
Organizational Citizenship Behavior (OCB) as an Intervening Variable of Motivation, Competence and Total Quality Management (TQM) on Employee Performance of ABC Hospital in Jombang

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Abstract

Everyone's top priority should be their health. The aim of this research is to characterize the following: motivation, competence, total quality management, and organizational citizenship behavior (OCB); the impact of each on performance; the relationship between motivation and TQM; the relationship between TQM and OCB; and the relationship between OCB and performance. Partial Least Square (PLS) Analysis is a quantitative method used to analyze the connection between variables in order to investigate objective theory. The conversation's outcomes Performance is significantly impacted by motivation, competence, TQM, and OCB. The findings indicate that OCB is significantly impacted by motivation, competence is significantly impacted by motivation, TQM is significantly impacted by TQM, and OCB is significantly impacted by employee performance. Additionally, motivation has a significant impact on employee performance.

Keywords: *OCB, Motivation, Competence, TQM and Employee Performance*

INTRODUCTION

The hospital industry is one of the industries that is still growing rapidly, especially in Indonesia .(Kaihatu et al., 2023) Guaranteed health is the main need of every citizen. The availability of adequate health services is necessary to fulfill health needs. New hospitals are emerging rapidly to meet customer demand as people's income increases. Globalization is a worldwide event or the process of expanding from more limited circumstances at the local or national level. With globalization, restrictions for the movement of goods, services, capital, people, technology, markets, etc. become irrelevant. Today, borders between countries are increasingly non-existent, while advances in technology and information are accelerating. All sectors of the economy have faced challenges due to competition, including the healthcare sector. The areas most affected by globalization are the hospital sector, health workers, pharmaceutical industry, medical devices, and health insurance. The global spread of the Covid-19 pandemic has paralyzed almost all corporate and commercial activities. (GS & Istanti, 2022)

In the face of today's global competition, one of the best ways to compete globally is to produce sustainable high-quality products and services for businesses and consumers as a whole, with an emphasis on quality and flexibility. The enhancement of human resources' quality will be made possible by ongoing improvements to human skills, procedures, and surroundings. As a result, in order to boost company performance, promote market improvement, and prevail in today's market, the quality of human resources is improved via the development of outstanding and competitive human resources.

With the increasing middle-class population in Indonesia, there is an increasing need for healthcare services. This has led to the emergence of private hospitals and turned the healthcare sector into a highly profit-oriented industry. Additional data shows that many Indonesians, especially the middle class, are still dissatisfied with hospital services and quality. This is shown by the increasing number of patients going abroad, especially Singapore and Penang Malaysia. To compete, service quality depends on specialist doctors, medical equipment, support labor, and work systems.

Hospitals are one of the complex, dynamic, competitive, capital-intensive, and labor-intensive organizations that are multi-disciplinary, and always changing. However, hospitals must carry out their mission as social service institutions by prioritizing services to the public at large and always paying attention to service ethics. However, as business units, they must maintain economic principles. According to Milton Roemer and Friedmen in their book Doctors in Hospital, patient and family care should be the hospital's top priority.

As of 2023, there are 3,155 hospital units across Indonesia, both public and private. This consists of 2,636 general hospitals and 519 specialized hospitals, according to Statistics Indonesia 2024 from the Central Statistics Agency (BPS). For the record, general hospitals are hospitals that deal with all types of diseases and areas of life. However, hospitals that offer primary care in a certain field or condition based on a discipline, age group, organ, disease type, or other expertise are known as specialty hospitals. The number of hospitals in Indonesia will increase in 2023 compared to the previous year. The number of hospitals has reduced to 3,072 units in 2022, consisting of 2,561 general hospitals and 511 specialized hospitals. In contrast, general and specialized hospitals are still unevenly distributed across Indonesia. Java is the region with the most hospitals, with 1,586 units, consisting of 1,299 general hospitals and 287 specialized hospitals. In other words, more than half or overall, 50.27 percent of Indonesia's hospitals are located in Java. In other words, 49.3 percent, or 1,569 hospitals, are spread across Indonesia from Sumatra, Kalimantan, Sulawesi, Nusa Tenggara, to Papua. The number of hospitals in the six provinces in Java is as follows: DKI Jakarta has 196 hospitals, West Java has 414 hospitals, Central Java has 345 hospitals, DI Yogyakarta has 80 hospitals, East Java has 423 hospitals, Banten has 128 hospitals.

ABC Hospital has physically met the standards as a health service company. However, there are several infrastructures that have not maximized their function and management arrangements that need to be refined. For this reason, it is necessary to make improvements to improve the quality and quality of services,

make innovations and strategies in facing health service competition. One of the efforts made by the management of ABC Hospital is to raise the status of the previous hospital, expand the hospital land, improve facilities and infrastructure, make binding rules, manage the quality of management and improve the quality of human resources and improve Hospital Accreditation.

Organizational citizen behavior (OCB) is defined as the behavior of a person who carries out other tasks in an organization or agency even though it is not included in his main job description. (Hakim, 2021). Khairuddin, (2008) defines OCB as behavior that is beneficial to the organization, namely the behavior of employees who take actions that go beyond their job description. OCB that occurs at ABC Hospital is very lacking, this is because there is no consistency from employees about their work. They do their work as it is because there is no reward from the leadership.

According to Mangkunegara, (2017) A stimulus, an incentive, or a power plant is what motivates an individual or group of individuals to take action and collaborate successfully in order to accomplish a predefined objective. The term motivation is derived from the Latin *movere*, which means to provide a driving force or encouragement that raises someone's spirits and encourages them to collaborate, work well, and put all of their efforts into achieving pleasure. The only source of incentive for human resources (HR) is management. Because it propels, directs, and sustains human behavior and inspires people to work hard and enthusiastically to attain the finest results, motivation is crucial. (Hasibuan, 2019). The low level of employee motivation is due to lack of interest in work and excessive workload.

The capacity to do a variety of activities in the job is known as competence, and it is based on a person's physical and intellectual talents.(Robbins, Stephen, 2016) Competence, according to Sedarmayanti, (2017) is a crucial quality that someone should have as it directly affects or predicts exceptional performance. incompetence as a result of the leadership's failure to provide awards to exceptional workers.

In an effort to improve organizational competitiveness, total quality management (TQM) is an approach to running a business that aims to improve the company's products, services, people, processes, and environment through continuous improvement.(Tjiptono Fandy, & Chandra, 2006) Integrated quality management, also known as total quality management, is a business environment in which all functions work together to improve the quality of a company's products or services.(Simamora, 2021) The number of complaints from patient families due to dissatisfaction with the service provided.

Performance is the result of good work that a person does when completing their duties.A. A. A. . Mangkunegara, (2017) The performance under consideration is the outcome of a procedure that describes and evaluates performance during a specific time frame in compliance with earlier agreements or requirements.(Kotler & Armstrong, 2018). Employee performance continues to suffer from a lack of consistency and discipline in their job.

The aim of this research was to characterize the following: motivation, competence, total quality management, and organizational citizenship behavior (OCB); the impact of each on performance; the relationship between motivation and TQM; the relationship between TQM and OCB; and the relationship between OCB and performance.

METHOD

In this study, the connection between variables was analyzed using a quantitative method to investigate objective theories.(Sugiyono., 2007). A multivariate statistical technique known as partial least squares (PLS) analysis is capable of handling a large number of independent variables, including response, dependent, and explanatory factors. the method by which the correlation between latent variables and their indicators was ascertained. The model may be analyzed using path analysis and R Square (R2). (Ghozali, 2016).

A population is a group of persons or things that researchers have selected for study based on specific amounts and characteristics.(Sugiyono, 2015) The population of this study consisted of all 55 personnel of ABC Hospital Jombang, East Java. A subset or representative of the population under study is called a sample. Consequently, it may be said that the sample is a subset or representative of the population that has to be researched.(Arikunto, 2013) If the population is more than 100, a sample of 10-15% or 20–25% of the population can be obtained; however, if the population is smaller than 100, the sample should be taken as a whole (use population).(Arikunto, 2013) After all data is collected in quantitative research, the next step is data analysis. This analysis includes grouping data based on the types and variables of respondents, tabulating based on variables from all respondents, displaying data for each variable studied, calculating to answer problem formulations, and testing hypotheses that have been proposed (Sugiyono, 2017). (Sugiyono, 2017). Data analysis is used to determine whether the research results are accepted or not.

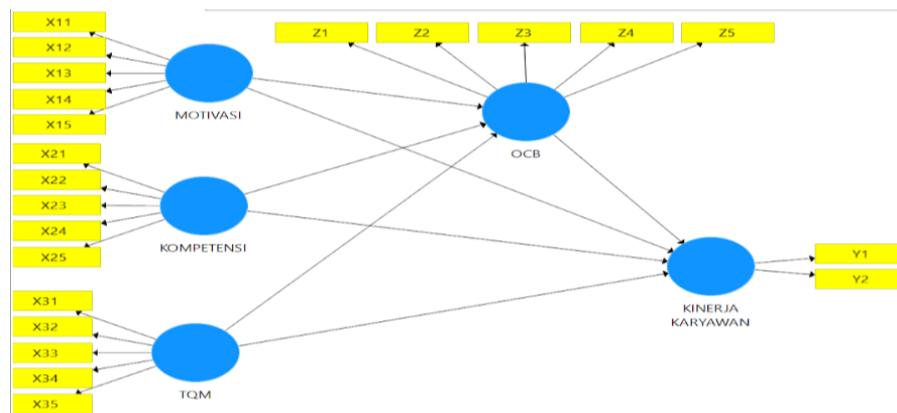


Figure 1. Conceptual Framework
 Source: Researcher (2024)

Conceptual Framework Description

1. Motivation to OCB.
2. Competence to OCB.
3. TQM to OCB
4. Motivation to Employee Performance
5. Competency to Employee Performance
6. TQM to Employee Performance
7. OCB to Performance

RESULTS AND DISCUSSION

Evaluation of the Measurement Model or Outer Model

It is necessary to estimate the measurement model in order to estimate variable indicators that represent the structure. Convergent validity, discriminant validity, and mixed reliability tests can be used to evaluate a model. A test that illustrates the connection between reflecting components and latent variables is called convergent validity. If an indication has an indicator value of 0.5–0.7 for any sufficiently sized build, it is deemed acceptable. (Ghozali, 2014). The table below shows the load factor values

Table 1. Convergent Validity Test Results

Variables	Loading Factor	Description
Motivation	0,911	valid
	0,875	valid
	0,852	valid
	0,884	valid
	0,887	valid
Competence	0,801	valid
	0,725	valid
	0,811	valid
	0,788	valid
	0,831	valid
TQM	0,834	valid
	0,778	valid
	0,823	valid
	0,713	valid
	0,800	valid
OCB	0,883	valid
	0,729	valid
	0,828	valid
	0,890	valid
	0,818	valid
Employee Performance	0,916	valid
	0,897	valid

Source: Researcher (2024)

Each indicator variable produces a loading factor value that is more than 0.70, as Table 1 demonstrates. As a result, the indicator is regarded as a reliable way to measure the hidden variable. Indicators' dependability based on structural components is evaluated using Composite Reliability. If the suggested Cronbach's alpha is more than 0.6 and the combined confidence value is more than 0.7, the variable is considered excellent. (Ghozali, 2016). The following is the significance of composite reliability and Cronbach's alpha values in the table below.

Table 2 Results of Composite Reliability and Cronbach's Alpha

Variables	Composite Reliability	Cronbach's Alpha	Description
Motivation	0,946	0,928	Reliable
Competence	0,851	0,894	Reliable
TQM	0,849	0,892	Reliable
OCB	0,887	0,918	Reliable
Employee Performance	0,902	0,783	Reliable

Source: Researcher (2024)

Table 2 demonstrates that all variables exhibit strong reliability, with the latent variable Composite Reliability value being more than 0.7 and the latent variable Cronbach's alpha value showing a value larger than 0.6. Determining the correlation between the construct's significant value and the research model's R-square is facilitated by testing the structural model, also known as the inner model. For every independent or dependent latent variable, the R-square is used to estimate the structural model. The table below displays the outcomes of R-Square testing using SmartPLS.

Table 3 R Square

Description	R-square	Adjusted R-square
Employee Performance	0,758	0,736
OCB	0,883	0,876

Source: Researcher (2024)

Table 3 R-Square results yield a value of 0.758, indicating that motivation, competence, and TQM factors account for 75.8% of the variances in employee performance variables, with the remaining 24.2% being impacted by variables not included in this study model. This indicates that there are still more factors influencing how well employees perform. With a value of 0.883, motivation, competence, and TQM factors impact 88.3% of OCB variables, whereas variables unrelated to this study model influence the remaining 21.7%. This indicates that OCB is still influenced by additional factors.

Hypothesis Test Results

A t-statistic and p-value are needed to test the hypothesis that has been put forth. If the p-value is less than 0.05, the hypothesis is accepted. The return found in the coefficient or value of the output path and indirect influence serves as the

foundation for evaluating the direct hypothesis. The link between variables is explained via structural model testing.

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Table 4 Path Coefficient Results

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Statistics (O/STD EV)	P value	Description
Motivation - Performance	0,038	0,037	0,059	2,01	0,05	Retrieved
Motivation - OCB	0,321	0,324	0,104	3,078	0,002	Retrieved
Competence - Performance	0,133	0,133	0,059	1,973	0,05	Retrieved
Competence - OCB	0,448	0,448	0,109	4,098	0,00	Retrieved
TQM - Performance	0,026	0,024	0,053	2,489	0,05	Retrieved
TQM - OCB	0,30	0,31	0,01	2,04	0,00	Retrieved
OCB - Performance	0,43	0,42	0,04	3,61	0,00	Retrieved

Source: Researcher (2024)

Table 4 t-statistic value of 2.01> indicates that H1 Motivation has an impact on performance. 1.96 with a 0.00 < 0.05 p-value. H2 Motivation has a 3.078 t-statistic impact on OCB. 1.96 with a 0.01 < 0.002 p-value. and H3 Competence has a t-statistic score of 1.973> on Performance. 1.96 with a 0.00 < 0.05 p-value. H4 Competence has a t-statistic value of 4.098> on OCB. 1.96 with a 0.00 < 0.05 p-value. H5 TQM has an impact on performance, as indicated by a 2.489 t-statistic. 1.96 with a 0.00 < 0.05 p-value. H6 TQM has a t-statistic score of 2.04> concerning OCB. 1.96 with a 0.00 < 0.05 p-value. Furthermore, H7 OCB has a t-statistic value of 3.61> on performance. 1.96 with a 0.00 < 0.05 p-value.

DISCUSSION

H1: Motivation affects OCB

OCB is influenced by the exogenous concept Motivation ($O = 0.321$). For this construct association, the p-values are $0.01 < 0.050$. Thus, it has been established that the first hypothesis—that Motivation significantly influences ABC Hospital Performance—is true. OCB will rise in the event that Motivation rises. On the other hand, OCB will drop if Motivation declines.

Therefore, depending on how or what the leader determines to be the motivation for leading his subordinates to achieve corporate goals, a good or negative connection might be developed. In a similar vein, the findings of studies

on the INFLUENCE OF MOTIVATION, COMPENSATION AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) conducted by Danendra & Mujati, (2016). Danendra & Mujati, (2016) The investigation of the relationship between motivation and organizational citizenship behavior yielded a Sig. t value of 0.033 and a beta coefficient value of 0.301, as indicates. Given that the Sig. t value of 0.033 < 0.05 , H0 is ruled out and H1 is accepted. According to this finding, motivation significantly and favorably influences organizational citizenship behavior.

H2 : Competence affects OCB

The Competency construct has an influence ($O = 0.448$) on the Work Productivity construct. The *p-values* on this construct relationship are $0.01 < 0.050$. Therefore, the hypothesis stating that Competence has a significant effect on OCB is proven correct. If Competence increases, OCB will experience a significant increase. Conversely, if Competence decreases, OCB will decrease significantly.

Research results Astuti & Suhana, (2022) in his research entitled The Effect of Competence and Knowledge Sharing on OCB with Mediation of Organizational Commitment (Study on Employees of Bpsdmd of Central Java Province, demonstrates that the impact of competence on OCB has a regression coefficient of 0.338 and a significant level of $0.000 < 0.05$, indicating a partial and considerable positive influence on OCB at the individual level. The third hypothesis (H3), which states that competence influences workers' Organizational Citizenship Behavior (OCB) in the BPSDMD context of Central Java Province in a positive and substantial way, is therefore accepted.

H3 : TQM affects OCB

The Competency construct has an influence ($O = 0.30$) on the Work Productivity construct. The *p-values* on this construct relationship are $0.01 < 0.050$. Therefore, the hypothesis stating that TQM has a significant effect on OCB is proven to be true. If TQM increases, OCB will experience a significant increase. Conversely, if TQM decreases, OCB will decrease significantly.

Research results Astuti & Suhana, (2022) in his research entitled The Effect of Competence and Knowledge Sharing on OCB with Mediation of Organizational Commitment (Study on Employees of Bpsdmd of Central Java Province, demonstrates that the influence of competence on OCB has a regression coefficient of 0.338 and a significant level of $0.000 < 0.05$, indicating that OCB is partially (and significantly) influenced positively. Consequently, the third hypothesis (H3), which states that competence positively and significantly influences workers' Organizational Citizenship Behavior (OCB) in the BPSDMD context of Central Java Province, is accepted.

H4: Motivation Affects Performance

Motivation, the exogenous construct, has an effect on performance ($O = 0.38$). For this construct association, the *p-values* are $0.000 < 0.050$. As a result, it

has been established that motivation significantly influences performance. The performance of ABC Hospital staff members will significantly improve if motivation rises. On the other hand, if employees at ABC Hospital lose motivation, their performance would suffer greatly.

This is in line with the research title THE EFFECT OF WORK MOTIVATION ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION. (Muhammad Deny Ikhsan, 2023) The analysis's findings demonstrate how employee performance is impacted by motivation. Work motivation has a positive and significant influence on employee performance, as evidenced by the size of the effect of work motivation (X) on employee performance (Y), which is 0.539 with a sig.t value comparison of 0.000 less than the significant value used (0.000 <0.05). It makes sense that PT Omiyage Inc Indonesia Dore By LeTAO workers are highly motivated at work and also exhibit high levels of performance.

H5 : Competence affects performance

The Competency construct has an influence ($O = 0.133$) on the Performance construct. The *p-values* on this construct relationship are $0.01 < 0.050$. Therefore, the hypothesis stating that Competence has a significant effect on Performance is proven correct. If Competence increases, Performance will experience a significant increase. Conversely, if Competence decreases, Performance will decrease significantly.

According to Kartika, (2014) in a study entitled THE INFLUENCE OF COMPETENCY LEVELS ON THE PERFORMANCE OF OFFICE ADMINISTRATION EMPLOYEES, in this study to ascertain how employee competency in office management affects their output. This being said, the findings of the study demonstrate that office administration professionals' performance is significantly impacted by their competency. Accordingly, the study's findings confirm earlier findings that employee performance and competency level are related.

Competencies are the qualities of knowledge, abilities, attitudes, and experiences needed to carry out a certain task or function in an efficient manner. A person's awareness or comprehension of anything, such as a job understanding, is referred to as knowledge. Measureable talents that have been acquired via training, experience, and practice are referred to as skills. Through performance management, HR development programs, and supervision, competencies may be built and assessed objectively. In light of

H6: TQM affects performance

The performance of the exogenous TQM construct is influenced ($O = 0.026$). For this construct association, the *p-values* are $0.01 < 0.050$. As a result, it has been established that TQM significantly affects performance, as predicted. Employee performance will rise with increased TQM. On the other hand, worker performance will decline if TQM declines.

Thus a positive or negative relationship can be created, depending on how or what TQM is. The results of research conducted by Suartina et al., (2019) in his research entitled THE INFLUENCE OF TOTAL QUALITY MANAGEMENT (TQM) ON COMPANY PERFORMANCE THROUGH PRODUCTIVE PERFORMANCE OF EMPLOYEES AT PT. TOMORROW ANTIQUE INDONESIA demonstrates that there is a positive and significant relationship between the TQM variable and employee productive behavior. This is supported by a path coefficient of 0.986 and a sig value of 0.00 <0.05, meaning that H0 is rejected and H1 is accepted. The study's findings indicate that employees will behave more productively at PT Tomoorrow Antique Indonesia if TQM is implemented more effectively through a dedication to customer focus, an obsession with quality, monthly meetings with employees, employee participation in continuous improvement, and managers who have established good communication with employees. TQM is a pragmatic, yet strategic, method of managing a business that centers on the requirements of clients or consumers. The way a company's management activities translate the organization's vision and goal into reality determines the performance of the company. The effective use of raw materials, providing for employee needs through salaries and overtime bonuses, and the company's ability to adjust to changes in the global economy are all examples of how PT Tomorrow Antiquw has implemented Total Quality Management (TQM). These actions will also demonstrate the company's strong performance and ensure its survival in the cutthroat business environment.

H7: OCB relationship affects performance

Performance is impacted by the exogenous OCB construct ($O = 0.43$). $0.01 < 0.050$ is the p-value for this construct association. As so, the theory that OCB significantly affects performance has been validated. Employee performance will rise in response to an increase in OCB. Employee performance will, on the other hand, decline if OCB falls.

According to research Ilmih, (2018) in his research entitled The Role of Organizational Citizenship Behavior (OCB) and Organizational Culture in Improving Employee Performance in UKM Snak Makroni Cap Bintang Mutih Wetan Village, Demak Regency, based on the findings of company owner interviews, it is evident that staff members at UKM "Snak Makroni Cap Bintang" have not performed well generally. Owners of businesses need to understand the function that factors like the Organizational Citizenship Behavior (OCB) variable play in enhancing employee performance. SMEs "Snak Makroni Cap Bintang" use OCB as a variable to enhance worker performance. Research conducted by Deww Zang (2011) in Sukmawati obtained significant results, namely OCB has a positive effect on performance.

CONCLUSION

The following conclusions may be drawn from the examination and study of organizational citizenship behavior (OCB) as an intervening variable of

motivation, competence, and total quality management (TQM) on employee performance:

1. OCB is significantly impacted by motivation.
2. OCB is significantly impacted by competence.
3. OCB is significantly impacted by TQM.
4. Employee performance is significantly impacted by motivation.
5. Employee Performance is Significantly Affected by Competence
6. TQM has a big impact on worker performance.
7. The impact of OCB on employee performance is noteworthy.

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