

The Effect of Total Quality Management on Managerial Performance (Study at PT Kereta Api Indonesia – Persero DAOP VIII Surabaya)

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ABSTRACT: *The purpose of this study is to examine and analyze the relationship between the Total Quality Management on managerial performance. The population of this study was all managers of PT. Kereta Api Indonesia (Persero) DAOP VIII Surabaya, amounting to 352 people. The sampling technique was carried out with a non-probability sampling approach with a purposive sampling method. The criteria used are all the Surabaya branch manager of PT. KAI Persero DAOP VIII Surabaya, amounting to 38 people. This study aims to examine the managerial performance with two elements of TQM, namely training and education, and organizational commitment. The analysis model used to test the hypothesis proposed is multiple linear regression and to determine its effect, the F test and T-test are used. Based on the research results, the results indicate that training and education positively affect Managerial Performance. Also, organizational commitment has the same effect on managerial performance. Therefore, it is suggested that the company must maintain its training and further education to enhance performance. Future research may use organizational commitment as moderation on the relationship between training education and performance.*

Keywords: *training and education, organizational commitment, managerial performance, Total Quality Management.*

INTRODUCTION

A company or organization should do to improve the quality of its products or services to use a quality improvement management approach, namely Total Quality Management. Total Quality Management (TQM) is an approach that requires changes in each management activity at every level within a company or organization. TQM is a fundamental and comprehensive value system in managing an organization to continuously improve performance in the long term by paying particular attention to customer satisfaction while still paying attention to meeting all company stakeholders' needs, related organizations. Quality issues in MMT require the involvement and responsibility of all parties in the organization.

Every organization must have a purpose, vision, and mission. Every member of the organization must know it, understand it, and share it. This vision will be achieved if the goals, vision, and mission are described in writing. Top management must have the power to influence all organization members, even not members of the organization associated with the organization. This result means an interconnection between parts and a system that can be successful if there is cooperation (Witjaksono, 2012). Demirbag et al. (2006) reveal a strong positive relationship between TQM practices and non-financial performance of SMEs, while there is only weak influence of TQM practices on SMEs' financial performance. With only a mediating effect of non-financial performance, the TQM practices have a strong positive impact on SMEs' financial performance.

PT. Kereta Api Indonesia Persero DAOP VIII Surabaya is a company engaged in transportation services. The company is domiciled and in Surabaya. The company annually assesses employees'

performance, and these assessments include the ability to lead, the ability to carry out planning, the ability to make decisions, communicate, work together, work professionally, and innovate in work.

Managerial performance is managers' ability to carry out their responsibilities for product quality, product quantity, product timeliness, new product development, personnel development, budget achievement, cost reduction (increased revenue), and public affairs.

Based on the target data and revenue realization, it looks less effective, so that the resulting performance is not as expected. Internal factors can be caused by influencing variables, such as training education and organizational commitment to a delegation of authority, reward system, TQM, and many other factors (Arumugam, Ooi, & Fong (2008). The company has made several attempts to achieve revenue targets and improve performance quality, not to decline. Organizing and implement this requires the ability of the personnel to compile and run it.

Organizational engagement can be divided into two main components. The first is formal attachment to an organization. Second, passion (commitment) is an event where the individual is very interested in his employer's goals, values, and goals. Employees with high engagement will contribute a lot to the achievement of organizational goals, whatever those goals. The concept of employee commitment to the organization is developed from the initial study of the expected employee loyalty in every employee. Work commitment or organizational commitment is a condition felt by employees that can lead to assertive, positive behavior towards the work organization. (Albuhisi & Abdallah, 2018)

Commitment includes the nature of the organization and the availability to exert a high level of effort on behalf of the organization to smooth organizational goals. Highly committed individuals will have a positive outlook and try to do the best for the organization. A form of work commitment that appears is passive loyalty and involves a dynamic relationship with the work organization concerned. (Djati & Khusaini, 2003)

Increasing employee commitment to the organization and involving employees in organizational activities will reduce turnover and absenteeism. Besides that, employee dissatisfaction with their work is the psychological impact experienced by employees who want to move from the company. This desire is certainly not easy to realize considering the various conditions that do not or are less likely for employees to move from one company to another. For example, competition conditions in the labor market are getting tighter, bureaucracy, and internal regulations. Finally, the form of their inability to leave is manifested by not caring about their work and not feeling responsible for the company's progress or, in other words, having a low commitment to the company. (Djati & Khusaini, 2003)

Work commitment has a relationship with the work results or performance of employees. According to Mangkunegara (2001: 67), performance comes from the word Job Performance or Actual Performance (actual work performance or achievement achieved by someone). The definition of performance (work performance) is the quality and quantity of work accomplished by an employee in carrying out his duties under the responsibilities assigned to him.

Based on this background, the purpose of this study was to determine whether employee training education and organizational commitment affect the performance of PT. KAI Persero DAOP VIII Surabaya

The next section of this research is as follows. Section 2 is the development of a research hypothesis. Section 3 describes the sample and variables in the research method. Section 4 is the presentation of the results and discussion of the study. Section 5 concludes the results of the study.

LITERATURE REVIEW

TQM is a combination of all functions of a company into a holistic philosophy built on the concepts of quality, teamwork, productivity and understanding, and customer satisfaction. Ishikawa (1993) in Nasution (2001: 28). Another definition states that TQM is a management system that elevates quality as a business strategy and is oriented towards customer satisfaction by involving all organization members. Total Quality Management (TQM) is a profound approach to running a business that tries to maximize the organization's competitiveness through continuous improvement of products, services, people, processes, and the environment. TQM's importance is because TQM is a approaches that can be used in running a business to maximize organizational competitiveness through continuous improvement of products, services, workforce, processes, and their environment. There are ten main elements of TQM, namely: (1) focus on customers, (2) obsession with quality, (3) scientific approach, (4) long commitment long, (5) teamwork (teamwork), (6) system improvement sustainable, (7) education and training, (8) freedom of control, (9)

unity of purpose, and (10) the existence of interaction and employee empowerment (Nasution 2005). Of the ten main TQM elements, only two were examined in this study: long-term commitment and education and training. These two elements focused on improving managerial performance at PT Kereta Api (Persero) DAOP VIII Surabaya.

Providing training and education is an effort to improve the quality of human resources as needed. Improve human resources in each work unit will also relate to the nature of education and training. In a general sense, the term training implies imparting a specific skill or behavior in a person, usually offered to employees at the operational level. Training is one of the efforts in work. Employees, both new and already employed, need to follow the training. Since there are job demands that can change due to change in the work environment, strategy, etc., it is not the same as education, a systematic learning process in an institution that develops a sense of judgment and employee reasoning. It is offered to all employees equally, regardless of their value or level in the corporate ladder (Surbhi, 2017).

Organizational commitment is a condition in which an employee sides with a particular organization and the goals and objectives of his desire to maintain membership in the organization. According to Robbins & Judge (2017), it is defined that high job involvement means taking sides with an individual's particular job, while high organizational commitment means siding with the organization that recruits the individual. Having organizational commitment may increase performance. The development of managerial performance as a model for Human Resource Management reflects the changing emphasis in organizations from command and control to a model of facilitation of leadership (Dhaliwal, Aggarwal, and Goyal, 2015; Sari & Amalia, 2019).

The effect of Training and Education on Managerial Performance

TQM implementation is determined by the company's competence of human resources to realize continuous improvement over products, services, environment-related to company products, and company management through an innovative approach. The company carries out quality improvements is aimed at increasing customer satisfaction, and the ultimate goal is to increase company profits so a company can keep going and maintain sustainability (Albuhisi & Abdallah, 2018)

Nasrun (2018) study the influence of training and education as one of TQM on managerial performance at companies in the Makassar Industrial Estate. The results indicate training and education have a positive effect on managerial performance. The managers need training and education as one of the TQM elements to update their knowledge of each other in their fields. Education and training make more and more managers experts in their areas so that their performance can be further improved. The respondents' perceptions indicate that training and education are the results of improvements in businesses. From that perception, the company always conducts education and training. Through education and training, the company will be able to motivate employees to develop new ideas. Also, employees who take part in the training will improve their abilities to provide quality services. Based on the explanation, the hypothesis:

H1: Training and Education positively affect Managerial Performance.

The Effect of Organizational Commitment on Managerial Performance

Nur & Tanjung (2019) studied the moderating effect of reward systems on the relationship between TQM and managerial performance in Muhammadiyah General Hospitals in North Sumatra, Indonesia. The results indicate that the interaction between TQM and the reward system does not affect Managerial Performance. However, one of the TQM elements, namely organizational commitment, influences managerial performance. This result means that the application of TQM is good at universities with high organizational commitment can improve university managerial performance.

Amin et al. (2017) showed that seven TQM constructs have significant relationships with employee satisfaction and hotel performance. Leadership and customer focus play significant roles in enhancing employee satisfaction and hotel performance. A higher level of Organizational Commitment also indicates a more heightened sense of ownership and responsibility. from managers to organizational values and goals, a higher level of engagement supports quality improvement. Organizational commitment by managers can encourage employee loyalty and improve the long-term sustainability of the university. High Organizational commitment will encourage managerial levels to strive to achieve their organizational goals to increase the resulting managerial performance.

H2: Organizational Commitment positively affects Managerial Performance.

RESEARCH METHODS

Population and Sample

The population is all employees and managers at all levels at PT. Kereta Api Indonesia (Persero) DAOP VIII Surabaya, totaling 352. The sampling technique used in research is non-probability sampling. Samples were selected based on purposive sampling. Participants must meet the terms of employees with positions at DAOPs, head of affairs and section heads, head of sub-sections, and units totaling 38 people as respondents.

Operational Definition and Variable Measurement

This study has three variables: two independent variables (training and education and organizational commitment, and one dependent variable (managerial performance), as shown in Table 1.

Table 1. Operational Definition and Variable Measurement

No.	Variables	Operational Definition	Variable Measurement
1	Training and Education (X1)	All efforts to improve the work results of current or future employees to increase the ability of employees carried out through learning, usually by changing employee attitudes or expanding the capacity and knowledge of the employee	Likert scale 1-7 1-3 Low training & education 4 Medium training & education 5-7 High training & education
2	Organizational Commitment (X2)	The emotional ties from employees to the organization include moral support and accepting the values that exist within the organization, and an inner determination to devote oneself to the organization.	Likert scale 1-7 1-3 Low organizational commitment 4 Medium organizational commitment 5-7 High organizational commitment
3	Managerial Performance (Y)	how far a manager can operate the company's organizational activities effectively and efficiently under its functions.	Likert scale 1-7 1-3 Poor managerial performance 4 Medium managerial performance 5-7 Good managerial performance

Hypothesis Testing

Multiple linear regression analysis was performed to testing the hypothesis. The multiple regression equation used is as follows:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + e \dots\dots\dots (1)$$

legend:

- Y = Managerial Performance
- X₁ = Training and Education
- X₂ = Organizational commitment
- b₀ = regression coefficient (constant).
- b₁, b₂ = regression coefficient
- e = Standard Error

Testing the multiple regression equation includes goodness of fit test (F-test), Coefficient determination (R²), and t-test. The test criteria are as follows:

- a). If the probability value ≥ 0.05, H₀ is accepted, and H_i is rejected.
- b). If the probability value <0.05, H₀ is rejected, and H_i is accepted.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test

The validity, reliability, normality, and classic assumption test are presented in the appendix. Based on the validity test, the Pearson Correlation value obtained for all the training and education questions, organizational commitment, and managerial performance have a significant level of <0.05. Thus, it can be concluded that all the questions for the education and training variables in this study are valid. According to Ghozali (2014: 133), the measurement of reliability uses the Cronbach Alpha value. A questionnaire is said to be reliable if it has a Cronbach Alpha value greater than 0.60. From the reliability test results, the Cronbach Alpha value of each variable is more significant than 0.60, which indicates that all questionnaire items are reliable. Meanwhile, the normality and classic assumption for linear regression suggests that all variables are normal and meet the classic assumption requirement.

Descriptive Statistic

The descriptive statistic in Table 1 shows that respondent has a high training and education with the mean value of 6.0429. The mean value of organizational commitment is 5.9048, indicating a high employee commitment in their work and organization. Meanwhile, managerial performance shows a good performance since the mean value is 5.9811.

Table 1. Descriptive Statistic

No	Variables	N	Minimum	Maximum	Mean	Std. Deviation
1	Training & education (X1)	38	5.20	7.00	6.0429	.45981
2	Organizational commitment (X2)	38	4.33	7.00	5.9048	.71927
3	Managerial performance (Y)	38	5.33	6.78	5.9881	.38053

Source: Data processed

Hypothesis Test (t-test)

Based on table 2, the regression model is as follows:

$$\text{Managerial Performance} = 2.770 + 0.313 \text{ Training and Education} + 0.224 \text{ Organizational Commitment}$$

The regression equation model shows that every one percent increase in managerial performance is caused by an increase in training and education variable of 0.313 and organizational commitment variable of 0.224.

Table 2. Regression Analysis and Hypothesis Test

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.770	.994		2.787	.010
	Training & Education (X1)	.313	.137	.379	2.284	.031
	Organizational Commitment (X2)	.224	.088	.424	2.555	.017

Source: Data processed

The goodness of fit test in table 3 indicates that the F-count is 5.690 with a significant level of 0.009 (attachment 3, p. 6). Because the significance level is smaller than 0.05, the regression model produced in this study, namely: $Y = 2.770 + 0.313 X_1 + 0.224 X_2$, is suitable for testing the proposed hypothesis.

Table 3. The goodness of Fit Test

Model	F	Sig.
$Y = 2,770 + 0,313 X_1 + 0,224 X_2$	5,690	0,009

Source: Data processed

The R² test in Table 4 shows that organizational commitment influences the managerial performance of 31,3% of training and education. This percentage shows a moderate or not too close correlation between the Education and Training (X1) and Organizational Commitment (X2) variables with Managerial Performance (Y). The percentage also means that other variables influence 68,9% of managerial performance in this study. Therefore, future studies might change the organizational commitment as moderating variable that will increase the relationship between training and education and managerial performance.

Table 4. R² test

Model	R	R Square	Adjusted R Square	Std. error of estimates
1	.559 ^a	.313	.258	.32782

a. Predictors: (constant), training and education (X1), organizational commitment (X2)

Source: Data processed

Based on the test results in table 2. the Education and Training (X1) have a t-count of 2.284 with a significant level of $0.031 < 0.050$. So, Education and Training (X1) have a positive effect on Managerial Performance. The t-count value for Organizational Commitment (X2) is 2.555, with a significant level of $0.017 < 0.050$. Therefore, Organizational Commitment (X2) has a positive effect on Managerial Performance.

Discussion

The Effect of Training and Education on Managerial Performance

The effect of education and training on managerial performance is based on the professional theory of Andrew Abbot presented by Maruyama (2008). The theory shows that if a person can improve and develop his/her specialization from within, that person will get excellent work results. This result is done, among others, by expanding education and training so that the problems at hand can be solved professionally and flexibly. Furthermore, Maruyama (2008) states that a person is called a professional if he has characteristics, including receiving professional training and education at school, training in institutions, or special training.

The results of this study are supported by (Albuhisi & Abdallah, 2018; Nasrun 2018). Based on TQM, when a person has professional conduct, he/she will work passionately so that his/her performance will increase. A professional person has and always adds insight into specific knowledge and skills, based on which he can exercise control mechanisms overwork. Therefore, company owners need to create educational and training programs from leaders' or others' experience to provide experience to employees to improve managerial performance.

The Effect of Organizational Commitment on Managerial Performance

The influence of Organizational Commitment on managerial performance is based on group theory in Whitfield (2008). It assumes that there must be positive exchanges between leaders and followers for groups to achieve their goals. Leaders who take into account and help their followers positively influence attitude, job satisfaction, and performance.

For employees with high organizational commitment, achieving organizational goals is essential. Conversely, employees with low organizational commitment will pay less attention to achieving organizational goals. They tend to try to fulfill their personal interests only. Organizational commitment has a positive relationship with performance. The higher the obligation to the organization, the higher the manager's performance.

CONCLUSION

The results show that training education and organizational commitment positively affect managerial performance at PT. Kereta Api Indonesia (Persero) DAOP VIII. Based on the results of this study, the PT. Kereta Api Indonesia (Persero) DAOP VIII. It is hoped that it can pay more attention to training education and organizational commitment because intense training education and organizational commitment that continues to be fostered can improve the performance of the managerial ranks at PT. Kereta Api Indonesia (Persero) DAOP VIII. As for researchers, future studies should add other variables and or change organizational commitment as moderating variables.

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Appendix

Validity and Reliability Test

The Validity Test

Results of Validity Testing for Training and Education Variables (X₁)

Statement	Pearson Correlations	Sig.	Conclusion
1	0,572	0,001	VALID
2	0,749	0,000	VALID
3	0,655	0,000	VALID
4	0,665	0,000	VALID
5	0,642	0,000	VALID

Results of Validity Testing for Organizational Commitment Variables (X₂)

Statement	Pearson Correlation	Sig.	Conclusion
1	0,883	0,000	VALID
2	0,824	0,000	VALID
3	0,871	0,000	VALID

Results of Validity Testing for Managerial Performance Variables (Y)

Statement	Pearson Correlation	Sig.	Conclusion
1	0,622	0,000	VALID
2	0,711	0,000	VALID
3	0,712	0,000	VALID
4	0,674	0,000	VALID
5	0,566	0,002	VALID
6	0,539	0,003	VALID
7	0,559	0,002	VALID
8	0,462	0,013	VALID
9	0,667	0,000	VALID

The Reliability Test

Variables	Cronbach Alpha	Cronbach Alpha requirement	Conclusion
Training and Education (X ₁)	0,658	0,60	Reliable
Organizational Commitment (X ₂)	0,819	0,60	Reliable
Managerial Commitment (Y)	0,786	0,60	Reliable

Normality Test

Variable	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Training and Education (X ₁)	0,141	28	0,160	0,964	28	0,434
Organizational Commitment (X ₂)	0,124	28	0,200	0,961	28	0,372
Managerial Commitment (Y)	0,103	28	0,200	0,971	28	0,606

Classic Assumption Test for Multiple Linear Regression

Multicollinearity Test

Independent Variables	Tolerance	VIF
Training and education (X ₁)	0,999	1,001
Organizational Commitment (X ₂)	0,999	1,001

Heteroscedasticity Test

No.	Variable	Unstandardized Residual	Sig.
1.	Training and education (X ₁)	-0,018	0,926
2	Organizational Commitment (X ₂)	-0,016	0,937

F-Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,223	2	,611	5,690	,009 ^a
	Residual	2,687	25	,107		
	Total	3,910	27			

a. Predictors: (Constant), Komitmen Organisasi (X₂), Pendidikan dan Pelatihan (X₁)

b. Dependent Variable: Kinerja Manajerial (Y)

Research Questionnaires

Pendidikan dan Pelatihan (Education and Training) – in Bahasa

No.	Pertanyaan	1	2	3	4	5	6	7
		Sangat tidak setuju – sangat setuju						
1	Apakah Tujuan dan sasaran pendidikan dan pelatihan dapat membantu pekerjaan Bapak/Ibu?							
2	Apakah para pelatih harus memiliki kualifikasi yang memadai agar dapat meningkatkan kemampuan Bapak/Ibu?							
3	Apakah pendidikan dan pelatihan harus disesuaikan dengan tujuan yang hendak dicapai oleh perusahaan?							
4	Apakah metode pendidikan dan pelatihan harus disesuaikan dengan tingkat kemampuan manajer yang menjadi peserta?							
5	Apakah peserta pendidikan dan pelatihan harus memenuhi persyaratan yang ditentukan oleh perusahaan?							

Komitmen Organisasi (Organization Commitment) – in Bahasa

No.	Pertanyaan	1	2	3	4	5	6	7
		Sangat tidak setuju – sangat setuju						
1	Apakah keyakinan yang kuat terhadap nilai dan cita-cita organisasi meningkatkan komitmen pada perusahaan?							
2	Apakah kemauan untuk melakukan usaha terhadap pencapaian tujuan organisasi dapat meningkatkan komitmen bapak/ibu pada perusahaan?							
3	Apakah keinginan yang kuat untuk mempertahankan keanggotaan pada organisasi dapat meningkatkan komitmen pada organisasi?							

Kinerja Manajerial (Managerial Performance) – in Bahasa

No.	Pertanyaan	1	2	3	4	5	6	7
		Sangat tidak setuju – sangat setuju						
1	Apakah penentuan tujuan kebijakan dan rencana kegiatan, penjadwalan, penganggaran dan pemograman merupakan salah penguakuan kinerja manajerial?							
2	Apakah pengumpulan dan persiapan informasi untuk catatan, laporan dan rekening dapat digunakan untuk mengukur kinerja manajerial?							
3	Apakah tukar menukar informasi dengan orang lain dalam organisasi lain untuk mengaitkan dan menyesuaikan program yang ada dalam perusahaan?							
4	Apakah mengevaluasi dan menilai usulan kerja, mengamati dan melaporkan kerja Karyawan?							
5	Apakah pihak manajer perusahaan selalu mengarahkan, memimpin dan mengembangkan kemampuan karyawan perusahaan?							
6	Apakah dengan mempertahankan angkatan kerja, mampu meningkatkan kinerja manajerial							
7	Apakah menilai dan mengukur proposal, kinerja yang diamati, penilaian pegawai, penilaian pencatatan hasil dan penilaian laporan keuangan?							
8	Apakah dengan mempromosikan tujuan umum organisasi dengan cara memberikan konsultasi secara lisan dapat menunjukkan kinerja manajerial?							
9	Apakah dengan mengevaluasi kerja secara keseluruhan dapat menunjukkan kinerja manajerial dalam perusahaan?							