

## Total Quality Management and Organizational Performance : Mediated by Innovation at SMP Ar-Risalah Islamic Boarding School Padang City

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### ABSTRACT

This study set out to examine the link that exists between total quality management and organizational performance in the presence of innovation as a mediator or variable. The population of this study were all teachers and education personnel at the SMP Ar-Risalah Islamic Boarding School as many as 45 people. The number of samples used in the study was 45 people using the total sampling technique. This study employed causality research as its research strategy. With the aid of SmartPLS 4.0, the Structural Equation Model (SEM) is the data analysis method employed. The study's findings suggested that; (1) total quality management has an important and favorable impact on organizational performance; (2) organizational performance is positively and significantly impacted by innovation; (3) total quality management significantly and favorably influences innovation; (4) innovation isn't able to act as a mediator in the link between total quality management and organizational performance.

### ABSTRAK

Penelitian ini bertujuan untuk menguji hubungan antara *Total Quality Management* dan *Organizational Performance* dengan adanya Inovasi sebagai variabel mediasi. Populasi dari penelitian ini adalah seluruh guru dan tenaga kependidikan di SMP Perguruan Islam Ar-Risalah sebanyak 45 orang. Jumlah sampel yang digunakan dalam penelitian sebanyak 45 orang dengan menggunakan teknik *total sampling*. Penelitian ini menggunakan penelitian kausalitas sebagai strategi penelitiannya. Dengan bantuan SmartPLS 4.0, Structural Equation Model (SEM) adalah metode analisis data yang digunakan. Temuan penelitian menunjukkan bahwa; (1) *Total Quality Management* memiliki dampak positif dan signifikan terhadap *Organizational Performance*; (2) *Organizational Performance* dipengaruhi secara positif dan signifikan oleh Inovasi; (3) *Total Quality Management* secara signifikan mempengaruhi Inovasi; (4) Inovasi tidak dapat bertindak sebagai mediator dalam hubungan antara *Total Quality Management* dengan *Organizational Performance*.

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## INTRODUCTION

Islamic Boarding School is an Islamic education organization that has a role in shaping the character and religious values of its students. In Indonesia, Islamic boarding school have long been one of the pillars of Islamic education that plays a role in educating the younger generation. However, in the face of various social, economic, and cultural changes, Islamic boarding school are also faced with various challenges that affect their performance and effectiveness. It is important to recognize that pesantren is not only an educational institution, but also a religious and cultural center in the community that certainly has the responsibility to maintain religious traditions, provide quality religious education, and contribute to the social and economic development of the surrounding community. A Islamic boarding school may make sure that the instruction it offers meets Islamic principles and quality requirements by putting Total Quality Management into practice. A Islamic boarding school should prioritize the happiness of its clientele, which includes parents and students, in addition to offering Islamic religious instruction to the broader public. Students not only expect religious and general education, but also expect increased emotional intelligence, comfort, a good place to live, and harmonious relationships between school managers, teachers, and employees (Rofiaty, 2019).

Organizational performance has enormous implications for efficiency, productivity, competitiveness, and sustainability. In general, organizational performance refers to the accomplishment of organizational goals or the operational outcomes of the company (Sciarelli et al., 2020). The level of innovation in a particular organization is a reflection of the chief's ability to implement concepts with additional value that affect the organization's ability in terms of output and quality (Augusto et al., 2014). Having a creative idea for a process, product, or organization is not enough. Instead, for the cost of innovation to be justified in terms of organizational competitiveness, the output of innovation must be seen in terms of organizational performance.

Understanding organizational performance is key to identifying potential improvements, optimizing resources, and achieving organizational goals. All organizations will certainly aim to excel and can become organizations that win market competition (Sinambela & Darmawan, 2021). To face the difficulties of competition and adapt to the ever-changing competitive environment, organizations are required to use various quality management technologies to improve operational and financial performance (Augusto et al., 2014).

Performance is a key component of Total Quality Management when it comes to improving quality. All activities within an organization are considered to affect its performance. Performance measures can also be linked to innovation strategies. The main link between innovation and performance measurement is that innovation is expected to affect operational performance, and conversely, performance results can drive innovation (Haris, 2016).

Previous research on Total Quality Management practices, Organizational Performance, and innovation has previously been widely discussed in manufacturing companies, but few studies have focused on service companies, especially those discussing educational organizations (Sciarelli et al., 2020). Whereas the application of Total Quality Management practices is also needed in educational organizations such as Islamic boarding schools. Educational organizations are responsible for realizing the quality of education to the community and are expected to improve human resources through good education systems and results (Rusdiana, 2013). Total Quality Management is one of the management approaches that is successfully applied in the industrial world and can also be applied in Islamic educational institutions (Fath et al., 2022).

As stated by research (Sciarelli et al., 2020) Innovation can be an intermediary element in the connection between the organization's performance and quality of the organization. Meanwhile, according to research (Yuniarti, 2021) Innovation cannot mediate the connection between overall performance and total quality management of an organization. So that there are still inconsistencies in the results of previous research on what part innovation plays variables as mediating the relationship between quality and performance. The performance of an educational organization is also highly dependent on its teachers, so school principals must direct their teachers to achieve optimal work

results (Musran et al., 2019). With a good quality of education, the next generation of Indonesian is expected to be able to meet the challenges of development to guarantee the well-being, progress, and welfare of the Nation. (Felestin & Triyono, 2015). And also teacher certification is a government endeavor to raise the caliber and proficiency of educators (Arifin, 2019).

## LITERATURE REVIEW

### **Organizational Performance**

The degree of accomplishment that an organization may reach in reaching established goals is known as organizational performance. Organizational performance may be evaluated from a number of angles, including financial performance, innovation performance, and performance quality, which typically relates to operational outcomes or the accomplishment of organizational objectives, according to (Sciarelli et al., 2020). An organization's performance is determined by comparing its actual productivity or outcomes to its planned productivity or aims and objectives. According to Suhag et al. (2017), performance in organizations is defined as company's ability to achieve its goals and objectives through strong governance, capable management, and a persistent dedication to accomplishing company goals.

### **Total Quality Management**

Total Quality Management is the process of managing the organization as a whole to ensure that the company excels whether it is a company that carries out production processes or a company that provides important services to consumers. Only then can customer loyalty be formed, and the business can grow sustainably with the quality of its current human resources constantly rising through an ongoing learning process (Hidayat Sutawijaya, 2022). Employees who actively participate in the process of improving quality will learn new information, understand the benefits of higher standards, and develop a sense of satisfaction with their work. It is important to motivate staff members to provide ideas, offer comments, and engage in the process. Furthermore, customer loyalty, care, and happiness are impacted by workers' perceptions of empowerment (Ramlawati, 2020).

### **Innovation**

Applying fresh information, concepts, techniques, and proficiencies to create distinctive talents and boost corporate competitiveness is known as innovation. To gain a sustained competitive advantage, organizations need to be able to recognize new possibilities, configure and safeguard technology, and manage skills and knowledge assets (Antunes et al, 2017). Administrative innovation refers to changes in existing administrative processes, systems and practices within an organization or institution (Sciarelli et al., 2020). Product innovation is an innovation process that develops and introduces new or updated products, solutions and services that aim to improve the learning experience of students, teachers or other stakeholders. Process innovation refers to developing and implementing changes to the way an organization carries out its internal processes.

### **Total Quality Management and Organizational Performance**

Through the manufacture of superior goods and services that satisfy customer expectations, offer a competitive edge, and capture a greater portion of the market, Total Quality Management has assisted businesses in creating world-class offerings and enhancing their manufacturing procedures (Aziz, 2012). In order for the Total Quality Management implementation plan to be maximally implemented, each organization must take specific actions in adopting Total Quality Management principles. According to research (Sciarelli et al., 2020) found that focusing on quality can increase innovation and performance of the organization. According to research (Androwis, 2018) TQM practices have a positive impact on organizational performance, with a strong emphasis on supplier management, customer attention, process control, commitments from senior management, and sustainable

development. Furthermore, in research (Al-qahtani et al., 2020) TQM has a positive effect on Organizational Performance. To meet customer demand in an efficient manner and to achieve all organizational goals, TQM seeks to create comprehensive cooperation between all organizational functions.

*H1 : Total Quality Management has a positive and significant effect on Organizational Performance.*

**Innovation and Organizational Performance**

Innovation is the process of developing and applying new concepts, techniques and skills with the aim of creating differentiated capabilities and increasing the competitiveness of the company. This innovation can be in the form of administrative innovation, product innovation and process innovation (Sciarelli et al., 2020). Research from (Antunes et al., 2017) contends that whereas product innovation can only boost an organization's financial success, process innovation can enhance both operational and financial performance. Research (Asnimar et al., 2022) shows that process innovation has a major influence on product innovation, organizational innovation has a major impact on business processes and performance, and process innovation has no meaningful impact on enterprise performance. Product innovation significantly affects how well a firm performs. Additionally, research has shown that innovation improves organizational performance (Suhendah & Brigita, 2021). An organization's ability to innovate will improve the organization's performance.

*H2 : Innovation has a positive and significant effect on Organizational Performance.*

**Total Quality Management and Innovation**

Businesses that implement total quality management are more likely to prioritize production in order to meet customer demand. Additionally, research (Sciarelli et al., 2020) found that the practices of Soft Quality Management and Hard Quality Management have a positive and significant effect on innovation. Research (Suhendah & Brigita, 2021) found that innovation benefits from overall total quality management. A company innovates by creating systems and processes based on new ideas.

*H3 : Total Quality Management has a positive and significant effect on Innovation.*

**The role of innovation variables as mediator**

Research (Nugraheni et al., 2022) indicates that innovation might act serving as a mediator in the partnership between total quality management and the overall performance of MSME's. Innovation demonstrates its ability to act as a mediator between the performance of MSME's and the factors of Total Quality Management.. This happens when Total Quality Management improves the production process, such as choosing high-quality raw materials to improve the quality of the product itself. Additionally, research (Sciarelli et al., 2020) indicates that Performance and Soft Quality Management are related, as evidenced by the mediating effects of Hard Quality Management and Innovation, and the study's findings indicate that performance increases with a higher level of Soft Quality Management.

*H4 : Through Innovation, Total Quality Management significantly and favorably impacts Organizational Performance.*

The conceptual framework for this study takes the following form.

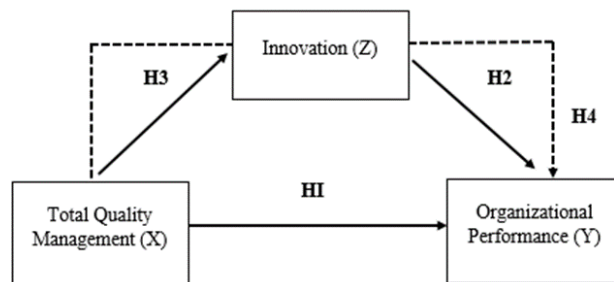


Figure 1. Conceptual Framework

## METHOD

The research approach used by researchers is a quantitative research approach, which emphasizes theory assessment by involving variables with a range of values and testing data with statistical procedures (Indriantoro, et al., 2002). This study reveals a causal link, or causal relationship, between the independent and dependent variables. Descriptive analysis is also done by calculating TCR values on each variable (Sekaran & Bougie, 2016). The Partial Least Square (PLS) method using the Smart PLS 4.0 program was utilized for data analysis in this study. PLS is a method for structural equation modeling (SEM). The reason for using Partial Least Square (PLS) as a program in research data processing is because the SmartPLS Statistical Software, also known as the Smart Partial Less Square, aims to test the relationship between variables (Muhson, 2022). A population, as described by Sugiyono (2013), is a group of items or persons that share specific characteristics and properties that researchers select to examine in order to draw conclusions. The population in this study were all teachers and education personnel at SMP Ar-Risalah Islamic Boarding School in Padang City. In research, a sample size of 30 to 500 people is adequate (Sugiyono, 2013). The 45 respondents that make up the samples that the researchers will look at are teachers and educators.

## RESULT AND DISCUSSION

### Outer Model

An analytical method known as the Outer Model in PLS is used to examine how each research indication relates to its latent variable. Validity and reliability tests make up this outer model measurement. Tests for validity and reliability seek to ascertain if research tools are capable of measuring the appropriate things. Conversely, the reliability test seeks to ascertain the degree of consistency between the measuring tool and participants in responding to research instrument questions.

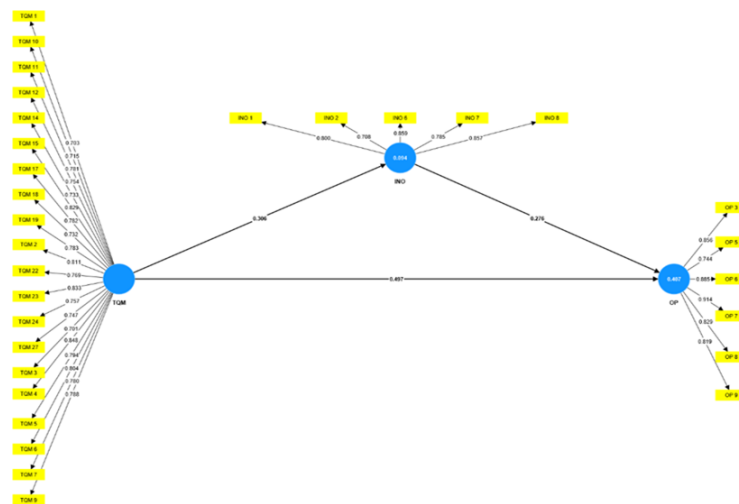


Figure 2. Structural Model

The validity test may be evaluated using the Average Variance Extracted (AVE) value. The AVE number explains the degree of variability among the manifest variables or indicators that comprise the notion. An acceptable AVE value should be more than 0.5. The following is how the AVE value appears in the table below:

Table 1. Average Variance Extracted

<b>Variable</b>	<b>Average Variance Extracted (AVE)</b>
<i>Total Quality Management</i>	<b>0.598</b>
<i>Innovation</i>	<b>0.646</b>
<i>Organizational Performance</i>	<b>0.711</b>

Source : Processed Data (2023)

Because each variable's AVE value is more than 0.5, as the table's explanation demonstrates, the study satisfies both convergent validity criteria. Thus, it is possible to draw the conclusion that this research has a strong convergent validity.

Reliability testing is done to evaluate the measuring device's consistency throughout a number of measurements. When measuring the reliability test in PLS, results greater than 0.7 and 0.6 are still considered acceptable (Hair et al., 2017). Cronbach's alpha and composite reliability can also be utilized. The table that appears next displays both numbers.

Table 2. Cronbach's Alpha dan Composite Reliability

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
<i>Total Quality Management</i>	0.965	0.901
<i>Innovation</i>	0.865	0.936
<i>Organizational Performance</i>	0.918	0.967

Source : Processed Data (2023)

Each research variable has composite reliability and Cronbach's alpha values more than 0.7, as can be seen from the data in the above table. By the previous standards, every variable in the research has been shown to be reliable.

### Inner Model

This inner model test analysis aims to investigate the interrelationships between the variables under investigation. The existence of this inner model is shown by the R-Square value. The degree to which the independent variable may affect or explain the dependent variable is shown by the PLS R-Square value. Recall that the dependent variable is the only source of the R-Square value. A variable's R-Square value indicates how well the model is. The R-Square computation on the study's dependent variable produced the following results:

Table 3. R-Square

<b>Variable</b>	<b>R-Square</b>	<b>R-Square Adjusted</b>
<i>Innovation</i>	0.094	0.073
<i>Organizational Performance</i>	0.407	0.379

Source : Processed Data (2023)

It is known from the preceding table that the Innovation variable's R Square value is 0.094. Based on these findings, the innovation variable is influenced by the whole total quality management variable by 9.4%, and the remaining 90.6% is accounted for by variables beyond the purview of this study. On

the other hand, the organizational performance variable R Square value is 0.407. These results indicate that, accounting for 59.3% of the total, 40.7% of the total is supplied by the Total Quality Management and Innovation variables, and that these other factors have an influence on the Organizational Performance variable.

**Direct Effect**

Latent variable significance levels and path coefficient values are used to test the hypothesis. P-Value with a value less than 0.05 is used to determine significance (Ghozali, 2008). The data from the results of testing the direct effect hypothesis are as follows:

Table 4. Direct Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic ( O/STDEV )	P Values	information
Total Quality Management → Organizational Performance	0.582	0.606	0.109	5.321	0.000	Significant
Innovation → Organizational Performance	0.276	0.284	0.144	1.971	0.028	Significant
Total Quality Management → Innovation	0.306	0.352	0.127	2.406	0.008	Significant

Source : Data Processed (2023)

According to the findings of testing the first hypothesis, the impact of the Total Quality Management (X) variable on Organizational Performance (Y) has a P-Values value of 0.000, meeting the condition that the P-Values value must be less than 0.05. By verifying this first hypothesis, it is also demonstrated that the first sample result of 0.582 (positive) suggests that the Total Quality Management variable has a positive effect of 0.582 on the Organizational Performance variable. The good outcome shows that there is a positive correlation between Total Quality Management and Organizational Performance, with an increase in Total Quality Management leading to a rise in Organizational Performance and a drop in Organizational Performance. Since it can be claimed that Total Quality Management has a considerable and positive impact on Organizational Performance, the first hypothesis is accepted. These conclusions are supported by research (Al-Dhaafri & Alosani, 2020) which shows that organizational performance is positively and significantly impacted by total quality management.

In order to meet the criteria that the P-Values value must be less than 0.05, the results of testing the second hypothesis reveal that the effect of the Innovation variable (Z) on Organizational Performance (Y) have a P-Values value of 0.028. Testing this second hypothesis then reveals that the original sample value of 0.276 (positive) was likewise obtained, indicating that the Organizational Performance variable is positively impacted by the Innovation variable by 0.276. This positive value shows that organizational performance increases with higher levels of innovation and decreases with lower levels of innovation, respectively. Thus, the second hypothesis is supported as it can be argued that innovation significantly and favorably affects organizational performance. Research (Suhendah &

Brigita, 2021) further demonstrates the beneficial impact of innovation on organizational success. An organization's ability to innovate will improve the organizational performance.

Testing the third hypothesis shows that the results of the effect of the Total Quality Management variable (X) on Innovation (Z) have a P-Values value of 0.008 where this value has met the requirement that the P-Values value must be < 0.05. Then testing this third hypothesis also shows the original sample value of 0.306 (positive) which means that the Total Quality Management variable has a positive influence of 0.306 on the Innovation variable. This positive value indicates that the higher the Total Quality Management, the higher the Innovation and vice versa if the lower the Total Quality Management, the Innovation will be low as well. Consequently, the third hypothesis is supported as it can be argued that Total Quality Management significantly and favorably influences innovation. The majority of studies demonstrate a beneficial correlation between innovation and quality management, which further supports this study reaction (García-Fernández et al., 2022).

**Indirect Effect**

The data from this study's indirect effect data processing outcomes are as follows:

Table 5. Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic ( O/STDEV )	P Values	Information
Total Quality Management → Innovation → Organizational Performance	0.085	0.096	0.065	1.305	<b>0.096</b>	Not Significant

Source : Data Processed (2023)

Based on the data in the above table, testing the fourth hypothesis (indirect effect) yielded the following results: a P-Values value > 0.05, or 0.096, and a t-statistic value < 1.96, or 1.305, for the impact of the Total Quality Management (X) variable on Organizational Performance (Y) through the Innovation (Z) variable. Furthermore, the initial sample value (0.085) exhibits positivity. These results imply that the relationship between Organizational Performance and the Total Quality Management variable does not involve the Innovation variable acting as a mediator. As a result, one may argue that the fourth hypothesis is false. Research (Yuniarti, 2021) supports these conclusions by demonstrating that innovation isn't a go-between in the link between organizational performance and overall quality management in MSMEs in Bengkulu City. These conclusions are further supported by research (Mulyani & Wijayani, 2017), which demonstrates that there is a direct correlation between the application of total quality management and performance and that the innovation variable does not mediate this relationship.

**CONCLUSION**

The study's conclusion is as follows, based on earlier findings and discussions:: 1) Total quality management significantly, favorably, and directly affects the organizational performance of the high school. This indicates that higher educational quality has an effect on students' ability to do better in high school; 2) There has been a positive direct and significant impact between the innovation on the organisational performance in High Schools. It shows that better the innovation carried out the school,



then this has an effect on improved performance of high Schools of high school; 3) Total quality management has a direct, favorable, and substantial impact on innovation in the SMP Ar-Risalah Islamic Boarding School. This demonstrates that the higher the school's quality then it has an influence on the improvement of the application of innovation in Ar-Risalah; 4) Innovation variables do not mediate the connection between organizational performance and all of the total quality management of the SMP Ar-Risalah Islamic Boarding School.

The researchers suggested that researchers could further expand the research objects and samples by researching more training institutions both in Padang and outside Padang. In addition, researchers can also test the variables of total quality management, innovation and organizational performance in organizations in other fields.

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