

The Influence of Human Resources Management, Total Quality Management, and Motivation on Employee Performance at PT Telkom Area Bogor

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ABSTRACT

PT Telkom Indonesia (Persero) is a State-Owned Enterprise which is engaged in information and communication technology services and telecommunications networks in Indonesia. The tight business competition in the telecommunications sector in Indonesia requires every company to be superior and be able to compete with its competitors. This study aims to analyze descriptively the variables of human resource management, Total Quality Management, motivation, and employee performance at PT. Telkom Area Bogor; analyze the direct influence of the variables of human resources, Total Quality Management, and motivation on employee performance at PT. Telkom Area Bogor; analyze the indirect effect of human resources, Total Quality Management, and motivation variables on employee performance at PT. Telkom Area Bogor. The study was conducted on 120 respondents by means of purposive sampling. Data were collected by distributing online questionnaires. Data were analyzed using descriptive analysis and SEM-PLS using the SmartPLS application. The results showed that the majority of respondents agreed on the assessment of indicators of HR management, Total Quality Management, motivation, and performance. Based on the results of the direct influence analysis, HR management has a positive but not significant effect on performance. Meanwhile, Total Quality Management and motivation have a positive and significant effect on performance. HR management has a positive and significant effect on Total Quality Management and Total

Quality Management has a positive and significant effect on motivation. Based on the results of the indirect effect analysis, HR management affects performance through Total Quality Management and motivation. HR management has an effect on motivation through Total Quality Management. Total Quality Management affects performance through motivation, and HR management affects performance through Total Quality Management.

Keywords: human resource management, motivation, performance, total quality management

INTRODUCTION

Economic growth and the rapid development of information technology have the impact of intense business competition and occur in all economic sectors. Companies that have businesses that are responsive to the times are companies that are able to survive in existing business developments (Hardilawati 2020). Management is the science of planning, organizing, compiling, directing, and supervising activities in order to achieve the common goals that have been set. All organizations or companies need management knowledge. Management is a stage of activities that are interconnected with each other (Husen 2009). If the management is good, the work will be organized and successful. On the other

hand, if the management is not good, the work will be hampered and disorganized. Company management needs to be able to survive and grow in the midst of business competition so that the company's decisions and actions in running the business can be effective. One way that can be done to measure the effectiveness of management that can be seen through the company's performance.

The ability of a company to be able to compete is determined by the performance of the company itself. Companies that are not able to compete to maintain their company's performance will gradually be displaced and will experience bankruptcy. This affects all business lines, including in the telecommunications sector. According to Kusnandar and Bayu (2021), the three largest cellular operators in Indonesia, namely Telkomsel, Indosat Ooredoo, and XL Axiata with the number of subscribers in June 2021 are 169.2 million each for PT Telkom Indonesia, 60.3 million for PT Indosat Ooredoo Hutchison Tbk, as well as 56.77 million customers for PT XL Axiata Tbk.

Every company or organization, especially those engaged in services, aims to provide good service to its customers. Therefore, every strategy in a company or organization must be directed at customers. One company that is engaged in services and always displays excellent quality in its services is PT. Telkom Indonesia. PT Telkom Indonesia (Persero) Tbk (Telkom) is a State-Owned Enterprise (BUMN) which is engaged in information and communication technology (ICT) services and telecommunications networks in Indonesia (Telkom Indonesia 2021).

As a large and long-established company, Telkom's success cannot be separated from the management of the company's role. Telkom believes that employees with individual skills, knowledge, attitudes, intelligence, skills, experience, feasibility, abilities, suitability, authority, training, education, creativity and other added values can become company assets to encourage

the company to move forward and succeed in the future (Rahim and Jam'an 2018).

Achievement of performance in the perspective of human resource management, both in the form of task performance and contextual performance in its achievement, requires HR management, Total Quality Management, and motivation from both employees and management of Telkom Area Bogor. Paul and Anantharaman (2003) asserted that human resource development has a direct relationship with organizational profitability. Therefore, every organization is advised to optimize employee performance in providing optimal contributions, among others by conducting training and development programs.

Other research conducted through literature studies shows that human resource management is a vital player to lead the success in the implementation of total quality management (TQM) through their direct contribution to quality and performance improvement practices (Rahman and Bullock 2005; Abdullah et al. 2008b; Gadenne and Sharma 2009). Motivation is an explanatory concept that can be used to understand the observed behavior, so the main task of the leadership of PT. Telkom Area Bogor is to make the organization function effectively, to do so, leaders need to find conditions that can motivate employees to carry out their duties in supporting performance achievement. Mohamud et al. (2017) stated that motivation has a positive and significant correlation with performance.

Performance is one aspect that can be a major concern for companies in the era of globalization. Global competition that occurs requires the management of PT. Telkom Indonesia to not only focus on products, but also focus on performance. According to Sari et al. (2021), the performance of a company depends on how management is able to manage and carry out activities in order to compete with similar companies.

Based on the 2021 Witel Bogor Executive Report, it shows that there is a decline in the

new sales trend for the Bogor Area Telkom. This fluctuating data with a downward trend in the graph from July to December 2021 indicates that the new sales trend has declined far below the target. The decline in new sales at PT Telkom Area Bogor in the last one year shows that there is a discrepancy (gap) between sales targets and sales realization where the monthly target should increase, but the total number of new sales with reality is far compared.

Another thing that shows a decline in performance at PT Telkom Area Bogor is by looking at the recap of employee attendance in the last year, namely January to December 2021. The attendance of many employees has not reached 100%. The company has not yet obtained maximum results for employee attendance during 2021, meaning that PT Telkom Area Bogor needs to increase the attendance of its employees in order to improve employee performance.

Thus, PT. Telkom Area Bogor strives to achieve the company's long-term goals both in achieving the vision, mission, and strategies that are planned in a sustainable manner. The optimal contribution of each work unit and the resources owned by the company is needed to realize the plans that have been set. This study wants to examine the concept of the relationship between human resource management, Total Quality Management, and motivation on employee performance. The difference in findings from previous researchers then becomes an important gap and it is necessary to review a consistent concept of the relationship between human resource management, Total Quality Management, and motivation on performance, especially for employees in the Bogor Area Telkom. Human resource management which is believed to be able to improve performance requires the role of Total Quality Management in an organization. In addition, on the other hand that motivation can affect employee performance. Based on the description above, the formulation of the problem that can be arranged in this study is as follows:

1. How descriptively the variables of human resource management, Total Quality Management, and motivational motivation on employee performance at PT. Telkom Area Bogor?
2. How is the direct influence of the variables of human resources, Total Quality Management, and motivation on employee performance at PT. Telkom Area Bogor?
3. How do the variables indirectly influence human resources, Total Quality Management, and motivation on employee performance at PT. Telkom Area Bogor?

LITERATURE REVIEW

Human Resources Management

As one of the important factors in the success of the organization, the management of human resources has undergone a paradigm shift, which was previously only seen as a factor of production, is now seen as human capital, thus requiring a broader management orientation and viewing the human resource management unit as an investment center than the cost center (Pristiyono and Sahputra 2019). Margawati et al. (2021) define the purpose of human resources is to expand the creation of representative work at all levels of the organization. Every company is obliged to help employees by improving their abilities depending on the strengths and talents of current employees in order to achieve maximum performance in the company.

Total Quality Management

Total Quality Management (TQM) is an approach in improving quality systematically using many dimensions and has been widely applied by many companies with the aim of improving performance such as quality, productivity and profitability. Companies around the world have been implementing TQM for the past few decades (Munizu 2010).

According to Sila (2007), Total Quality Management (TQM) plays a very important role in increasing the competitiveness of

companies. In a global market that changes continuously, in addition to fast delivery (speed of delivery), product quality is also one of the important elements for companies to be able to compete (competition). TQM is one of the best management practices in the company that emphasizes the overall quality paradigm in the company.

Motivation

Motivation at work can be interpreted as an encouragement in a person to have certain behaviors in doing his work in order to achieve goals that are in accordance with company goals and personal goals (Anwar and Budi 2018). According to Hasibuan (2016), the purpose of motivation is to increase employee morale and job satisfaction, increase productivity and work efficiency, increase employee discipline, increase employee's sense of responsibility towards their duties, increase employee welfare levels, increase employee loyalty, creativity, and participation, and deepen employees' love for the company.

Motivation is an energy that can generate encouragement in oneself (Mangkunegara 2013). The higher the employee's motivation to work, the better job satisfaction they have so that it will improve the employee's performance. Many previous studies have discussed employee motivation and performance. Including research from Junaidi and Susanti (2019) found that motivation has a significant effect on employee performance. Sunarsi's research (2018) shows that work motivation affects the performance of educators. Pawirosumarto and Bachelor (2017) show that leadership style, motivation, and discipline have a positive and significant effect partially or simultaneously on employee performance.

Performance

Performance is an effort that is maximally expended by workers in order to achieve a work performance that can be completed with satisfactory results so that it will have a positive impact on the worker's personality

and the environment in which he works (Akbar 2018). Panjaitan (2017) defines performance as the level of success and the level of achievement of organizational goals. Performance can show how far the level of ability to carry out organizational tasks. In addition, performance also shows the extent to which the objectives stated in the results guide can be achieved by an organization. Thus the understanding of the performance of an organization fulfills the functions and rules set for the achievement of goals.

Research Framework Conceptual

In Figure 1 can be seen flow of conceptual framework in research.

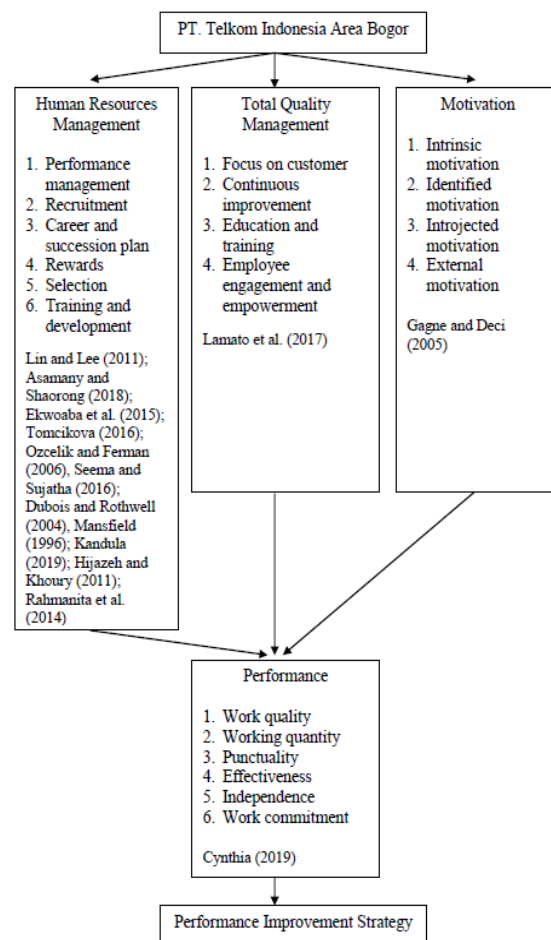


Figure 1 Conceptual framework

From the various research results above, then these variables are then translated into hypotheses that will be the focus of the research. The hypothesis to be tested in this study can be seen in Table 1.

Table 1. Research hypotheses

| Hypothesis | Code | Hypothesis |
|--------------|----------------|---|
| Hypothesis 1 | H ₀ | HR management has no significant effect on performance |
| | H ₁ | HR management has a significant effect on performance |
| Hypothesis 2 | H ₀ | Total Quality Management has no significant effect on performance |
| | H ₁ | Total Quality Management has a significant effect on performance |
| Hypothesis 3 | H ₀ | Motivation has no significant effect on performance |
| | H ₁ | Motivation has a significant effect on performance |
| Hypothesis 4 | H ₀ | HR management has no significant effect on Total Quality Management |
| | H ₁ | HR management has a significant effect on Total Quality Management |
| Hypothesis 5 | H ₀ | Total Quality Management has no significant effect on motivation |
| | H ₁ | Total Quality Management has a significant effect on motivation |

METHODS

The research was conducted at PT. Telkom Area Bogor. The research location is located at Witel Bogor Building, Jalan Raya Padjajaran No. 37, Bogor, West Java, Datel Kujang Office at Telkom STO Court Building, Datel Cibinong Office at Plasa Telkom Cibinong Building, Datel Sentul Office at Telkom STO Pasir Maung Building, and Datel Depok Office at Telkom STO Sukmajaya Building. Data collection is carried out in the month of May to September 2022.

The study used online questionnaires and secondary data in the form of company profiles contained in the company's Annual Report, Bogor Area Telkom Executive Report, and data obtained from books, internet, and scientific journals. There is also a way to take a sample is by accidental sampling. The minimum number of samples for SEM used in this study was determined using the formula proposed by Hair et al. (2010), so the minimum sample size used in this study was 120 respondents. The data obtained from the research respondents were first tested for validity and reliability

to find out whether the processed data was valid or reliable. The data will be processed using descriptive analysis. After performing descriptive analysis, the data was processed to see the results of the model structure through Structural Equation Model-Partial Least Square (SEM-PLS) analysis. The available data was collected in Microsoft Excel form and further analyzed using the Smart PLS application.

The SEM method used in this study uses the Partial Least Square (PLS) approach. The structural model (inner outer) and measurement model (outer model) are the assessment criteria for PLS. Then after that the convergent validity was tested in the evaluation of the measurement model (convergent validity), discriminant validity, composite reliability, and Average Variance Extracted (AVE). For the evaluation of the structural model, the R-squared (R²) test and path coefficient estimation test were carried out, and finally the hypothesis testing was carried out. All of them are calculated using Smart PLS software. The SEM model used in this study can be seen in Figure 2.

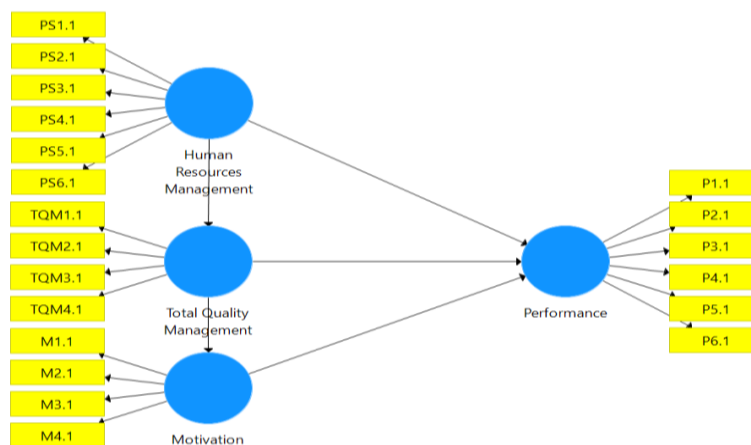


Figure 2 SEM Model

RESULT AND DISCUSSION

Analysis of Variable Indicator

Description

The description of indicators is needed to make it easier to analyze quantitatively and to make it easier to draw conclusions. The results of the answers from respondents are grouped into two, namely strongly disagree, disagree, and undecided as the disagree group, and the answers agree and strongly agree as the agree group.

a. Human Resources Management

The percentage of respondents' answers using a Likert scale to the question of the Human Resource Management variable is presented in Table 2. The majority of

respondents amounting to 95.83% agree that the company provides opportunities for employees to develop the competencies needed to improve performance. This generally means that PT Telkom facilitates employees to develop competence. PT Telkom often conducts periodic education and training that focuses on competency development and change. Periodic training and education are held and are usually related indirectly or directly to operational and business strategies. There are several competency development strategies that are often carried out by Telkom, namely DNA Strategy, Accelerate Strategy, and Empower Strategy.

Table 2 Description of human resources management variable indicators

| No. | Symbol | Indicator | Percentage | |
|-----|--------|--|------------|-------------|
| | | | Agree | Don't agree |
| 1 | PS1.1 | The company provides opportunities for employees to develop the competencies needed to improve performance | 95.83% | 4.17% |
| 2 | PS2.1 | The recruitment process for prospective applicants is carried out openly and without discrimination | 95.00% | 5.00% |
| 3 | PS3.1 | I get a promotion opportunity and develop a career in this company | 86.67% | 13.33% |
| 4 | PS4.1 | Giving bonuses/incentives by the company encourages me to perform better | 95.00% | 5.00% |
| 5 | PS5.1 | In conducting the selection of workers, the company considers the competence of prospective applicants | 89.17% | 10.83% |
| 6 | PS6.1 | The type of training provided by the company is appropriate as expected in order to increase competence | 92.50% | 7.50% |

b. Total Quality Management

The percentage of respondents' answers using a Likert scale to the question of the Total Quality Management variable is presented in Table 3. The majority of respondents' employees, 97.5%, agree that the company is making continuous improvements by seeing opportunities from new methods and equipment. This generally means that the progress of methods and technology made by PT. Telkom as an improvement so that the company remains superior and becomes the leading digital telco company. PT Telkom is now focusing on developing its business in three main

business domains, namely Digital Connectivity, Digital Platform, and Digital Services. Telkom provides infrastructure such as fiber optic cable network with a length of more than 169 thousand kilometers, operational of more than 220 thousand BTS towers, mobile internet service that reaches 99 percent of the population, and operates 2 national satellites that cover Southeast Asia and South Asia. The existence of this sophisticated infrastructure shows that PT Telkom continues to follow and make continuous improvements.

Table 3 Description of Total Quality Management variable indicators

| No. | Symbol | Indicator | Percentage | |
|-----|--------|---|------------|-------------|
| | | | Agree | Don't agree |
| 1 | TQM1.1 | Companies measure customer satisfaction | 95.83% | 4.17% |
| 2 | TQM2.1 | The company makes continuous improvement by seeing opportunities from new methods and equipment | 97.50% | 2.50% |
| 3 | TQM3.1 | The company routinely conducts education and training for employees | 90.83% | 9.17% |
| 4 | TQM4.1 | There is a clear work report from employees to superiors | 93.33% | 6.67% |

c. Motivation

The percentage of respondents' answers using a Likert scale to the motivational variable questions is presented in Table 4. Almost all 99.17% of respondents said that employees are passionate about completing

work as well as possible and on time. This generally means that the majority of PT Telkom Area Bogor employees optimize working hours to complete the job as well as possible.

Table 4 Description of motivation variable indicators

| No. | Symbol | Indicator | Percentage | |
|-----|--------|---|------------|-------------|
| | | | Agree | Don't agree |
| 1 | M1.1 | I want to show my ability | 97.50% | 2.50% |
| 2 | M2.1 | I am passionate about completing work as well as possible and on time | 99.17% | 0.83% |
| 3 | M3.1 | I'm proud if I can improve my skills | 98.33% | 1.67% |
| 4 | M4.1 | My boss always reminds me to keep learning | 88.33% | 11.67% |

d. Performance

The percentage of respondents' answers using a Likert scale to the question Performance variable is presented in Table 5. Almost all respondents agree that employees always try to do the work that has become the responsibility (99.17%).

This generally means that the performance of the employees of PT Telkom Area Bogor is very good because each employee has self-awareness of their work responsibilities by carrying out their duties carefully and as much as possible.

Table 5 Description of performance variable indicators

| No. | Symbol | Indicator | Percentage | |
|-----|--------|---|------------|-------------|
| | | | Agree | Don't agree |
| 1 | P1.1 | I am able to work according to company targets | 96.67% | 3.33% |
| 2 | P2.1 | I work optimally in achieving the goals and objectives of the activity | 96.67% | 3.33% |
| 3 | P3.1 | I come home from work after the end of working hours | 96.67% | 3.33% |
| 4 | P4.1 | If the work can't be done in the allotted time, then I need extra time | 95.00% | 5.00% |
| 5 | P5.1 | I always try to do the work that is my responsibility | 99.17% | 0.83% |
| 6 | P6.1 | I have sincerity and interest in working for the achievement of company goals | 97.50% | 2.50% |

Hypothesis test

Based on the empirical study model that has been proposed in this study, the next step is to test the hypothesis by testing the path coefficient and t-count on the structural equation model. The path coefficient is a coefficient that indicates the level of significance in hypothesis testing. The hypothesis used in this study is a one-tailed hypothesis. The hypothesis is accepted if it

has a t-count value of more than 1.96. If the path coefficient value is more than 0.05 with a t-count value of more than 1.96 then the influence between variables is included in the significant category. Conversely, if the path coefficient value is less than 0.05 with a t-count value less than 1.96 then it is included in the insignificant category (Table 6).

Table 6 Results of path coefficients and t-test of direct influence between latent variables

| | Path Coefficient | T Count | Conclusion | Information |
|---|------------------|---------|-----------------|-------------------------|
| Motivation -> Performance | 0.546 | 6.542 | Significant | H ₁ accepted |
| HR Management -> Performance | 0.018 | 0.242 | Not significant | H ₁ rejected |
| HR Management -> Total Quality Management | 0.664 | 5.998 | Significant | H ₁ accepted |
| Total Quality Management-> Motivation | 0.684 | 10.593 | Significant | H ₁ accepted |
| Total Quality Management-> Performance | 0.365 | 4.691 | Significant | H ₁ accepted |

Based on the processing of the questionnaire through the SmartPLS software, there were significant positive results on the path of motivation affecting performance; HR

management affects Total Quality Management, Total Quality Management affects motivation; and Total Quality Management has an effect on performance.

In addition, based on the results obtained that HR management has no effect on

performance. The path coefficient in the model can be seen in Figure 3.

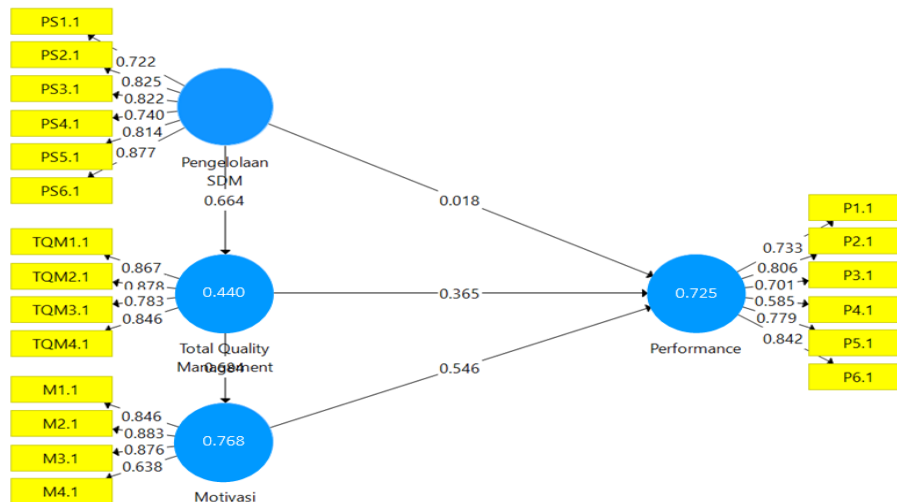


Figure 3. Path coefficient on the model

In addition to having a direct effect, this research also has an indirect effect. This indirect influence includes human resource management that affects performance through Total Quality Management and motivation. Then the indirect effect is also shown in the management of human resources which has an effect on motivation

through Total Quality Management. Total Quality Management also affects performance through motivation, and HR management affects performance through Total Quality Management. Table 7 below shows the indirect effect between variables in this study.

Table 7 Results of path coefficients and t test of indirect effect between latent variables

| Track | Path Coefficient | T Count | Conclusion |
|--|------------------|---------|-------------|
| HR Management -> Total Quality Management -> Motivation -> Performance | 0.248 | 3,745 | significant |
| HR Management -> Total Quality Management -> Motivation | 0.454 | 5,089 | significant |
| Total Quality Management-> Motivation -> Performance | 0.374 | 4,850 | significant |
| HR Management -> Total Quality Management -> Performance | 0.242 | 3,562 | significant |

The Influence of Total Quality Management on Performance

The results of the influence test show that the path coefficient value of Total Quality Management on performance is 0.365 with a t-count value of 4.691 which means more than 1.96. This can explain that the Total Quality Management variable has a positive and significant influence on performance. This means that the hypothesis H₁ is accepted.

The indicators of the Total Quality Management variable analyzed in this study consist of a focus on customers, continuous improvement, education and training, as well as employee involvement and empowerment have a positive and

significant impact on employee performance. Maximum service and focus on customers indicate that the performance of employees at PT. Telkom Area Bogor has a good value. An increase in employee performance is indicated by an increase in customer loyalty and satisfaction as well. In addition, there is a continuous improvement process, regular education and training, as well as employee involvement and empowerment carried out by PT. Telkom Area Bogor will show good results in improving employee performance.

These results are in line with previous research that TQM factors have a significant effect on organizational performance (Androwis et al. 2018; Zhang 2000;

Abdullah et al. 2008b; Demirbag et al. 2006; Al-Refaie and Hanayneh 2014). In this study, the implementation of Total Quality Management in the organization contributes to the performance and survival of the organization.

The Effect of Motivation on Performance

The results of the influence test show that the path coefficient of motivation on performance is 0.546 with a t-count value of 6.542 which means more than 1.96. This can explain that the motivation variable has a positive and significant influence on performance. This means that the hypothesis H_1 is accepted.

The indicators of motivational variables analyzed in this study which consist of intrinsic motivation, identified motivation, introjected motivation, and external motivation have a positive and significant influence on employee performance. Intrinsic motivation in the form of interest and pleasure contained in the work carried out by employees, as well as the identified motivation in the form of the values of the work done by employees at the company to improve the performance of these employees. This is because they tend to be eager to achieve personal goals and company goals they want to achieve. In addition, there is an introjection motivation from within employees in the form of ego involvement, self-esteem, as well as avoiding feelings of guilt from work assigned by superiors also affect the process of improving employee performance. Another indicator in the form of external motivation also affects employee performance because the majority of employees need rewards (rewards) in their work and avoid sanctions (punishments) if they do not complete their duties and responsibilities properly.

These results are in accordance with previous studies that work motivation factors can affect employee performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to result in higher

performance of employees. All companies are recommended to adopt extrinsic rewards in their various companies in order to increase productivity (Andriana et al. 2019; Muogbo and Uju 2013; Mohamud et al. 2017). Employees who have high motivation will complete the work in accordance with the targeted goals so as to produce good performance (Tahir 2022).

The Influence of HR Management on Total Quality Management

The results of the influence test show that the coefficient value of the HR management path to Total Quality Management is 0.664 with a t-count value of 5.998 which means more than 1.96. This can explain that the HR management variable has a positive and significant influence on Total Quality Management. This means that the hypothesis H_1 is accepted.

Companies that manage human resources well will give positive results in increasing the company's competitive strength. Reliable and professional human resources owned by the company will facilitate the company in running its business. If human resources and all aspects of the company are managed and integrated properly with the application of Total Quality Management principles, the overall quality of the company will continue to improve.

These results are in line with previous studies by Haryati (2013) and Izvercian et al. (2014) in his research stated that there is a relationship between the implementation of TQM and HR management so that it has a positive impact on the sustainability and competitiveness of the company. TQM is an approach whose goal is to maximize competitiveness through improving the quality of products, human resources, services, processes and the environment. The role of human resource management and TQM is to create a culture or system based on high performance (Ooi et al. 2009).

The Influence of Total Quality Management on Motivation

The results of the influence test show that the path coefficient value of Total Quality Management on motivation is 0.684 with a t-count value of 10.593, which means more than 1.96. This can explain that the Total Quality Management variable has a positive and significant influence on motivation. This means that the hypothesis H_1 is accepted. Companies that implement the principles of Total Quality Management well will give positive results in increasing employee motivation. The involvement of all employees in the application of this TQM principle will have a positive influence on the work motivation of employees. This result is in line with previous research by Conie (2017), the aspect of TQM has a positive influence on work motivation.

The Influence of HR Management on Performance

The results of the influence test show that the coefficient value of the HR management path on performance is 0.018 with a t-count value of 0.242 which means less than 1.96. This can explain that the HR management variable has a positive and insignificant effect on performance. This means that the hypothesis H_1 is rejected.

The indicators of human resource management variables analyzed in the research consisting of performance management, recruitment, career and succession plans, rewards, and training and development have a positive and insignificant effect on employee performance. Companies need human resources who have superior abilities to be able to compete. The performance of these employees must be able to keep up with technological developments so that the competence of employees can be integrated with the technology used in recruitment, training and compensation activities. Companies need employees who have reliable and professional abilities to

maintain and build the company going forward to be more progressive.

Managerial Implications

Managerial implications can be carried out by PT Telkom Area Bogor, namely the company can improve employee performance by improving and improving human resource management, increasing Total Quality Management, and employee motivation. This can be done by applying the PIE (Planning, Implementation, Evaluation) model. The planning stage starts from determining plans for programs that can develop employee competencies, increasing creativity in work, innovative improvements in every renewal in the field of telecommunications technology, making considerations according to competencies for prospective applicants during the recruitment process, and company management can also provide opportunities promotions and rapid career paths for outstanding employees. The stage of implementing activities regarding the planning prepared by management to improve employee performance and achieve company goals will be carried out by each unit at PT. Telkom Area Bogor. To improve employee performance, it is necessary to have a good system in terms of human resource management, Total Quality Management, and motivation. The obstacle faced in carrying out these activities is the low external motivation from superiors to employees. In addition, the company has not routinely conducted training and education to improve employee competence in their respective fields. This causes many employees who work in their comfort zone so that employees do not try to develop their abilities. The process that has been carried out at the planning and implementation stages will then be carried out an evaluation process to find out the activities carried out have met expectations or need to be repaired so that the goals desired by the company are achieved. This evaluation process will be carried out by management or employees

who are authorized to provide an assessment.

CONCLUSION

Based on the results of the descriptive analysis, it was found that on the indicators of HR management, the majority of respondents agreed that the company provides opportunities for employees to develop the competencies needed to improve performance. In the TQM indicator, the majority of respondents agree that the company is making continuous improvements by seeing opportunities from new methods and equipment. In the motivation indicator, almost all respondents said that employees are eager to complete the work as well as possible and on time. While on performance indicators, the majority of respondents agree that employees always try to do work tasks that have become their responsibilities.

Based on the results of the analysis, it is found that there is a direct influence of the variables of human resources, Total Quality Management, and motivation on employee performance at PT. Telkom Area Bogor. The variable of human resource management has a positive but not significant effect on employee performance because the company requires human resources who have superior abilities to be able to compete. The performance of these employees must be able to keep up with technological developments so that the competence of employees can be integrated with the technology used in recruitment, training and compensation activities. Companies need employees who have reliable and professional abilities to maintain and build the company going forward to be more progressive. The Total Quality Management variable has a positive and significant effect on employee performance. This is because the maximum service and focus on customers indicates that the performance of employees at PT. Telkom Area Bogor has a good value. An increase in employee performance is indicated by an increase in customer loyalty

and satisfaction as well. In addition, there is a continuous improvement process, regular education and training, as well as employee involvement and empowerment carried out by PT. Telkom Area Bogor will show good results in improving employee performance. The motivation variable has a positive and significant effect on employee performance. This is because they tend to be eager to achieve personal goals and company goals they want to achieve. The involvement of ego, self-esteem, and avoiding feelings of guilt from the work assigned by superiors also affects the process of improving employee performance. In addition, the majority of employees need rewards at work and avoid sanctions (punishments) if they do not complete their duties and responsibilities properly. The variable of human resource management has a positive and significant effect on Total Quality Management. Companies that manage human resources well will give positive results in increasing the company's competitive strength. Reliable and professional human resources owned by the company will facilitate the company in running its business. If human resources and all aspects of the company are managed and integrated properly with the application of Total Quality Management principles, the overall quality of the company will continue to improve. The Total Quality Management variable has a positive and significant effect on motivation. Companies that implement the principles of Total Quality Management well will give positive results in increasing employee motivation. The involvement of all employees in the application of this TQM principle will have a positive influence on the work motivation of employees. If human resources and all aspects of the company are managed and integrated properly with the application of Total Quality Management principles, the overall quality of the company will continue to improve. The Total Quality Management variable has a positive and significant effect on motivation. Companies that implement the principles of Total Quality Management

well will give positive results in increasing employee motivation. The involvement of all employees in the application of this TQM principle will have a positive influence on the work motivation of employees. If human resources and all aspects of the company are managed and integrated properly with the application of Total Quality Management principles, the overall quality of the company will continue to improve. The Total Quality Management variable has a positive and significant effect on motivation. Companies that implement the principles of Total Quality Management well will give positive results in increasing employee motivation. The involvement of all employees in the application of this TQM principle will have a positive influence on the work motivation of employees. The Total Quality Management variable has a positive and significant effect on motivation. Companies that implement the principles of Total Quality Management well will give positive results in increasing employee motivation. The involvement of all employees in the application of this TQM principle will have a positive influence on the work motivation of employees. The Total Quality Management variable has a positive and significant effect on motivation. Companies that implement the principles of Total Quality Management well will give positive results in increasing employee motivation. The involvement of all employees in the application of this TQM principle will have a positive influence on the work motivation of employees.

Based on the results of the analysis, it is found that there is an indirect influence on the variables of human resources, Total Quality Management, and motivation on employee performance at PT. Telkom Area Bogor. This indirect influence includes human resource management that affects performance through Total Quality Management and motivation. Then the indirect effect is also shown in the management of human resources which has an effect on motivation through Total

Quality Management. Total Quality Management also affects performance through motivation, and HR management affects performance through Total Quality Management.

Conflict of Interest: None

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