

ECOBESTHA_ECO 1**ANALYSIS OF THE EFFECT OF TOTAL QUALITY MANAGEMENT (TQM) ON
EMPLOYEE PERFORMANCE IN THE NEW NORMAL ERA AT PT. KERETA API
INDONESIA OPERATIONAL 1 JAKARTA**Silvia Miranti¹, Irma Sari Permata², Murti Widyaningsih³^{1, 2, 3} Prodi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Pancasila(E-mail Korespondensi: mirantisilvia5@gmail.com)**ABSTRACT**

Total Quality Management (TQM) has developed into a philosophy that leads to quality improvement. This concept has been used at the corporate organizational level, both in the private and state-owned enterprise (BUMN) and non-governmental (NGO) sectors. One case that has the implementation of Total Quality Management (TQM) in Indonesia is PT. Kereta Api Indonesia. Total Quality Management (TQM) has been practiced and implemented by PT. Kereta Api Indonesia started in 2008. Since then, PT. Kereta Api Indonesia has made improvements in quality and service to its customers. PT. Kereta Api Indonesia protects our people in terms of welfare and health. The phenomenon of human resources during the pandemic, namely PT. Kereta Api Indonesia did not take a policy to lay off employees, let alone terminate the employment relationship even though it was affected by the COVID-19 pandemic, but PT. Kereta Api Indonesia will continue to maintain and protect employees in health and welfare. The problem statement are Does Customer Focus affect the Employee Performance at PT. Kereta Api Indonesia (Persero) Operation Area 1 Jakarta, Does Education And Training affect the Employee Performance at PT. Kereta Api Indonesia (Persero) Operation Area 1 Jakarta, Does Employee Involvement And Empowerment affect Employee Performance at PT. Kereta Api Indonesia (Persero) Operation Area 1 Jakarta, Does the Focus On Customers, Education and Training, And Employee Involvement And Empowerment affect Employee Performance at PT. Kereta Api Indonesia (Persero) Operation Area 1 Jakarta. The research objectives is To determine the effect of Customer Focus, Education and Training, And Employee Involvement and Empowerment on Employee Performance at PT. Kereta Api Indonesia (Persero) Operation Area 1 Jakarta. This research was aimed to examine the effect of Total Quality Management (TQM) on employee performance at PT. Kereta Api Indonesia (Persero) Operational Area 1 Jakarta through 3 factors out of 11 elements: Customer Focus, Education and Training, and Employee Involvement and Empowerment. The sample of this research was 100 employees, and the sample was taken using the purposive random sampling method. The statistical method used was classical assumption tests, multiplied linear regression analysis, 2 and hypotheses testing. The results of multiple linear regression output: The

constant value (α) has a value of -10,572; this means that there is no change in the variables of Customer Focus, Education and Training, and Employee Involvement and Empowerment, so the performance variable is -10,572 units. Customer Focus coefficient value is 0.220. If Focus on Customers increases by one unit, then Employee Performance will increase by 0.220 units, Education and Training coefficient value are 0.317. If Education and Training have increased by one unit, then Employee Performance has increased by 0.317 units, Employee Involvement and Empowerment coefficient value is 0.625. If Employee Involvement and Empowerment has increased by one unit, then Employee Performance has increased by 0.625 units. The Customer Focus test results has a significant value of $0.036 < 0.05$, then H_0 is rejected, and H_a is accepted, meaning that there is a significant positive effect between focusing on customers on employee performance, The Education and Training test results have a significant value of $0.001 < 0.05$, so H_0 is rejected, and H_a is accepted, meaning that there is a significant positive effect between education and training on employee performance, The Employee Involvement and Empowerment results test has a significant value of $0.000 < 0.05$, then H_0 is rejected, and H_a is accepted, meaning that there is a significant favorable influence between employee involvement and empowerment on employee performance, and The test results obtained a significant value of $0.000 < 0.05$. It concluded that H_0 is rejected and H_a is accepted. Thus the analysis is in line with the first hypothesis, namely, Customer Focus, Education and Training, Employee Involvement and Empowerment (TQM) have a significant effect on employee performance so that the hypothesis is accepted. The results of this study indicate that education and Training are the most needed focus because employees' level of ability and expertise positively impact the company, Employee Involvement and Empowerment have a significant effect on employee performance. This study indicates that employee involvement and empowerment are effective for companies that always involve employees in decision-making, Customer Focus, Education and Training, Employee Involvement and empowerment have a significant effect on employee performance. The results of this study indicate that employees within the company have high participation in achieving the company's overall performance targets. Based on the research result, it is recommended that PT. Kereta Api Indonesia (Persero) Operational Area 1 Jakarta can improve Total Quality Management (TQM) because the three variables, namely customer focus, education and training, employee involvement, and empowerment, have a significant positive effect on employee performance.

Keywords: Total Quality Management, Customer Focus, Education and Training, Employee Involvement and Empowerment, Employee Performance.