positive motivation to change and implement the change. The statement shows that when company employees have an ICR and have a positive attitude towards implementing TQM, the implementation and its impact on employee productivity will be better.

It was knowing the importance and benefit of implementing TQM to increase employee productivity and company competitiveness. This research is important to do in order to analyze the effect of implementing TQM followed by ICR on agro-industrial companies in Indonesia so that it can be an example for other agro-industrial companies to implement TQM and achieve the benefits.

3. Research Methodology

The research used a quantitative approach and was conducted at one of the cocoa agroindustry companies in Bali. The company was chosen as a research location because it has a Good Manufactured Process (GMP), organic Indonesia, European organic, USDA organic and halal certification. It also applies the dimensions of total quality management.

The sample determination is done by the total sampling method, where the company's entire population is used as the research sample. This research uses the total sampling or census method because the population in the company was less than 100. Sugiyono (2014) mentioned that if the total population is less than 100, then the entire population can be used as a research sample. So there will be 50 employees used as the sample for this research. The number of samples used also complies with the rule of thumb requirements of 10 research variables, where there are a total of 5 variables (process, leadership, customer focus, ICR and employee productivity) multiplied by 10, which results in a minimum sample size of 50 samples (Hair et al., 2014)

This research uses primary data from questionnaires collected through online interviews and online questionnaires using Google Forms and Google Meet with the company representative. The questionnaire was collected with questions using a Likert scale ranging from 1 to 5 and started from strongly disagree (1) to strongly agree (5). Measurement of the variables and indicators can be seen in Table 1.

Table 1. Measurement Variable Description

Variables	Indicators	
TQM		
Process	X11	Production capacity
(B. R. Putri, 2017)	X12	Production SOP
	X13	Production time
Leadership	X21	Effective communication
(Madaan, 2015)	X22	Employee
	X23	Clear vision & mission
Customer focus	X31	Customer satisfaction
(Ullah et al., 2016)	X32	Customer knowledge
	X33	Customer service
Employee productivity	Y11	Absence rate
(Nurhasanah, 2019)	Y12	Production rate
	Y13	Production quality
	Y14	Error rate
	Y15	Production time
ICR	Z11	Self-efficacy
(Haffar et al., 2014)	Z12	Appropriateness
	Z13	Personal valence
	Z14	Principal Support

The questionnaire data then were analyzed using the Structural Equation Modeling with Partial Least Square or SEM-PLS method. SEM-PLS analysis was used to define the effect of the exogenous latent variable, including TQM (process, leadership and customer focus), on the endogenous variable, namely employee productivity, and the mediating effect of the ICR variable (self-efficacy, appropriateness, personal valence and principal support). The research model can be seen in Figure 1.

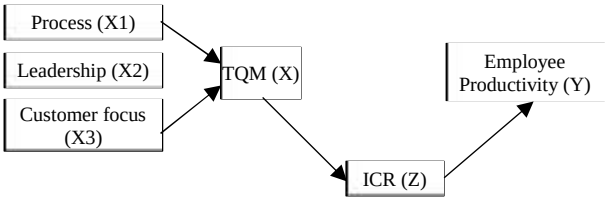

Figure 1. Measurement model

4. Result and Discussion

4.1. Respondent Characteristics

Recapitulation of data from filling out the questionnaires that have been distributed to all employees of the company shows the results of the identity and characteristics of employees as respondents as presented below.

Table 2. Respondent Characteristics

Kriteria	Tingkatan	Persentase (%)
Gender		
	Female	66
	Male	34
Usia		
	20-30 years old	68
	31-40 years old	20
	>40 years old	12
Pendidikan		
	High School graduate	59
	Diploma	4
	Bachelor (S1)	34
	Doctoral (S3)	4
Lama Bekerja		
	1-2 years	60
	3-4 years	28
	>4 years	12

The data in Table 2 shows that 66% of respondents are female, and 34% are male. The company accepts more female employees because female employees are considered more diligent and conscientious and tend to have better productivity than male employees. This statement is in line with Radhitya's (2018) statement that female employees are more attractive to companies because they have a diligent, thorough, careful, and more accomplished way of working. Besides that, female employees are not easily offended when compared. Female employees tend to be more diligent, have good productivity, are not easily offended, minimize work conflicts and create a better work atmosphere.

Respondents are employees with an age range of 20 years to more than 40 years, employees in the age range of 20-30 years have the highest percentage with a total of 68%, while employees with an age range of 31-40 years are 20% and another 12% are employees with an age range of more than 40 years. The company prioritizes young employees because young employees are considered to be able to provide better benefits for the company and are better able to learn and adapt. The opinion of Børing & Grøgaard (2021) that some managers state that workers at old age (>30 years) provide lower profitability for the company because they have lower learning and adaptability skills than younger workers.

The latest education of the majority of employees is a graduate of Senior High School (SMA) or Vocational High School (SMK) with the amount of 57.5% or equivalent to 23 people, employees with the latest education bachelor degree (S1) as much as 32.5%, 5% of employees with the last diploma three (D3) education and 5% bachelor degree (S3). High school graduates dominate the percentage of employees because companies rarely open public job vacancies for top management, so the minimum education qualification is SMA/SMK. These requirements are set because the company does not provide high wages for low management employees, and wages for high school graduates are also lower than university graduates because there is a gap between college graduates and graduates with lower education. Based on the article written by Fogg et al. (2018) that college graduate workers tend to want and have higher salaries than high school graduates. In addition, it is because college graduates will not be willing to apply for lower-level jobs. After all, apart from a degree, if the employee works in a job that does not require a college diploma, they will get paid the same as high school graduates (Fogg et al., 2018).

The largest percentage of employees' work length has ranged from 1-2 years, as much as

72.5%, 20% have worked for 3-4 years, and the remaining 7.5% have worked for more than four years. That was because the company had just recruited employees started in 2016. However, employees who have become permanent employees will be retained, and their tenure will be extended every year, as long as there are no problems carrying out their work. The company believes that tenure has a good influence on performance because the longer the tenure, the better the employee's experience. Pusparini et al. (2016) believe that the longer the working period, the longer the employee works, so the more experienced they are in carrying out their work.

4.3. Outer Model

4.3.1. Validity test

The validity test uses convergent and discriminant validity to describe how the instrument can measure the research variables. Analysis using SmartPLS software shows that the loading value of each indicator X, Y, and Z has a value of > 0.4 and an AVE value of > 0.5. The requirement for convergent validity is that the loading factor value must be greater than 0.30 and the loading value > cross-loading (Solimun et al., 2017). Based on this statement, the data can state that the research questionnaire has met the requirements of discriminant and convergent validity.

4.3.2. Reliability Test

The reliability tests carried out include composite reliability tests and internal consistency to measure the extent to which the questionnaire can measure variables consistently. A questionnaire is considered reliable if there are similarities in data between different times. A variable will be considered reliable when it has a composite reliability value greater than 0.7 (Lintang Trenggonowati, 2018). In addition, the reliability test was strengthened by Cronbach's alpha, and the expected value was more than > 0.6 for all constructs (Table 2.)

Table 2. Reliability test

Variable	Composite reliability	Cronbach alpha
TQM	0,955	0,949
Employee Productivity	0,954	0,947
ICR	0,938	0,927

The data in table 2 show that the reliability requirements are met because the composite reliability value of all variables is >0.7. Cronbach's value of each variable is > 0.6, which fulfils the composite reliability requirements, namely the composite reliability value > 0.7, and the internal consistency reliability requirement with Cronbach's alpha value must be > 0.6 (Solimun et al., 2017). So the questionnaire is declared to be composite reliable and internally consistent (Solimun et al., 2017). So the questionnaire is declared to be composite reliable and internally consistent.

4.4. Inner Model

4.4.1. Hypothesis test

Hypothesis testing is used to determine the direct effect of one construct on another construct through a review of the path coefficients in the model. A p-value smaller than 0.05 (alpha 5%) indicates a high significance and significance below 0.01 (alpha 1%) (Solimun et al., 2017). All hypotheses show a p-value less than 0.05, where H1 is significant with a value <0.05 (alpha 5%) with p-values H2, H3, and H4 are very significant with p-value > 0.01, which means all hypotheses in the study this is accepted. The summary of hypothesis testing is described in Table 3.

Table 3. Hypothesis testing result

Hypothesis	p-value	Description
H1	0,045	Significant
H2	0,000	Highly significant
H3	0,000	Highly significant
H4	0,009	Highly significant

a. Based on the results of the hypothesis The results of the hypothesis analysis above show that TQM is positive and significantly affects employee productivity with a p-value of 0.045. That shows that TQM affects employee productivity, where the better the implementation of TQM in the company, the higher the productivity. This statement is supported by Zahari & Zakuan's (2016) findings conducted in manufacturing companies in Malaysia and confirms a positive and significant association between TQM and employee productivity. The result predicted the effect shown because the implementation of good TQM in the company succeeded in motivating and making employees continuously improve their work and increase their productivity. The application of TQM is positively related to employee attitudes related to work, such as job

involvement, satisfaction, career organizational commitment and productivity (Dedy et al., 2016). The application of TQM is considered to form a work environment in which workers gain the ability, trust, and commitment to increase productivity and meet customer needs and desires (Obeidat et al., 2018). The result of this study that TQM affect employee productivity has been confirmed by. Antunes et al. (2021) that if the company implements TQM, they can reduce defects, costs, and waste, and improve production processes that help companies achieve higher productivity levels and increase profits.

b. This study also shows a positive and significant effect between the application of TQM and individual change readiness (ICR) with a p-value of 0.000 or very significant, so hypothesis two (H2) is accepted. That shows that the better the implementation of TQM in the company, the better the readiness for change of the company's employees. The results are supported by the previous research conducted on manufacturing companies which showed a positive and significant effect on implementing TQM on ICR (Al-Maamari et al., 2017; Haffar et al., 2014). This positive and significant relationship is predicted to arise because the implementation of TQM, which demands continuous change, makes employees accustomed to facing change so that it impacts their level of readiness. This statement is supported by Haffar et al. (2014) state that training and the application of TQM in the company will create confidence in employees and motivate employees to make changes. TQM implementation was also considered the primary factor that increases employee productivity (Valmohammadi & Roshanzamir, 2015). Companies also need to realize that TQM that has been appropriately implemented will significantly assist individual change readiness and prevent future problems (Uluskan et al., 2018). The result is confirmed by Alolabi et al. (2021) who states that effective implementation of changes such as TQM affects the quality and consistency of change adoption in the form of ideas, planning, and implementation.

c. Hypothesis three (H3) that ICR provides a positive and significant relationship to employee productivity is accepted with a p-value of 0.000. These results indicate that the better the ICR in the company, the better the productivity of company employees will be. That is supported by previous research, which states that there is a positive and significant relationship between ICR and the productivity of company employees (Kamar et al., 2020; Novitasari et al., 2021). This positive and significant effect is predicted because the readiness for change in employees encourages them to face and make changes in themselves to be better at work so that employees can complete work better and increase productivity. An employee who has received training about TQM implementation will also have more confidence in their ability to adopt change (Haffar, Al-Karaghouli, Djebarni, et al., 2019). Readiness for change among employees also shows understanding and commitment of employees to their work, which is sufficient to provide better levels of productivity and performance (Iqbal & Asrar-ul-Haq, 2018). Therefore, ICR will motivate the employee to seek more opportunities to participate in change and perform well in the role assigned to him in the change process (Chrisanty et al., 2021). The effect of ICR on employee productivity is confirmed because with ICR employees are likely to try to set targets that are higher than the standard of work given by the company (Alolabi et al., 2021).

d. The mediating effect of ICR on the association between TQM and employee productivity has a p-value of 0.009, indicating that hypothesis four (H4) is accepted, which means that ICR partially mediates the relationship between TQM and employee productivity. This finding is consistent with previous studies that show if ICR mediates the pre-existing influence between TQM and a company's productivity (Iqbal & Asrar-ul-Haq, 2018; Laseinde et al., 2019). Readiness for change strengthens the effect of TQM on employee productivity because employees with good change readiness tend to implement TQM better and can increase their productivity.

Company performance depends on employee readiness for change, and this increases the effect of TQM on employee productivity (Iqbal & Asrar-ul-Haq, 2018). When change readiness is implemented in corporate culture, it would improve the application of TQM practices and increase employee productivity. that is because having good ICR could also make employees more motivated to exceed the target of the work and increase their productivity (Kamar et al., 2020). The result was confirmed by Siahaan et al. (2019), who states that success in improving quality and productivity lies with ICR because employees will not only implement the proposed change but also want to participate actively in planning the change.

5. Conclusion

The conclusion from the result obtained from the application of the dimensions of total quality management is as follows:

a. TQM, through the dimensions of process, leadership, and customer focus, has a positive and significant effect on employee productivity with a p-value of 0.045 or significant. From the three TQM dimensions analyzed, it is known that the leadership dimension with the application of the incentive system has the greatest influence on motivating employees to increase productivity.

b. TQM is also known to affect individual change readiness (ICR) with a p-value of 0.000 with a highly significant significance level. That is because the application of TQM within the company has trained employees to adapt and implement changes. Besides that, employees have felt the benefits of changes when implementing TQM, so they tend to have positive perceptions of change and believe that change provides benefits.

c. ICR has a positive and significant effect on employee productivity with a p-value of 0.000. The significance is influenced because when employees have positive perceptions and attitudes towards change, they will want to be involved in adopting change and trying to exceed their targets to increase productivity.

d. ICR also mediates the relationship of TQM to employee productivity with a p-value of 0.009, or a positive and significant value. The relationship is because implementing TQM followed by ICR will improve. After all, employees are more involved in its implementation, so the impact on employee productivity is also greater.

Based on the conclusion, it is known that the company has implemented TQM and the majority of the company's employees have a good ICR. The dimensions of TQM that have been applied are known to have a positive and significant effect on employee productivity and ICR. The results also show the partial mediating effect of ICR on the relationship between TQM and employee productivity.

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