

## The Effect of Just in Time and Total Quality Management on Managerial Performance (Case Study on 13 Shrimp Ponds of Lebak Regency)

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### ABSTRACT

This study explores the impact of Just-In-Time (JIT) and Total Quality Management (TQM) on managerial performance in the Paguyuban Shrimp Farming Company, Lebak Regency. The variables studied were managerial performance (Y), JIT (X1), and TQM (X2), involving 52 pond managers from 13 ponds as a census sample. Data collection methods included questionnaires, observations, and interviews, analyzed using SmartPLS 4.0. The study found that JIT positively and significantly affects managerial performance, with a parameter coefficient of 0.533 and a statistical T-value of 4.873 ( $>1.96$ ,  $P=0.000$ ). Conversely, TQM showed a negative and negligible effect, with a parameter coefficient of -0.018 and a statistical T-value of 0.125 ( $<1.96$ ,  $P=0.900$ ). Together, JIT and TQM significantly influence managerial performance, as indicated by a combined P-value of 0.000 ( $<0.05$ ).

## **INTRODUCTION**

These actors must be able to strengthen their weaknesses in order to remain competitive in the increasingly violent business world. According to current theory, this provides incentives for business actors to work effectively and efficiently. Resource control is clearly inadequate. This aims to ensure that businesses can produce goods quickly and cheaply without sacrificing the quality of their current offerings. Despite the current difficult business environment, the company is able to grow and develop sustainably.

When evaluating or measuring performance based on certain behavioral characteristics, there are eight benchmarks or criteria that require additional help, in particular: the quantity of work or the total amount of work completed in a given time frame. The quality of work aimed at readiness and suitability requirements is known as the quality of work. The depth of understanding of a job and its competencies is known as occupational knowledge (Masudin & Kamara, 2020). The originality of ideas and problem solving is what creativity means. The willingness to collaborate on the principle of shared happiness is known as cooperation. Dependency is a dependable awareness and ability to complete work and attendance. Initiatives, especially the encouragement to face new challenges and advance the tasks that have been taken. Lastly, a person's personality, leadership, kindness, and self-integration are examples of personal attributes. Refers to the relationship between management behaviors. A manager is a person who oversees everything, including people, time, equipment, finances, and information (Mochammad Shalfa Mughni & Epi Fitriah, 2023). Therefore, a manager's ability to supervise the tasks assigned to him in the form of control responsibilities is a key indicator of his performance. He is considered better if the things he handles are more organized, neat, organized, and interesting. A manager must correct it in accordance with the guidelines and appropriately (Regina Nursedima Marpaung et al., 2022).

The main focus of a company's survival is managerial performance, which is achieved through innovation to produce goods and services of higher quality and a good management control system (Masudin & Kamara, 2020). A public organization work unit that is intended to integrate the skills of leaders and subordinates to produce a conducive work environment is known as a managerial performance unit (Luh Putu Widyasari Dewi, 2021). Since improving management performance is expected to improve the performance of a company, managerial performance is considered one of the important elements in a business. Another element that can be used to boost business success is the managerial performance that managers achieve. The ability of management to carry out management tasks, namely business activities that always involve decision-making, is shown by managerial performance. Examining the situation among farmers in Lebak Regency (Romandhon, 2023). Although management performance is one of the elements that can boost organizational success, it has not been proven effective among shrimp entrepreneurs (Aisya et al., 2022).

The southern coastal area of Java, especially Lebak Regency, also known as South Banten, began to experience an increase in pond cultivation activities. Many new farmers have started cultivating vannamei shrimp on the land they have just freed. In addition, some farmers convert conventional ponds into semi-intensive or intensive ponds and use wild ponds (Anggih Isti Choeronawati *et al.*, 2019).

A pond is an artificial water-filled building used for aquaculture that is usually located around the beach. Aquatic creatures, especially fish, shrimp, and shellfish, are the ones that are kept. Slamet Soesono claimed that the word "Tambak" comes from the Javanese word "Nambak" which means a pond near the beach which means limiting water with a dam so that it collects in one location. It is not called a pond because the term is intended for a plot of embankment that accommodates fresh water. The pond, which is currently located along the southern coast of Lebak Regency, is rectangular in shape. In addition, water quality is also important for pond businesses, especially shrimp farming, because it is considered the main supplier. The most important factors in evaluating water are: a) having sufficient amounts; b) not blurred; c) has a pH of about 7.0; d) have salinity not exceeding 40 parts per thousand; and e) not be in an area contaminated with metals, organochlorine, or pesticides. According to the description, a pond is a piece of land that is deliberately built by the community in the form of a pond to be used as a location or container for fisheries cultivation, both on the beach and along the riverbank. Fisheries cultivation covering an area of more than one hectare is being carried out in the pond.

To empower ponds, ideally the government should do the following: 1. Provide training for pond entrepreneurs, especially pond farmers. 2. Counseling: To always coordinate pond entrepreneurs in fish or shrimp farming, the government can build extension institutions in each sub-district or conduct socialization. 3. Coaching, namely helping the pond community market their crops (Parwitasari & Wirasedana, 2020). In accordance with the explanation above, actually the local government does not act like that, sometimes even the assistance is unfair. Given this condition, it is likely that the pond community will continue to be marginalized and helpless, as happened in the past. Democracy of control over the people is only an expression and will only produce small colonies that eat the rights of the people; Indonesia's independence, which is considered a bridge to freedom, has not been implemented properly.

The findings from field monitoring at the district level. Wanasalam District. PT. Sukses Damai Bahari, PT. Radja Udang Malingping and PT. Persada Karya Lestari, PT. Segara Berkah Shrimpindo, PT. Joncin Agromina Sejahtera, PT. Soon Abundant Blessings, PT. Cultivation Intens Enviro, PT. Gihon Royal Samudera, CV. Layar Develops, Mina Muara Sejahtera Cooperative, Individual an.0Frans Kurnianto, Individual an. Zaydan Darmawan Putra, and Individual an. Rusdi Kurniawan is a thirteen (thirteen) pond cultivation business association in Lebak that raises vannamei shrimp.

All business actors can show standard business licensing documents to show their legality. Only two individual business actors have different cultivation commodities from all business actors seen. Originally selling Vannamei Shrimp, the Mina Muara Sejahtera Cooperative switched to fish products with modified permits, as well as Rusdi Kurniawan who cultivated Tiger Grouper fish in HDPE (High Density Polyethylene) tanks. The Regional Government of Lebak Regency already has a business license for shrimp farming operations in Wanasalam, Malingping, and Cihara Districts. Based on the spatial plan and spatial pattern contained in the Regional Regulation, it can be guaranteed that the business actors/companies do not violate regulations regarding the use of regional space. Lebak 2014-2034 : Lebak Number 2 of 2014 about RTRW Plan Regency.

Based on information in the field regarding a sample of eight business units, all companies already have installations Water Treatment Waste or WWTP facilities before their liquid waste is discharged into the sea. In order to improve water quality to meet the criteria for the quality of wastewater that can be used in the sea, the wastewater management mechanism carried out by each business usually applies a gradual sedimentation treatment pattern in each pond in addition to the use of probiotics and windmills.

However, according to Bayu, PT. Malingping public relations manager Shrimp King, another problem also surfaced. If we do not check shrimp with an FCR result of 1 = 10, we will lose 700 million in the fourth quarter of 2023. Likewise, according to Deni, the financial manager of a private fish farm an. Zaydan, the company lost feed and probiotics of IDR 280,000,000 in the third quarter and IDR 40,000,000 in the fourth quarter. Given the phenomenon that occurs, a number of factors, such as TQM and JIT as a whole, may affect whether managerial performance is very good or bad. The purpose of this study is to analyze managerial performance in vannamei shrimp pond cultivation in Lebak Regency which includes planning, investigation, coordination, assessment, supervision, staff management, negotiation, and representation. The results obtained are taken into account when evaluating the sustainability of cultivation.

Based on the explanation above, experts agree that the purpose of this study is to improve the quality of managerial performance by focusing on managerial performance as a Y variable which is believed to be driven by a number of factors.

## **LITERATURE REVIEW**

### ***Managerial Performance***

In an increasingly competitive corporate environment, it may be effective in improving the quality and managerial performance of a company to maintain its survival. According to Dewi and Ningsih (2020), managerial performance is the result of an efficient process of managerial activities that starts from planning, implementation, administration, accountability reporting, coaching, and supervision.

Performance is an output that can be provided by an individual or a group of individuals in an organization in accordance with their respective responsibilities and authorities in order to achieve organizational goals. According to Nanik Ermawati and Nurul Rizka Arumsari (2020), managerial performance is the achievement of an employee involved in planning, including top managers, section heads, subdivision heads, and staff involved in planning, in carrying out their duties. in accordance with the responsibilities that he must carry. "The ability or work achievement achieved by personnel or a group of people in an organization to carry out their activities, duties, and obligations in carrying out company operations is what Harefa (2015) defines as managerial performance" (Rahmat Dian Amir, 2022). Managerial performance is one of the important factors in the company, because with the increase in managerial performance, it is hoped that it will be able to improve the company's performance. Managerial performance obtained by managers is also something that can be used to increase the effectiveness of the company. Managerial performance shows the ability of management to carry out management functions which are business activities, which of course are always related to decision-making.

The success of an organization's operations can also be evaluated through managerial performance reviews. Assessing and managing the current budget is one of them. The budget serves as the basis for corrective actions by describing the magnitude and timeliness of the business's financial needs in the future (Fachrun Nissa, 2022). Planning, investigation, coordination, assessment, supervision, staff management, negotiation, and representation are the eight aspects of managerial performance regulation. Someone is needed in a managerial role to be able to work managerially. Managerial performance is abstract and complex, in contrast to employee performance in general, which is concrete (Mochammad Shalfa Mughni & Epi Fitriah, 2023).

### *Just in Time*

According to the just-in-time theory, the waste of raw material stocks is eliminated because there is no large-scale supply of raw materials. The stock of raw materials ordered by the purchasing department in the production warehouse area has accumulated excessively due to the lack of implementation of raw material inventory activities in the field just in time (Schneider et al., 2024).

According to Secondary research (2009), Just In Time views extra inventory as a waste. However, Just In Time's main goal is not inventory reduction. The just-in-time method can reduce the amount of raw material damage and focus on simplifying the operation of the purchase line by only being active when needed. This includes the provision of raw materials according to the needs of the production process.

Lean production is supported by a Just in Time mindset, which emphasizes compelling and sustainable problem-solving. Lean manufacturing uses continuous improvement to deliver what clients want, whenever they want it, and without waste (Choi et al., 2023).

The company has implemented the Just In Time (JIT) method which increases efficiency and especially reduces waste in the production process. As a result, the JIT system helps companies increase profitability. In addition, JIT has eight basic principles, according to Schniederjans (1993): (1) Finding a production schedule according to orders; (2) Striving for unitary production; (3) Strive for waste elimination; (4) Strive for continuous improvement in product flow; (5) Strive for product quality perfection; (6) Respect for others; (7) Trying to eliminate possibilities; and (8) Maintain long-term emphasis.

### **Total Quality Manajement**

By implementing consistent efforts in terms of quality development, businesses can produce good managerial performance. The implementation of Total Quality Management is the best approach and one of the management techniques that prioritizes quality. The goal of total quality management as a business strategy is to improve the competitiveness of the organization by continuously improving the environment, people, processes, goods, and services (Phan et al., 2020). The business world can compete by creating goods and services of the highest quality. Because total quality management is seen as improving managerial performance, the business world is starting to implement it (Masudin & Kamara, 2020).

TQM is a strategy that modern businesses must implement to increase productivity, lower production costs, and improve product quality. Production costs and revenues are also positively affected by the implementation of TQM (Ilham Faiza Anantama, 2023). Therefore, the business world must prioritize consistency by creating a system that can improve the performance of its employees. Manufacturing businesses usually use the Total Quality Management approach to make continuous improvements.

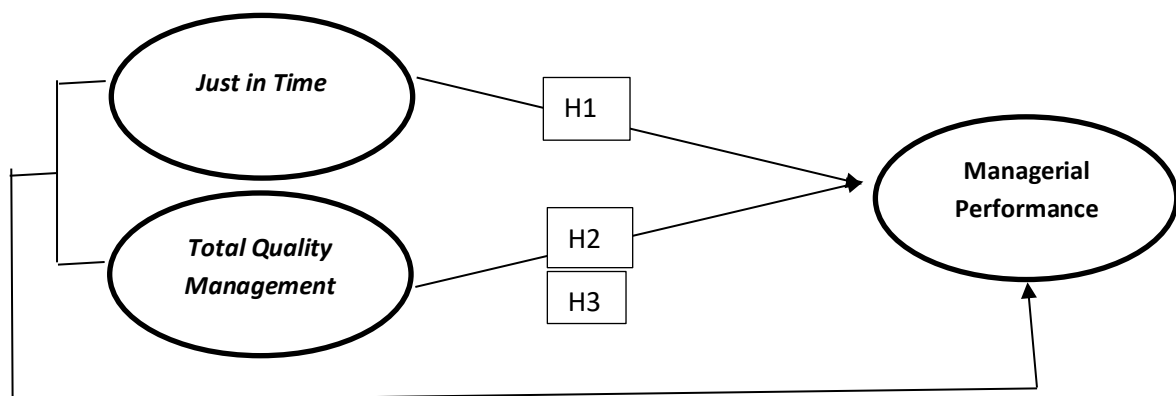


Figure 1. Empirical Models of Research

## METHODOLOGY

This type of research is included in the category of quantitative research, and the causal research design used in this study aims to show the causal relationship between a number of variables (Dede Ridho Firdaus, 2023). The *exspot facto* approach, which involves the arrangement of independent factors that will affect the dependent variable in the desired scenario, is commonly used in causal research (Sugiyono, 2017). The Paguyuban District Shrimp Farming Company is the subject of this research. Lebak which has thirteen ponds. The three variables studied are tools that are considered important to understand various problems, especially those related to the impact of just in0time (X1) and total1quality management (X2) on managerial performance (Y). 52 managers as a sample of pond respondents from 13 ponds in the district were used as the sample size for this study, which used a saturation/census sampling technique. Lebak. Using test equipment for SmartPLS 4.0 (Abdillah, 2015).

## RESEARCH RESULTS

The findings of this study were obtained from a questionnaire filled out by 52 managers from 13 ponds in Lebak Regency. The characteristics of this study include gender, age, working period, and educational background. Because the author uses a new analysis tool of SmartPLS 4.0 software, the results are different from other studies. It consists of the following stages: model (outer model), model structure (inner model), convergence validity test, reliability test, respondent data characteristics, and R test.

### *Convergent Validation Test Results*

The degree of positive correlation between one measure and another measure of the same construct is called convergence validity. Reflective construct indicators are handled as different (alternative) methods of assessing the same construct using a domain sampling model. The AVE (*Average Variance Extracted*) and AVE Root scores, both of which must be greater than 0.7, can be used to calculate the convergence validity test parameters. Thus, the chance of an indicator to enter convergently into the relevant construct, which is above 50%, is greater because the probability of an indicator in one construct entering into another variable is reduced (Abdillah & Hartono, 2015).

**Table 1. Test Results Validation Convergence**

<i>Variabel</i>	<i>Average Variance Extracted (AVE)</i>
Managerial Performance	0.753
<i>Just In Time</i>	0.782
<i>Total Quality Management</i>	0.778

Source: SmartPLS Processed Data 4.0. 2024

### Reliability Test Results

The reliability value of alpha and Cronbach composite, which is a statistical method used to measure internal consistency in the reliability test of instruments or psychometric data, is an example of a reliability test. The reliability values of Cronbach's alpha and composites must be greater than 0.6 and greater than 0.7 to determine whether a construct is considered reliable. The Construct Reliability and Validity tables are as follows:

**Table 2. Construct Reliability and Validity**

<i>Variabel</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability (rho_a)</i>	<i>Composite Reliability (rho_c)</i>
<i>Managerial Performance</i>	0.846	0.926	0.901
<i>Just in Time</i>	0.914	1.039	0.935
<i>Total Quality Management</i>	0.856	0.857	0.913

Source: SmartPLS Processed Data 4.0. 2024

As a prudent indicator of reliability, Cronbach's alpha results in a relatively low level of reliability. On the other hand, composite reliability typically overestimates the reliability of internal consistency, resulting in a relatively greater estimated reliability. Therefore, it makes sense to consider and report on both criteria. Actual reliability is usually somewhere between Cronbach's alpha, which represents the lower bound, and composite reliability, which represents the upper bound, when evaluating the reliability of a measurement's internal consistency.

### Test Results (over view)

PLS uses R<sup>2</sup> (R Square) for the bound variable and the path coefficient value for the independent variable to evaluate the structural model. The t-statistical value of each pathway is then used to determine whether the results are significant (Abdillah & Hartono, 2015). The R Square result of the dependent variable should be > 0.10 or 10% (the larger the value, the better). Thus, it can be concluded that the bound variable or its construct is good.

**Table 3. Results R Test (over view)**

<i>Variabel</i>	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Managerial Performance</i>	0.270	0.255

Source: SmartPLS Processed Data 2024

Based on the findings of the R test (Overview) in table 3, the structural model shows that the Just in Time and Total Management Quality variables can explain managerial performance. The value should  $> 0.10$  or 10%, as indicated by the R Square result described for the dependent variable (the higher the value, the better). Thus, it can be concluded that the bound variable or its construct is good.

The hypothesis can then be tested by testing the path coefficient and t-statistics. The route coefficient describes the nature of the relationships between constructs, while the t-statistical value indicates the significance of the construct. 1.96 is the t-statistical value used for hypothesis testing. Therefore, if the t-statistic is greater than 1.96, the hypothesis is considered accepted ( $H_a$ ) and rejected ( $H_0$ ). If the p-value is less than 0.05 then the hypothesis is accepted ( $H_a$ ) and rejected ( $H_0$ ) according to probability.

**Table 5. Calculation Results Direct Relationship between Constructs (*Direct Effect*)**

	Original Sample	Sample Mean	Standard Devision	T Statistic	P Value
Just in Time => Managerial Performance	0,533	0,571	0,109	4.873	0.000
Total Quality Manajement => Managerial Performance	-0,018	0,036	0,140	0,125	0,900

Source: SmartPLS 2024 Processed Data

Based on the results of the calculation of the direct relationship between constructs, the test results for each hypothesis in 52 Managers in 13 Ponds included in the Lebak Regency Association are:

1. Based on the findings of the study, Just in Time has a significant and positive effect on managerial performance, which is indicated by a parameter coefficient of 0.533. Based on the results of processing, the statistical T value ( $4.873 > 1.96$  with a P value of 0.000) was higher than the T value of the table.
2. The parameter coefficient of -0.018 and the results of processing the statistical T value were smaller than the table T value of  $0.125 < 1.96$  with a P value of 0.900 indicating that Total Quality Management had a negative and negligible effect on Managerial Performance.

The following are the results of the researcher's calculation on multiple linear regression using the SmartPLS 4.0 analysis tool to answer the third hypothesis simultaneously (together):



Figure 2. Multiple Linear Regression Results Display

**Table 4. Summary ANOVA**

	Sum Square	df	Mean Square	F	P value
Total	4.581.562.000	99	0.000	0.000	0.000
Error	3.686.557.905	97	38.005.752	0.000	0.000
Regression	895.004.095	2	447502.048	11.775	0.000

Source: SmartPLS 4.0 2024 Processed Data

We will concentrate on the F test, also referred to as the simultaneous test, in the anova summary table. This test will answer the researcher's hypothesis by testing the P value on the condition that the effect is simultaneous if it is <0.05. However, there is no simultaneous effect if it >0.05. In contrast, the P value for Just in Time and Total Quality Management is 0.000, which is less than 0.05. This shows that these two independent factors have a significant effect on the dependent variable, namely Managerial Performance at the same time.

***Effect Just in Time on Performance Managerial***

The results of the study show that *Just in Time* has a positive and significant effect on Managerial Performance, meaning that the first hypothesis is accepted. In the workplace of vannamei shrimp companies, of course, it is very good for the implementation of *Just in Time*, of course, *Just in Time* produces goods when there is a demand only, so that it can reduce the cost of storing supplies that are not needed such as fertilizer in ponds in Lebak Regency. In addition, *Just in Time* is also able to optimize the production process by minimizing the waste of time and raw materials. This is very relevant to previous research.

***The Influence of Total Quality Management on Managerial Performance***

The results of the study show that *Total Quality Management* has a negative and significant effect on Managerial Performance, meaning that the second hypothesis is rejected. This identifies that in the TQM variable there is a discrepancy in the indicators carried out so that the results are inconsistent, if you look at the existing theory, TQM aims to improve the quality of vannamei shrimp products in the pond by choosing activities that are actually unnecessary to be carried out and improving activities that have been or are running. Because TQM actually helps companies, especially in vannamei shrimp ponds, to be able to reduce costs by optimizing the process in reducing waste. The results of the hypothesis above are certainly not relevant to the previous research, so the

author suggests to the next researcher to change the indicator on *this* Total Quality Management *variable*.

### ***The Influence of Just in Time and Total Quality Management Together on Managerial Performance***

The results in the anova summary known as the simultaneous test look at the P Value value with the criterion of  $<0.05$  then it has a simultaneous effect. However, if it is  $>0.05$  then it has no simultaneous effect. As for the P Value of *Just in Time* and *Total Quality Management* is 0.000, it can be interpreted that the independent variables, both *Just in Time* and *Total Quality Management*, have a positive and significant effect on the dependent variables simultaneously (simultaneously). So the third hypothesis states that *Just in Time* and *Total Quality Management* together on Student Learning Outcomes are accepted.

### ***Direct Effect Between Construct Variables***

Each variable has a different direct influence; the *Just in Time* variable has a direct relationship of 0.533 with Managerial Performance, while the *Total Quality Management* variable has a direct relationship of 0.018 with Managerial Performance. This shows that *Just in Time* has the greatest direct influence on the construct variable. managerial, with a score of 0.533.

## **CONCLUSIONS AND RECOMMENDATIONS**

This study has a special purpose, namely to be able to determine the influence of *Just in Time* and *Total Quality Management* on Managerial Performance. And directly each construct variable has an influence on Managerial Performance. Based on the results of the research and discussion that has been presented in the previous chapter, conclusions can be drawn that are expected to provide answers to the problems formulated for this research as follows.

1. Based on the findings of the study, *Just in Time* has a significant and positive effect on managerial performance, which is indicated by a parameter coefficient of 0.533. Based on the results of processing, the statistical T value ( $4.873 > 1.96$  with a P value of 0.000) was higher than the T value of the table.
2. The parameter coefficient of -0.018 and the results of processing the statistical T value were smaller than the table T value of  $0.125 < 1.96$  with a P value of 0.900 indicating that *Total Quality Management* had a negative and negligible effect on Managerial Performance.

The results in the summary anova test of the F test or known as the simultaneous test (Simultaneously) look at the P Value value with the criterion if it is  $<0.05$  then it has a simultaneous effect. However, if it is  $>0.05$  then it has no simultaneous effect. As for the P Value of *Just in Time* and *Total Quality Management* is 0.000, it can be interpreted that the independent variables, both *Just in Time* and *Total Quality Management*, have a positive and significant effect on the dependent variables simultaneously (simultaneously). So the third hypothesis (H3) states that *Just in Time* and *Total Quality Management* together on Student Learning Outcomes are accepted.

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