

THE EFFECT OF WORKLOAD, ORGANIZATIONAL CULTURE, TOTAL QUALITY MANAGEMENT (TQM), AND WORK ENGAGEMENT ON MANAGERIAL PERFORMANCE

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Abstract

Kinerja manajerial merupakan faktor penting yang harus seluruh karyawan perusahaan agar dapat mencapai tujuan visi dan misi. Lokasi penelitian ini adalah BPJS Ketenagakerjaan Kantor Cabang Madiun. Tujuan dari penelitian ini adalah untuk memberikan bukti empiris pengaruh beban kerja, budaya organisasi, *total quality management*, dan *work engagement* terhadap kinerja manajerial. Sumber data primer yang digunakan dalam penelitian ini adalah hasil jawaban dari responden melalui item-item kuesioner. Populasi karyawan berjumlah 56, dan sampel yang digunakan adalah seluruh karyawan BPJS Ketenagakerjaan Kantor Cabang Madiun. Metode penelitian ini menggunakan pendekatan kuantitatif, dengan *software* SPSS 25. Hasil dari penelitian ini menunjukkan bahwa beban kerja, budaya organisasi, *total quality management* (TQM), dan *work engagement* berpengaruh positif dan signifikan terhadap kinerja manajerial.

Keywords: Beban Kerja, Budaya Organisasi, Total Quality Management (TQM), Work Engagement, Kinerja Manajerial

Abstract

Managerial performance is an important factor that all employees of the company must have in order to achieve the vision and mission goals. The location of this research is BPJS Employment Madiun Branch Office. The purpose of this study is to provide empirical evidence of the influence of workload, organizational culture, total quality management, and work engagement on managerial performance. The primary data source used in this study is the results of respondents' answers through questionnaire items. The employee population is 56, and the sample used is all employees of BPJS Ketenagakerjaan Madiun Branch Office. This research method uses a quantitative approach, with SPSS 25 software. The results of this study indicate that workload, organizational culture, total quality management (TQM), and work engagement have a positive and significant effect on managerial performance.

Keywords: *Workload, Organizational Culture, Total Quality Management, Work Engagement, Managerial Performance*

A. INTRODUCTION

One of the important goals of human resources is the advancement of an organization or company. A company's success or failure depends on its human resources. Resources are everything that constitutes a company's assets to achieve its goals (Busro, 2018). Qualified and skilled human resources are one of the important assets of a company, because each company has a different vision and mission, so it is hoped that with the existence of qualified and skilled human resources, they can accept the workload given so that the goals of a company can be achieved. The workload assigned must be in line with the company's objectives, so that the output produced meets the company's expectations. If the workload is too high or heavy, it can cause more human energy to be drained, and if the workload is too low, it can lead to boredom with work. Workload is the amount of work that must be shouldered by a position or organizational unit and is the result of the product of work volume and time standards (Hanafi & Zulkifli, 2019).

Organizational culture is a shared perception held by all members of an organization. Organizational culture is also closely related to the empowerment of personnel within the company. The stronger the organizational culture, the greater the motivation of employees to progress with the company (Wahyuddin, 2022). Obligations within an organization can shape an organization or company to become stronger and more developed in the era of globalization. Therefore, in order for an organization to grow, a managerial strategy is needed, specifically the quality of the company's products or services. Total quality management (TQM) is a managerial strategy for quality that is currently in high demand in Indonesia (Swari & Wirasedana, 2017).

Work engagement can arise due to the influence of total quality management (TQM) strategies in achieving organizational goals. Work engagement is a satisfying and positive work state, as well as a feeling of motivation in working which can be seen as the opposite of work fatigue (burnout) caused by a high workload, so that in doing their work employees will be enthusiastic and have a high energy level (Bakker *et al.*, 2007). To ensure that managerial

performance within a company runs smoothly, it must begin with managerial activities such as planning, implementing, and monitoring strategies, accountability reports, coaching, and monitoring. Managerial performance can be used as a tool to assess the processes and activities of managers in carrying out management functions, which are calculated using indicators such as planning, investigating, coordinating, evaluating, representing, negotiating, staffing, and supervising (Andriana *et al.*, 2020).

Several factors that influence workload, organizational culture, total quality management (TQM), and work engagement on managerial performance are proven by previous research conducted. Tangdialla *et al.*, (2021), shows that organizational culture has a significant negative influence on managerial performance. Research conducted by Prayitno *et al.*, (2023), also shows results that organizational culture does not influence managerial performance. Based on research conducted by Mantiaha & Ilat (2023), shows that total quality management (TQM) does not have a significant effect on managerial performance. According to research conducted by Feranza (2023), also shows that total quality management (TQM) does not significantly influence managerial performance. Previous research has shown that organizational culture and total quality management (TQM) influence managerial performance, while no results have been found for research on the relationship between workload and work engagement on managerial performance.

Contingency Theory

Contingency theory is a branch of organizational and management science that explains that there is no single best way to manage or organize an organization. Contingency theory can be used to analyze management accounting designs and systems, to obtain information that companies can use for a variety of purposes (Otley, 2016).

Workload

According to Addin (2022), is a collection or number of tasks given by a leader to an employee which must be completed by an organizational unit or job holder within a certain time period. According to Munandar (2011:385), workload is the tasks given to workers or employees to be completed within a certain time using the skills and potential of the workforce.

Organizational culture

According to Silitonga *et al* (2017), Organizational culture is the values created by an organization that are then shared by everyone within the organization. Organizational culture also encompasses all reflections within the organization, such as actions, routines, conversations, and so on, as well as the meanings reflected by the organization's members. All of these elements reflect various forms of organizational culture (Putri & Yusuf, 2022).

Total Quality Management(TQM)

According to Garrison *et al* (2010), total quality management is a continuous improvement which is something that is fundamental to the development of a perfect manufacturing process. Douglas & Judge (2001), states that one of the concerns in the success of total quality management (TQM) is the extent to which the total quality management concept has been successfully implemented.

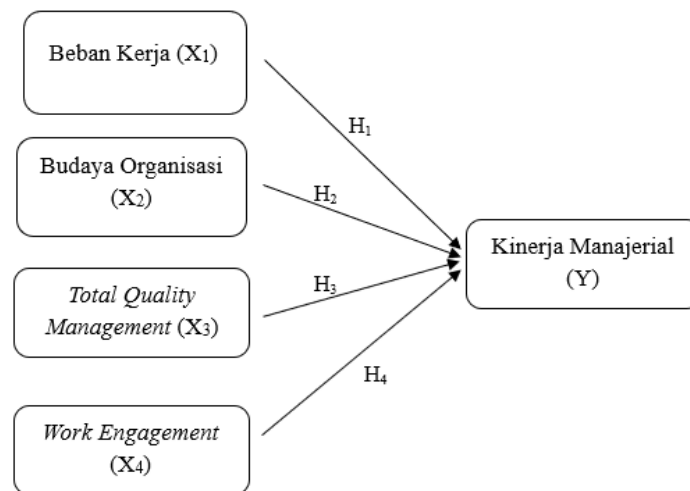
Work Engagement

According to Lockwood (2007), work engagement is an attitude in which an individual is able to commit and focus on an organization, both intellectually and emotionally. Work engagement is a condition where someone is positive and fully involved in a job, characterized by characteristics such as vigor, dedication, and absorption (Bakker & Leiter, 2010).

Managerial Performance

According to Ngurah & Suryanata (2019), managerial performance is the result of an effective managerial activity process, starting from planning, implementation, administration, accountability reports, coaching, and supervision. Managerial performance can be used to assess the processes and activities of managers in carrying out management functions, which are calculated using indicators such as planning, investigating, coordinating, evaluating, representing, negotiating, staffing, and supervising (Andriana *et al.*, 2020).

Conceptual Framework



Based on the conceptual framework above, the research hypothesis is as follows:

H₁: Workload has a positive and significant effect on managerial performance.

H₂: Organizational culture has a positive and significant effect on managerial performance.

H₃: Total Quality Management (TQM) has a positive and significant effect on managerial performance.

H₄: Work engagement has a positive and significant effect on managerial performance.

B. METHOD

This research was conducted using descriptive quantitative methods. The quantitative approach was intended to test and prove the influence of workload, organizational culture, total quality management, and work engagement on managerial performance. The population in this study was all 56 employees of the BPJS Ketenagakerjaan Madiun Branch Office. The sampling technique was carried out using probability sampling techniques, the criteria being (1) the population used was relatively small. (2) the samples taken were all members of the population. Based on the established criteria, a sample of 56 research samples was obtained. This study used primary data obtained from the BPJS Ketenagakerjaan Madiun Branch Office administration bureau.

C. RESULTS AND DISCUSSION

Normality Test

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		56
Normal <u>Parameters^{a,b}</u>	Mean	.0000000
	Std. Deviation	2.72058990
Most Extreme Differences	Absolute	.057
	Positive	.055
	Negative	-.057
Test Statistic		.057
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data Processed by IBM SPSS 25

Based on the results above, the Asymp Sig (2-tailed) value is 0.200. From these results, it can be seen that the significant number (Sig) for the dependent and independent variables in

the Kolmogorov-Smirnov test is greater than the specified alpha level of 0.05 at a 95% confidence level, which means the sample is normally distributed.

Multicollinearity Test

Table 2. Multicollinearity Test Results

Coefficients ^a				
Model		Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)	.041		
	Beban Kerja	.564	.706	1.417
	Budaya Organisasi	.267	.672	1.488
	Total Quality Management	.018	.580	1.724
	Work Engagement	.095	.901	1.110

a. Dependent Variable: Kinerja Manajerial

Source: Data Processed by IBM SPSS 25

Based on the results above, it shows that the Tolerance value is above 0.1 and the Variance Inflation Factor (VIF) value is below 10. This indicates that there are no symptoms of multicollinearity among the independent variables in the regression model.

Heteroscedasticity Test

Table 3. Heteroscedasticity Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.058	2.230		3.165	.003
	Beban Kerja	.023	.136	.026	.166	.869
	Budaya Organisasi	-.080	.161	-.080	-.494	.623
	Total Quality Management	-.079	.064	-.214	-1.221	.228
	Work Engagement	-.154	.184	-.118	-.839	.405

a. Dependent Variable: ABS_RES

Source: Data Processed by IBM SPSS 25

The results of the heteroscedasticity test with the Glejser test, using the absolute value of the residual as the dependent variable (ABS_RES), obtained that the significance value (sig) for the workload variable was 0.869, organizational culture was 0.623, total quality management (TQM) was 0.228 and work engagement was 0.405. In accordance with the Glejser test, the significance value obtained from the independent variable on the dependent variable is greater than 0.05. Referring to the basis of decision making in the Glejser test, this indicates that there are no symptoms of heteroscedasticity in the regression model.

Autocorrelation Test

The autocorrelation test is used to find out whether the nuisance error in period t and the nuisance error in period $t-1$ are correlated in a linear regression model (Ghozali, 2019).

Table 4. Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.583 ^a	.339	.286	2.53093	1.964

a. Predictors: (Constant), LAG_X4, LAG_X2, LAG_X1, LAG_X3

b. Dependent Variable: LAG_Y

Source: Data Processed by IBM SPSS 25

Based on the results of the autocorrelation test using the Durbin-Watson (DW) test, it shows a value of 1.964. In this test, there is a provision that if $du < dw < 4-du$ then the hypothesis is accepted. Based on the table above, it is known that $N = 56$ and $K = 4$ that the value of 1.724 (du) < 1.964 (dw) < 2.276 ($4-du$) then it can be concluded that there is no autocorrelation.

Multiple Linear Regression Test

Multiple linear regression is a regression analysis method that uses more than one independent variable to determine the direction and extent of the influence of these independent

variables on the dependent variable (Ghozali, 2021). The results of the multiple linear regression test can be seen in the following table:

Table 5. Results of Multiple Linear Regression Analysis Test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.121	3.875		2.096	.041
	BebanKerja	.137	.237	.078	.580	.564
	BudayaOrganisasi	.314	.280	.154	1.123	.267
	TotalQualityManagemen	.274	.112	.361	2.448	.018
	WorkEngagement	.544	.319	.201	1.702	.095

a. Dependent Variable: KinerjaManajerial

Source: Data Processed by IBM SPSS 25

Based on the test results above, the multiple linear regression equation is obtained as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$\hat{Y} = 8,121 + 0,137X_1 + 0.314X_2 + 0.274X_3 + 0.544X_4 + e$$

Hypothesis Testing t-test

Table 6. t-Test Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	21.685	2.066		10.497	.000
	Beban Kerja	.657	.224	.371	2.938	.005

a. Dependent Variable: Kinerja Manajerial

Source: Data Processed by IBM SPSS 25

Based on the table above, it shows that the Workload variable (X1) has a positive and significant influence on Managerial Performance (Y), Organizational Culture (X2) has a positive and significant influence on Managerial Performance (Y), Total Quality Management (TQM)

(X3), and Work Engagement (X4) have a positive and significant influence on Managerial Performance (Y).

Coefficient of Determination Test

Table 7. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598 ^a	.357	.307	2.82527

a. Predictors: (Constant), Work Engagement, Total Quality Management, Beban Kerja, Budaya Organisasi
Source: Data Processed by IBM SPSS 25

The results of the coefficient of determination test show that the coefficient of determination (R Square) value of 0.357 indicates that 35.7% means that the variables of workload, organizational culture, total quality management (TQM), work engagement can influence managerial performance by 35.7% and the remaining 64.3% is explained by other variables not used in this research model.

D. CONCLUSION

Based on the results of the analysis and discussion above, the conclusion of the research that has been conducted is that workload, organizational culture, total quality management (TQM), and work engagement have a positive and significant influence on managerial performance at the BPJS Ketenagakerjaan Madiun Branch Office.

E. SUGGESTION

It is recommended that future researchers further develop this research with additional variables and add samples, in order to achieve a more advanced level of development.

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