

## ANALYSIS IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT ON THE PERFORMANCE OF STATE CIVIL APPARATUS IN THE NORTH MINAHASA DISTRICT GOVERNMENT

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### Abstract (English)

Basically, agencies do not only need capable and skilled ASN. Agencies really need ASN who can work harder and have the desire to achieve optimal results in accordance with the goals of the agency. Agency support for the abilities possessed by employees is important, considering that the agency environment, both internal and external, will always experience continuous change. ASN is one of the very important factors that cannot be separated from an organization, especially an institution. ASN is also the key that determines the development of an institution. In essence, ASN is a human being who is employed in an organization as a driver to achieve the goals of the organization. Therefore, ASN must be managed properly to increase the level of effectiveness and efficiency in the organization. Activities that are often found in ASN are stimulating, developing, motivating, and maintaining high performance within the organization and all activities carried out in ASN do not conflict with the norms that apply in society. Improving the performance of the State Civil Apparatus must be improved to support success in an institutional organization, improving its human resources must also be considered.

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### Key Words

Agencies, ASN, Work performance, Quality Management

## INTRODUCTION

### A. Background of the problem

The State Civil Apparatus is a very valuable asset of an agency or organization with quite complicated handling. Because if you make the wrong decision regarding ASN problems in the agency, it will have an impact on decreasing employee performance and the agency's goals will be increasingly difficult to achieve. Therefore, there are several things that can affect ASN performance that need to be considered. It is said that ASN and agencies/organizations are two things that are difficult to separate. It is called so because the success of an organization or agency is determined by the quality of the ASN itself. This makes agencies have to pay attention to the performance of their ASN, because ASN performance has an important role in running an agency. To get big profits, agencies need to improve ASN performance and at the same time it is expected to have an impact on improving agency performance. Basically, agencies do not only need capable and skilled ASN. Agencies really need ASN who can work harder and have the desire to achieve optimal results in accordance with the goals of the agency. Agency support for the abilities possessed by employees is important, considering that the agency environment, both internal and external, will always experience continuous change. ASN is one of the very important factors that cannot be separated from an organization, especially an institution. ASN is also the key that determines the development of an institution. In essence, ASN is a human being who is employed in an organization as a driver to achieve the goals of the organization. Therefore, ASN must be managed properly to increase the level of effectiveness and efficiency in the organization. Activities that are often found in ASN are stimulating, developing, motivating, and maintaining high performance in the organization and all activities carried out in ASN do not conflict with the norms that apply in society. Improving the performance of the State Civil Apparatus must be improved to support success in an institutional organization, improving its human resources must also be considered. Human resources (HR) are a planning, organizing, directing and supervising the procurement, development, compensation, integration, maintenance and termination of employment with the aim of achieving the goals of the company organization in an integrated manner (Husein Umar, 1998:3). This is because basically

human resources are involved in managing institutions. Good human resource management will have a direct impact on the performance of ASN in an institution. In connection with the above, the researcher is interested in conducting research on the Analysis of the Implementation of Total Quality Management on the Performance of State Civil Apparatus in the North Minahasa Regency Government.

#### **B. Formulation of the problem**

1. How does the implementation of Total Quality Management affect the performance of State Civil Apparatus in the North Minahasa Regency Government?
2. How is the service system at the North Minahasa Regency Government?

#### **C. Research Objectives**

1. To find out the impact of the implementation of Total Quality Management on the performance of the State Civil Apparatus in the North Minahasa Regency Government.
2. to find out the service system at the North Minahasa Regency Government.

#### **D. Urgency of Research**

1. As input for the North Minahasa district government in improving services to the community through integrated quality management and carried out continuously.
2. It is hoped that the government will pay more attention than before so that employees can be disciplined in their work.
3. The results of the RDUU research can be a reference for similar research, even developed for implementation and its development for the sake of interests of science knowledge.

### **LITERATURE REVIEW**

#### **A. Total Quality Management (TQM)**

Total Quality Management (TQM) comes from the word "Total" which means whole or integrated, "Quality" which means quality, and "Management" is interpreted as management management defined as the process of planning, organizing, staffing, and controlling all activities in the organization. In the understanding of the Total Quality Management organization, the main emphasis is on quality which is defined by doing everything well from the beginning with the aim of meeting customer satisfaction. The application of Total Quality Management has been widely carried out in manufacturing companies, but service companies also need to improve service quality and make continuous improvements. Total Quality Management is a modern management concept that seeks to respond appropriately to every change that exists, both those driven by external and internal forces. Total Quality Management provides a foundation for management and is an alternative in ensuring customer satisfaction, Total Quality Management provides a structure and tools for quality management so that in all operations there are ongoing efforts that focus on reporting on the quality sector. Total Quality Management in Indonesian terms is called integrated quality management and is also called integrated quality management. (Ishikawa in Pawitra, 1993,135). Another definition states that total quality management is a management system that concerns quality as a business strategy and is oriented towards customer satisfaction by involving all members of the organization (Santosa, 1992,33). Based on the definition of Total Quality Management (TQM) is a management system that elevates quality as a business strategy and is oriented towards customer satisfaction by involving all members of the organization (Yamit, 2005:181). Total Quality Management is a management system that focuses on people/employees and aims to continuously improve the lower value. The implementation of Total Quality Management (TQM) in a company can provide several main benefits which in turn increase the profit and competitiveness of the company concerned. The philosophy of Total Quality Management (TQM) is actually where a company or office creates an environment that allows its workers to produce quality of work that is useful for society and not complicates the situation of society. The emphasis on this quality has created the need for a management accounting system. Total Quality Management (TQM) has specific input (customer desires, needs, and expectations) transforming input in a company or office to provide satisfaction to the community because the main goal of total quality management is to continuously improve the quality of service (natha, 2008:4). Based on this definition, it can be concluded that Total Quality Management (TQM)

is a continuous improvement of the production process through the elimination of waste, improving quality, and providing satisfaction.

#### 1. Characteristics of Total Quality Management (TQM)

According to Goestch and Davis (1995: 14-18) in their book MN Nasution (2015: 18-19) there are ten characteristics, each of which is explained as follows:

a) Focus on Customers In TQM both internal and external customers are drivers. External customers determine the quality of the products or services delivered to them, while internal customers play a major role in determining the quality of the workforce, processes, and environment associated with the product or service.

b) Obsession with Quality In organizations that implement Total Quality Management, internal and external customers determine quality. With the quality set, the organization must be obsessed with meeting or exceeding what they determine. This means that all employees at every level strive to carry out every aspect of their work based on the perspective.

c) Scientific Approach A scientific approach is very necessary in the application of TQM, especially for designing jobs and in the decision-making process and problem solving related to the designed job. Thus, data is needed and used in compiling benchmarks, monitoring performance, and implementing improvements.

d) Long-term Commitment Total Quality Management is a new paradigm in conducting business. Therefore, a new corporate culture is needed. Therefore, long-term commitment is very important to make cultural changes so that the implementation of Total Quality Management can run successfully.

e) Teamwork In traditionally managed organizations, competition is often created between departments in organizations that implement Total Quality Management, teamwork, partnerships, and relationships are established and fostered, both between company employees and suppliers, government agencies and the community. obsessed with meeting or exceeding what they specify. This means that all employees at every level strive to carry out every aspect of their work based on perspective.

f) Continuous Improvement Every product and service is produced by utilizing certain processes within a system/environment. Therefore, the existing system needs to be continuously improved so that the quality it produces continues to increase.

g) Education and Training. Nowadays, there are still companies that turn a blind eye to the importance of employee education and training. They assume that a company is not a school, what is needed is skilled workers who are ready to use. So, companies like that will only provide minimal training to their employees. Such conditions cause the company in question not to develop and have difficulty competing with other companies, especially in the era of global competition. While in an organization that is Total Quality Management, education and training are fundamental factors.

h) Controlled Freedom In Total Quality Management, employee involvement and empowerment in decision making and problem solving are very important elements. This is because these elements can increase the "sense of ownership" and responsibility of employees towards decisions that have been made. In addition, this element can also enrich insight and views in a decision taken, because many parties are seen.

i) Unity of Purpose In order for Total Quality Management to be implemented properly, the company must have unity of purpose. Thus, every effort can be directed towards the same goal. However, this unity of purpose does not mean that there must always be agreement between management and employees, for example regarding wages and working conditions.

j) Employee Involvement and Empowerment Employee involvement and empowerment are important in the implementation of Total Quality Management. Efforts to involve employees bring two main benefits.

## RESEARCH METHODS

3.1 Type of Research The type of research used in this research is qualitative.

3.2 Location and Time of Research The North Minahasa Regency Government, namely the State Civil Apparatus working at the Secretariat of the North Minahasa Regency General Election Commission.

3.3 The time used in this research is, months, from March to July 2024.

### 3.4 Operational definition of variables

a. Total quality management Total quality management is a quality management system that aims to develop processes in an organization. There are several elements that something is said to be of quality, namely:

1. Quality includes efforts to meet or exceed customer expectations.
2. Quality includes products, services, people, processes and the environment.
3. Quality is a constantly changing condition (what is considered quality today may be considered less quality at another time).
4. Quality is a dynamic condition related to products, services, people, processes and the environment that meets or exceeds expectations.

b. Service system The service system is a complete unity of a series of interrelated services, a part or sub-branch of a service system is disrupted, it will also disrupt the entire service itself. There are several elements in the service, namely:

1. Convenience in obtaining services related to the location of the service location
2. Clarity of information about the services provided.
3. Protection against the impact of service results.
4. The relationship between organizational structures.

c. Implementation of Services

1. Leadership effectiveness
2. Motivation
3. Quality
4. Teamwork
5. Organizational communication

## RESEARCH RESULTS AND DISCUSSION

### 4.1. Research result

As an independent government institution, the KPU has duties and functions as mandated in Law Number 7 of 2017 concerning General Elections: The duties, authorities and obligations of the Regency General Election Commission are:

#### The Regency KPU is tasked with:

- 1- Outlining programs and implementing budgets;
- 2- Carrying out all stages of Implementation in the Regency based on the provisions of laws and regulations;
- 3- Coordinate and control the stages of implementation by PPK, PPS, and KPPS in their work areas;
- 4- Submitting the list of voters to the Provincial KPU;
- 5- Updating voter data based on the latest election data by taking into account population data prepared and submitted by the Government and determining it as the voter list;
- 6- Conducting and announcing the recapitulation of the results of the vote count for the Election of Members of the DPR, Members of the DPD, the Election of President and Vice President, and members of the Provincial DPRD and members of the relevant Regency/City DPRD based on the minutes of the results of the vote recapitulation at the PPK;
- 7- Prepare minutes of vote counting and vote counting certificates and submit them to witnesses of Election Participants, Regency/City Bawaslu, and Provincial KPU;
- 8- Announcing the elected candidates for Regency/City DPRD members in accordance with the allocation of the number of seats for each electoral district in the relevant Regency/City and preparing the minutes;
- 9- Immediately follow up on findings and reports submitted by the Regency/City Bawaslu;
- 10- Disseminating information about the implementation of elections and/or matters relating to the duties and authority of the Regency/City KPU to the public;
- 11- Conduct evaluations and prepare reports on each stage of the election implementation; and



- 12- Carrying out other duties assigned by the KPU, Provincial KPU, and/or provisions of laws and regulations.

**The District KPU has the authority to:**

1. Setting schedules in districts/cities;
2. Forming PPK, PPS, and KPPS in their work areas;
3. Determine and announce the recapitulation of the vote count for the election of members of the district/city DPRD based on the recapitulation of the vote count at the PPK by preparing a vote recapitulation report and a vote recapitulation certificate;
4. Issue a decision by the Regency/City KPU to validate the results of the Regency/City DPRD member elections and announce them.
5. Imposing administrative sanctions and/or temporarily suspending PPK members and PPS members who are proven to have committed acts that disrupt the stages of the Election Implementation based on Bawaslu decisions, Provincial Bawaslu decisions, Regency/City Bawaslu decisions, and/or provisions of laws and regulations; and Exercising other authorities granted by the KPU, Provincial KPU, and/or provisions of laws and regulations.

**North Minahasa Regency is obliged to:**

1. Carrying out all stages of the Election Implementation in a timely manner;
2. Treating Election Participants fairly and equally;
3. Conveying all information regarding the implementation of the election to the public;
4. Reporting accountability for budget use in accordance with statutory provisions;
5. Submitting accountability reports for all Election Implementation activities to the KPU through the Provincial KPU;
6. Manage, maintain and care for archives/documents and carry out their reduction based on the archive retention schedule prepared by the Regency/City KPU and the Regency/City archival institution based on the guidelines set by the KPU and the National Archives of the Republic of Indonesia;
7. Manage the inventory of Regency/City KPU based on the provisions of laws and regulations;
8. Submitting periodic reports on the stages of Election Implementation to the KPU and Provincial KPU and submitting a copy to Bawaslu;
9. Prepare minutes of each plenary meeting of the Regency/City KPU and sign them by the chairman and members of the Regency/City KPU;
10. Immediately implement the decision of the Regency/City Bawaslu
11. Delivering election results data from each TPS at the district/city level to Election Participants no later than 7 (seven) days after the recapitulation at the district/city level;
12. Implementing DKPP decisions; and
13. Carry out other obligations assigned by the KPU, Provincial KPU and/or laws and regulations.

The structure of the Secretariat of the North Minahasa Regency General Election Commission includes the Secretary and Four Sub-Division Heads. The Secretary of the North Minahasa Regency General Election Commission is Mr. Ariestio J. Matantu. The Secretariat of the KPU of North Minahasa Regency is led by a Secretary and in carrying out his duties the Secretary is responsible to the KPU of North Minahasa Regency. The duties of the Secretariat of the KPU of North Minahasa Regency can be described as follows:

1. Assist in the preparation of election programs and budgets;
2. Providing administrative technical support;
3. Assisting the implementation of the duties of the North Minahasa Regency KPU in organizing elections;
4. Assisting in the distribution of equipment for organizing the Election of Members of the People's Representative Council, Regional Representative Council, and Regional People's Representative Council, the Election of President and Vice President, and the Election of Regional Heads and Deputy Regional Heads;

5. Assisting in the formulation and preparation of draft decisions of the North Minahasa Regency KPU;
6. Facilitate the resolution of problems and disputes regarding the election of the Regional Head and Deputy Regional Head of North Minahasa Regency;
7. Assisting in the preparation of reports on the implementation of activities and accountability of the North Minahasa Regency KPU; and
8. Assist in carrying out other tasks in accordance with laws and regulations.

**Function**

In carrying out the duties as described above, the KPU Secretariat carries out the following functions:

1. Assist in the preparation of election programs and budgets in North Minahasa Regency;
2. Providing technical services for the implementation of elections in North Minahasa Regency;
3. provide administrative services including secretarial, personnel, budget and election equipment in North Minahasa Regency;
4. Assist in the formulation and preparation of draft decisions of the North Minahasa Regency KPU;
5. Assist in formulating, compiling and providing legal assistance and facilitating the resolution of election disputes in North Minahasa Regency;
6. Assisting in providing election information services, participation and public relations in the implementation of elections in North Minahasa Regency;
7. Assist in managing election data and information in North Minahasa Regency;
8. Assist in managing logistics and distribution of goods/services needed for the election in North Minahasa Regency;
9. Assist in preparing cooperation between institutions in the Regency.  
North Minahasa;
10. Assist in compiling reports on the implementation of elections and accountability of the North Minahasa Regency KPU.

In carrying out his duties, the Secretary of the North Minahasa Regency General Election Commission is assisted by four Sub-Division Heads, namely, the Head of Finance, General Affairs and Logistics, Mrs. Inri N. Nangka, the Head of Law and Human Resources, Mrs. Jeane V. Mondoringin, the Head of Election Technical Affairs and Public Participation Relations, Mr. Fikri Tjikoa, and the Head of Planning, Data and Information, Mrs. Yulia E. Widiastuti.

**4.1.2. Vision and Mission of the North Minahasa Regency General Election Commission****Vision:**

Becoming an Independent, Professional and Integrated General Election Organizer to realize a FREE and JURDIL election.

**Mission:**

1. Improving the quality of election services, especially for stakeholders and generally for the entire community.
2. Building competent and integrated human resources for organizing elections the professional
3. Strengthening the position of the organization in the state system
4. To become a professional, integrated and independent election organizer the realization of quality elections
5. Drafting regulations in the field of elections that provide legal certainty, are progressive and participatory.

**Performance of the North Minahasa Regency General Election Commission**

As stated in the Strategic Plan (RENSTRA) of the North Minahasa Regency General Election Commission, it aims to realize the implementation of a more qualified General Election with the widest possible public participation based on democratic, direct, general, free, secret, honest, fair and civilized principles. So that in its implementation, high integrity is required from the implementers to realize these goals with the final result in the democratic party, namely from the people, by the people and for the people can be realized. The spirit of reform has colored the utilization of state apparatus with the demand to realize state administration that is able to support the smooth integration of the

implementation of tasks and functions. This can also be called the Good Governance (GG) paradigm, namely creating an open, responsive, accountable and democratic relationship between the state and citizens. One of the important characteristics in the concept of Good Governance is accountability. The basic idea of accountability is the ability of a person or organization or recipient of a mandate to provide an answer to the party giving the mandate. This provision is an obligation for every government agency, both central and regional, to compile a Government Agency Performance Report after the end of the Budget year. Performance Report of the Government Agency of the North Minahasa Regency General Election Commission in 2022 as an illustration of the level of achievement of the implementation of an activity/program/policy in realizing the vision, mission, goals, and targets of the organization and is a medium of accountability for the North Minahasa Regency General Election Commission which has been implemented in the 2022 budget year from the DIPA Budget Section 076 funds amounting to IDR 4,549,371,000,- (Four Billion Five Hundred Forty Nine Thousand Three Hundred Seventy One Thousand Rupiah).

#### Performance Measurement of North Minahasa Regency KPU Activities in 2021.

##### Election Implementation Program in the Process of Democratic Consolidation:

1. Facilitation activities for managing data on needs, procurement, distribution, as well as maintenance and inventory of Election/Voting logistics, Activity indicators in the form of a percentage of the Minahasa Utara Regency KPU distributing Election/Selection logistics in a targeted manner, in the right quantity, in the right type, in the right quality, and in the right manner. time, target of Rp. 10,920,000.- and realization of Rp. 10,789,285.- meaning The Minahasa Utara Regency KPU achieved a target of 99%.
2. Preparation Activities for Drafting KPU Regulations, Advocacy, Settlement Disputes and Counseling on Legislation Relating to Implementation of Elections, Activity Indicators include the Number of Draft Decisions The District KPU is prepared and harmonized in a timely manner in accordance with KPU Regulatory Framework. KPU Draft Regulation Preparation Services, Advocacy, Dispute Resolution and Counseling on Legislation In relation to the implementation of the election, the target was Rp. 4,955,000.- realization Rp.4,855,250.- means the target achievement percentage is 98%.
3. Facilitating the Implementation of Stages of Legislative Elections, Presidential and Vice Presidential Elections President, Regional Elections, Publication and Socialization as well as Community Participation and PAW. Activity indicators, Percentage of North Minahasa Regency KPU implementing Timely Elections, Public Services to the Community and Election Stages Regional heads, target of Rp. 6,867,337,000.- with realization of Rp. 6,867,167,379.- means the target achievement percentage is 100%.

##### Management Support Program:

1. Activities in the form of Implementation of Planning and Data Management. The number of revisions that carried out against the work plan that has been set. Percentage of reports and monitoring and evaluation accountable and timely, data and information services, with a target of Rp. 42,185,000 with a realization of Rp. 41,507,300.- meaning target achievement percentage of 98%.
2. Office Operations and Maintenance (KPU) and Support Infrastructure. Activity indicators, Percentage of office facilities for support employee performance that can be met, in supporting the Service Office. Target of Rp. 590,956,000.- with realization of Rp. 583,731,473.- target achievement percentage of 99%.
3. Examination in the Secretariat Environment of the North Minahasa Regency KPU. Indicators Percentage of completion of BPK, BPKP and APIP recommendations followed up, Monitoring and Evaluation Services, budget target Rp. 3,442,000.- with a realization of Rp. 3,394,000.- meaning the percentage of target achievement is 99%.

#### 4.1.5. Performance Measurement of North Minahasa Regency KPU Activities in 2022.

##### Election Implementation Program in the democratic consolidation process:

1. Planning, Programs and Budgets, and Preparation of Implementing Regulations Election Implementation, Activity Indicator Number of revisions made to the work plan that has been set, the

budget target is Rp. 418,284,000.- with realization Amounting to Rp. 415,712,248.- means the percentage of target achievement is 99.29%.

2. Registration, Verification, and Determination of Election Participants, Percentage Activity Indicators Candidate Election Participants who can be facilitated, in the form of reporting, Rp.646,400,000. with a realization of Rp.628,519,457.- meaning the percentage target achievement of 97.23%

3. Updating Voter Data and Compiling Voter Lists, Activity Indicators Percentage of North Minahasa Regency KPU updating Correct Voter Data Time. The budget target is Rp. 70,486,000.- with a budget realization of Rp. 67,755,341.- means the percentage of target achievement is 96.12%.

#### Management Support Program:

1. Management of State Finances and Assets, Activity Indicator Number of Reports State Property Based on SIMAK BMN, the Data of which is in Accordance with the Data SAK, in the form of services with a budget target of Rp. 2,264,633,000.- budget realization of Rp. 2,229,832,822.- means the percentage of target achievement by 98.46%.

2. Office Operations and Infrastructure Support, Activity Indicators Percentage of transportation facilities to support employee performance that can fulfilled, with a budget target of Rp. 360,172,000.- with budget realization of Rp. amounting to Rp.355,196,930.- there is a target achievement percentage of 98.62%.

3. Office Operations and Infrastructure Support, Percentage of facilities office to support employee performance that can be met, with targets budget of Rp.360,172,000.- budget realization of Rp.355,196,930.- meaning percentage of target achievement of 98.62%.

#### 4.2. Discussion

In relation to Integrated Quality Management of the Performance of State Civil Apparatus with a research focus on the Secretariat of the North Minahasa Regency General Election Commission, the General Election Commission in providing services to the community as voter participants is supported by Facilitation of Data Management of needs, procurement, distribution, and maintenance and inventory of Election/Election logistics. percentage of target achievement of 99%. When compared to the Performance Measurement of Minahasa Utara Regency KPU Activities in 2022. The performance of Minahasa Utara Regency KPU activities in 2021 is still higher in achieving targets. The Minahasa Utara Regency KPU Secretariat always pays attention to the quality of service, meaning fulfilling the desires and needs required by the Minahasa Utara Regency KPU which includes election service. This is in accordance with Article 1 point 1 of the Republic of Indonesia Law Number 25 of 2009 concerning public services which explains that: "Public services are activities or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers. According to Kristiadi, the service function of the state apparatus must create a balance between the actual demands of the community and the ability to meet those needs. For this reason, professionalism of the apparatus is absolutely necessary along with the utilization of institutions and their administration."

#### CONCLUSION

The performance of the North Minahasa Regency General Election Commission as described above in general the implementation of the program activities that are the main tasks and functions have been carried out well even though there are some obstacles or some activities that are not yet optimal. The success achieved cannot be separated from the establishment of coordination and cooperation between the leadership and staff elements within the North Minahasa Regency KPU and externally with cross-sectors in the North Minahasa Regency Government environment, as well as the availability of adequate budget, facilities, and infrastructure. The main obstacles and problems faced that hinder organizational performance are the limitations in quantity and quality of personnel where there are no employees who have a certificate of Procurement of Goods and Services and office facilities and infrastructure and financing that have not been able to accommodate the demands of the increasing volume of activities. The problem-solving strategy to be implemented in the coming year is



the need to expand efforts to increase the quantity and quality of personnel through coaching, education and training of the North Minahasa Regency KPU Secretariat apparatus; the need to improve the quality of facilities and infrastructure and increase funding for program activities. Thus we submit this Performance Report, hopefully it can be useful and become a reference for activities in the future.

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