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ANALYSIS OF QUALITY MANAGEMENT IMPLEMENTATION OF OPERATIONAL PERFORMANCE THROUGH A CULTURE OF QUALITY AND PRODUCTIVE BEHAVIOR OF EMPLOYEES AT PT. SANTOSA UTAMA LESTARI UNIT CORN DRIER KETAPANG SOUTH LAMPUNG

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Abstract
In the current era of globalization, companies or industries are encouraged to make changes in a very fast and competitive business environment. The company's success is supported by effective and efficient quality management. Research problems that can be formulated are not having good quality management, operational performance that has not met targets, not having a good quality culture, and good employee productive behavior. This study aims to analyze the implementation of quality management on operational performance through quality culture and productive behavior of employees. The research method used is a quantitative approach using Structural Equation Modelling Partial Least Square (SEM – PLS) analysis using the object of research at PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung. Quality management has a negative influence on operational performance. Quality management positively influences quality culture. Quality management has a positive effect on productive behavior. Quality culture negatively affects operational performance. Quality management variables and quality culture variables as mediating variables negatively affect operational performance variables. Quality management variables and productive behavior variables as mediating variables negatively affect operational performance variables.

Keywords: Quality Management, Operational Performance, Quality Culture, Productive Behavior

1. Introduction

This section describes the background to the issue or problem as well as the urgency and rationalization of the research. This section also describes the purpose and contribution of research and the organization of article writing (if deemed necessary).

In the current era of globalization, companies or industries are encouraged to make changes in the business environment that is very fast and competitive. With the existence of fast and competitive business competition, companies compete with each other and show the advantages of their respective companies (Trisnani &; Aminah, 2024). In this case, companies or industries apply different operational management practices, but with good management. This can help companies to improve, develop and identify changes in the work environment and make changes through continuous improvement of their operating functions to achieve good operational targets. The company's success is supported by effective and efficient quality management. This means that companies are easily changing or adjusting and can accommodate any existing changes both that are and have occurred quickly, precisely and purposefully and at affordable prices.

Operational performance is defined as process conformity and evaluation of the company's operational performance in terms of costs, waste reduction, improving product quality, product renewal, operation and supervision of production systems. According to (Regar &; Rachmarwi, 2022), operational performance (operational performance) is the implementation of managerial activities carried out in the selection, design, renewal, operation and supervision of production systems.

PT. Santosa Utama Lestari is a subsidiary of PT Japfa Comfeed Tbk. is an integrated agricultural company that has a branch in Ketapang District, South Lampung Regency. PT. Santosa Utama Lestari helps farmers in Ketapang sub-district through a more profitable, sustainable and inclusive business model. The main activities carried out by PT. Santosa Utama Lestari is purchasing corn from farmers or intermediary traders with the aim of meeting the demand of the central company.

Good service delivery can only be achieved if the company's internal conditions support the company's performance (Ardansyah, 2018). The way taken in the framework of business strategy policies to prioritize excellence is to improve operational performance in accordance with quality standards determined by PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung. This is an effort to satisfy customers and always fulfill contractual obligations with customers, to produce chicken feed with specified quality standards. The following is data on the plan and realization of corn production from PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung.

Table 1. Target Plan and Realization of Corn Production Period January - December 2023

No	Moon	Target (Ton)	Achievement (Ton)
1	January	1.500	2.000
2	February	4.000	5.000
3	March	7.000	2.000
4	April	2.500	690
5	May	2.000	2.000
6	June	1.000	2.500
7	July	4.000	900
8	August	3.000	300
9	September	2.000	1.500
10	October	1.000	400
11	November	1.000	12
12	December	2.500	59

Source: Processed Primary Data, 2023

The data above shows that the realization of production for twelve months is not according to the plan set by the company, and there is a tendency to deviate from the specified target. With a shortage of numbers to meet the production of Corn Drier, this can affect the production results that will be distributed to the central company in other words production levels that do not reach the target will encourage an increase in operational costs.

Quality management is an effort and approach taken by a company to help the company maintain, improve the quality of goods or services produced continuously by maximizing the company's competitiveness to realize commitments, policies and quality objectives set.

Quality culture is "a company's value system that produces an environment useful for the establishment and continuous improvement of quality. It consists of values, traditions, procedures and expectations that elevate quality." (Damayanti, 2007). Quality culture is

a pattern of values, beliefs, and expectations that are embedded and developed among members of the organization regarding their work to produce quality products and services (Semuel &; Zulkarnain, 2012). Survey of Quality Culture used to measure how far away consciousness is employee in carrying out the principles of quality improvement and applying them to the organizations in which they work. (Semuel &; Zulkarnain, 2012).

Productive behavior is the behavior of an employee who contributes and actively participates in the company's environment, imaginative, innovative and responsible for doing his work towards the company's goals and objectives. But is it in this case PT. Santosa Utama Lestari Unit Corn Drier Ketapang has achieved goals and objectives in implementing the company's operational performance through quality management, quality culture and productive behavior.

The purpose of this study is to determine the effect of quality management on operational performance at PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung. This is necessary in establishing a quality strategy for PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung.

2. Theoretical Background

2.1 Quality Management

Basically quality management (Quality Management) is defined as a way of continuously improving performance (continuous performance improvement at any level of operations or processes within any functional area of an organization using all available human resources and capital (Simanjuntak &; Suawa, 2014). Quality management requires an understanding of the nature of quality and the nature of quality systems as well as management's commitment to work in a variety of ways. Quality management is in dire need figure Leaders who are able to motivate so that all members in the organization can contribute as much as possible to the organization (Tumbel, 2016). This can be raised through understanding and consciously animating that the quality of a product or service is not only the responsibility of the leadership, but is the responsibility of all members in the organization (Tumbel, 2016).

Quality Management Assessment Index (IPMM) is one way to measure the performance of an organization's quality management system. IPMM can be used to evaluate the extent to which the quality management system that has been implemented runs well and effectively. IPMM consists of several performance indicators covering aspects such as leadership, planning, control, quality assurance, and continuous improvement.

Organizations can use ISO 9001 question lists or internal guidelines compiled by the organization itself to conduct internal assessments. In addition, external audits may also be conducted by outside parties, such as certification bodies or independent third parties, to evaluate the QMS's conformance to the ISO 9001 standard and to ensure that the QMS can provide consistent customer satisfaction.

The indicators of these variables are leadership, worker management, consumer focus, strategy planning, information and analysis, and process management.

2.2 Operational Performance

Operational performance (operational performance) is "the implementation of managerial activities carried out in the selection, design, renewal, operation and supervision of production systems" (Regar &; Rachmarwi, 2022). The operational

performance of the researcher refers to the opinion (Tumbel, 2016) said the right performance measurement should be obtained from the results of implementing operations and business, which is indicated by quality, cost, Delivery, flexibility, and innovation. In other words, operational performance is a measurement of the company's performance against standards or indicators of effectiveness, efficiency and responsibility for productivity, cycles and compliance with existing regulations. Operational performance is a performance about the quality of activities related to the flow and movement of goods, from raw goods supplied to finished goods to the hands of the final consumer (Ghalayini & Noble, 1996).

These variable indicators are productivity level, product error rate, customer satisfaction, service, product timeliness, and delivery performance.

2.3 Quality Culture

Quality culture is the values, behavior, and commitment of organizational members that are conducive to the establishment and continuous improvement of quality. (Amaruddin et al., 2022). The value system of the company produces an environment that is useful for the establishment and continuous improvement of quality. It consists of values, traditions, procedures, and expectations that elevate causality (Damayanti, 2007).

(Palguna et al., 2021) Defining work culture as an agreement that has been mutually agreed upon as a basis for acting within a company to overcome problems that occur both internally and externally that are passed down from generation to generation to new employees. The right work culture can be used as a strategy in minimizing obstacles in the company. Corporate culture has the following elements: (Harjunawati et al., 2011):

1) Business Environment
2) Company Values
3) Cultural Role Models
4) Corporate Ordinances, Rituals, and Customs
5) Cultural Transmitter

Dimensions used on quality culture variables according to (Goetsch & Davis, 2016) Quality culture itself according to is an organizational value system that produces an environment conducive to the formation and continuous improvement of quality. Quality culture consists of philosophies, beliefs, attitudes, norms, traditions, procedures, and expectations to improve quality. The indicators of these variables are values, traditions, procedures, and expectations.

2.4 Productive behavior

Productive behavior is someone who contributes to his environment, he is imaginative, and innovative, responsible and responsive in dealing with others (Palguna et al., 2021). Productive employees will do their jobs to the best of their ability, do more than the work they have been given, and provide innovation and creative ideas for the company (Nursiti et al., 2021). Thus, it can be said that productive behavior is employee behavior that contributes to company goals and company goals.

These variable indicators are ability, increased results, morale, self-development, quality, and existence.

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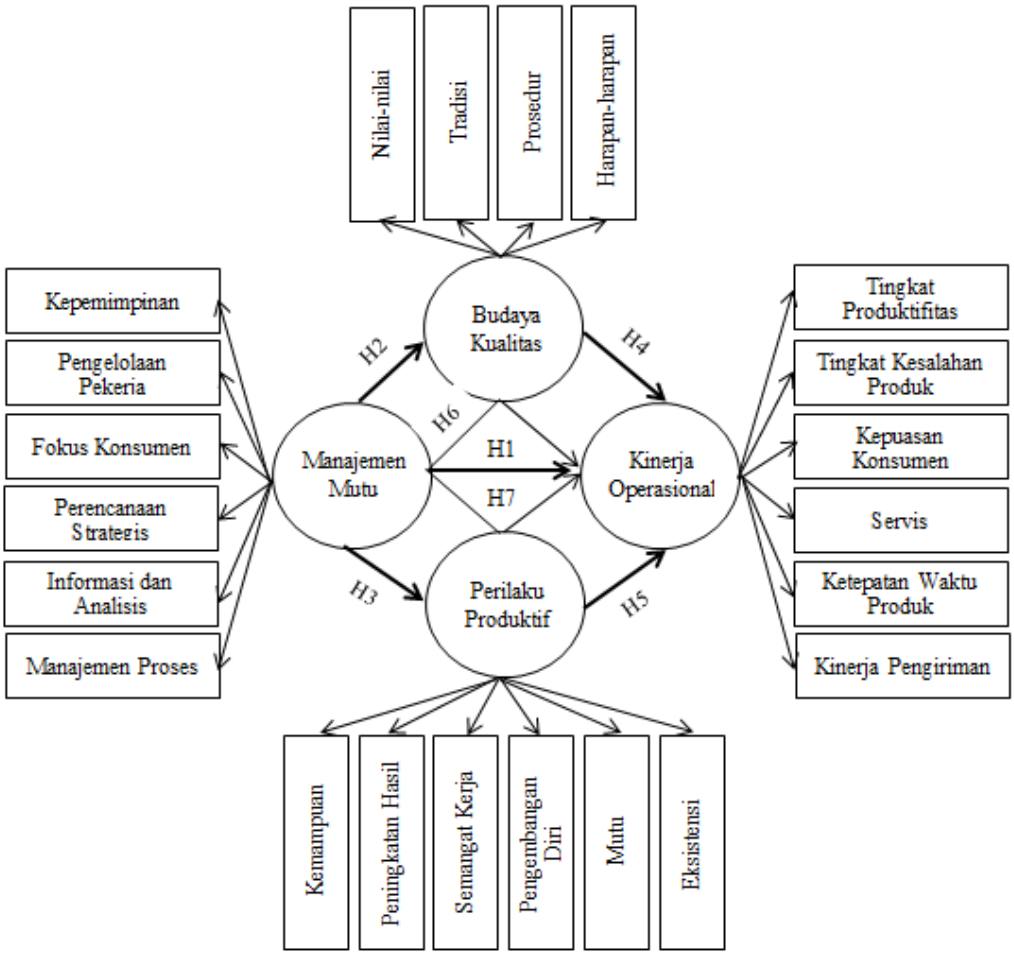

Figure 1. Conceptual Framework

2.5 Hypothesis

A hypothesis is a provisional answer to research questions. So, the hypothesis in this study is as follows:

H1: Quality management has a positive effect on operational performance at PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung.

H2: Quality management has a positive effect on the quality culture at PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung.

H3: Quality management has a positive effect on productive behavior at PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung.

H4: Quality culture negatively affects operational performance at PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung.

H5: Productive behavior has a positive effect on operational performance at PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung.

H6: Quality management and quality culture negatively affect operational performance at PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung.

H7: Quality management and productive behavior have a positive effect on operational performance at PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung.

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3. Methods

The research method used is a quantitative approach using Structural Equation Modelling Partial Least Square (SEM – PLS) analysis. The instrument in this study is primary data, which is the type of data obtained directly from respondents through interviews (questions and answers), surveys, and documentation. The type of data to be collected is ordinal data. Secondary data is a complement to primary data obtained from the information resources center at PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung. SEM-PLS is used in this study because it can predict and explain latent variables from testing in theory, can determine the influence of various variables on an object simultaneously with at least one dependent variable and one independent variable.

3.1 Population, sample and sampling techniques

The population in this study is all employees who work at PT. Santosa Utama Lestari Unit Corn Drier Ketapang South Lampung which totaled 33 people. Determination of the number of samples using saturated samples. The number of respondents sampled in this study was 30 people using the slovin formula.

$$n = \frac{N}{1+N\,(e)^2}$$

Where:

n = Sample size
N = Population size
e = Fault tolerance limit (Error Tolerance)

Based on the explanation above, then using the slovin formula, the sample size can be calculated as follows:

$$n = \frac{N}{1+N(e)^2} = \frac{33}{1+33(5\%)^2} = \frac{33}{1.0825} = 30{,}4 \rightarrow 30 \text{ People}$$

3.2 Data Analysis

Data analysis techniques are carried out using an approach Partial Least Square (PLS) with Software SmartPLS Ver. 4. According to Ghozali (2006) PLS is an alternative approach that shifts from SEM-based approaches Covariance Become a base variance. Covariance-based SEM generally tests causality/theory, while PLS is more characteristic Predictive Model. Intervening variables (mediation) according to (Sugiyono, 2019), that the intervening variable is a variable that theoretically influences the relationship between the independent variable (independent) and the related variable (dependent) into an indirect relationship and cannot be measured and observed. Intervening variables are intermediate/interrupting variables that lie between independent variables and dependent variables, so that independent variables do not directly affect the emergence or change of dependent variables.

4. Results and Discussion

4.1 Measurement Model (Outer Model)

Testing the outer model aims to see the correlation between item scores and construct scores. To assess the measurement model or Outer Model using three criteria, namely Convergent Validity, Discriminant Validity and Composite Reliability.

4.1.1 Convergent Validity

Convergent validity is assessed based on the correlation between item score/component score and construct score. The results of estimating the value of Average

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Variance Extracted where the outer value of the original model of the sample or the correlation between the construct and the variable as a whole has a loading factor value above 0.50 indicate that these values are valid. Similarly, the value of Outer Loadings (Measurement Model) has a value above 0.50 as shown in the following table.

Figure 2. Convergent Validity
Source: SmartPLS 4, Data Processed, 2024

4.1.2 Discriminant Validity

Discriminant validity is done to ensure that each concept of each latent variable is different from other variables. The model has good discriminant validity if each loading value of each indicator of a latent variable has a loading value greater than the loading value of other latent variables. Another method for assessing discriminant validity is to compare the square root value of Average Variance Extracted (AVE) of each construct with correlations between other constructs in the model. If the AVE root value of each construct is greater than the correlation value between constructs and other constructs in the model, then it is said to have a good discriminant validity value. The results of discriminant validity testing are obtained as follows:

Table 2. Average Variance Extracted (AVE) Value

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Quality Management (X)	0.780	0.785	0.851	0.536
Operational Performance (Y)	0.775	0.812	0.840	0.518
Quality Culture (M1)	0.855	0.869	0.896	0.634
Productive Behavior (M2)	0.727	0.728	0.819	0.510

Source: SmartPLS 4, Data Processed, 2024

Based on the above values, it can be seen that the AVE value of each variable is greater than 0.5 so that discriminant validity is met.

Table 3. AVE Root Value (Fornell Larcker Criterion)

Variable	Quality Culture	Operational Performance	Quality Management	Productive Behavior
Quality Culture (M1)	0.796			
Operational Performance (Y)	0.518	0.720		
Quality Management (X)	0.634	0.568	0.732	
Productive Behavior (M2)	0.723	0.661	0.583	0.690

Source: SmartPLS 4, Data Processed, 2024

The value of the root of Average Variance Extracted (AVE) of each variable is greater than the root of Average Variance Extracted (AVE), its correlation with other variables so that its discriminant validity is met.

4.1.3 Model collinearity test

The value used to analyze the model collinearity test is to look at the Variance Inflation Factor (VIF). If the VIF value is greater than 5.00, it means that there is a collinearity problem, and vice versa, there is no collinearity problem if the VIF value is < 5.00 (Hair, Hult, Ringle, &; Sarstedt, 2014).

Table 4. Variance Inflation Factor (VIF) Value

	VIF
X1	2.359
X2	2.722
X3	1.938
X4	1.634
X5	1.498
Y1	1.373
Y2	1.476
Y3	2.190
Y4	1.969
Y5	2.603
M11	2.473
M12	2.199
M13	1.865
M14	3.263
M15	1.584
M21	1.513
M22	1.441
M23	1.506
M24	1.837
M25	1.406

Source: SmartPLS 4, Data Processed, 2024

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It can be seen that the VIF value of all variable indicators < 5, so there is no collinearity between each variable indicator measured.

4.1.4 Test Validity and Reliability

Validity can also be seen from the value of Average Variance Extracted (AVE) of each construct or has a value greater than 0.50. While reliability is seen from the value of Cronbach's Alpha and Composite Reliability from the indicator block that regulates the construct. Cronbach's Alpha and Composite Reliability are said to be good when viewed from each value has above 0.60 and 0.70.

Table 5. Cronbach's Alpha, rho_A and Composite Reliability

Variable	Conbach's Alpha	rho_a	Composite Reliability
Quality Management	0.780	0.785	0.851
Operational Performance	0.775	0.812	0.840
Quality Culture	0.855	0.869	0.896
Productive Behavior	0.727	0.728	0.819

Source: SmartPLS 4, Data Processed, 2024

Based on the data above, it can be seen that the value of Cronbach's Alpha, Composite Reliability and rho_each variable has been qualified to be reliable. This is indicated by the value of Cronbach's Alpha > 0.60, Composite reliability above 0.70 and AVE above 0.50 as recommended criteria.

4.1.5 Structural Model Test (Inner Model)

The structural model or (inner model) aims to test the research hypothesis. The part that needs to be analyzed in the structural model is the Coefficient of Determination (R Square)

4.1.6 Coefficient of Determination (R Square)

Coefficient of Determination (R Square) aims to evaluate the accuracy of the prediction of a variable. In other words, to evaluate how the variation in the value of the bound variable is affected by the variation in the value of the independent variable in a path model. (Ringle et al., 2020). An R Square value of 0.75 indicates a strong PLS model, an R Square of 0.50 indicates a moderate/medium PLS model and an R Square value of 0.25 indicates a weak PLS model (Ghozali, 2013).

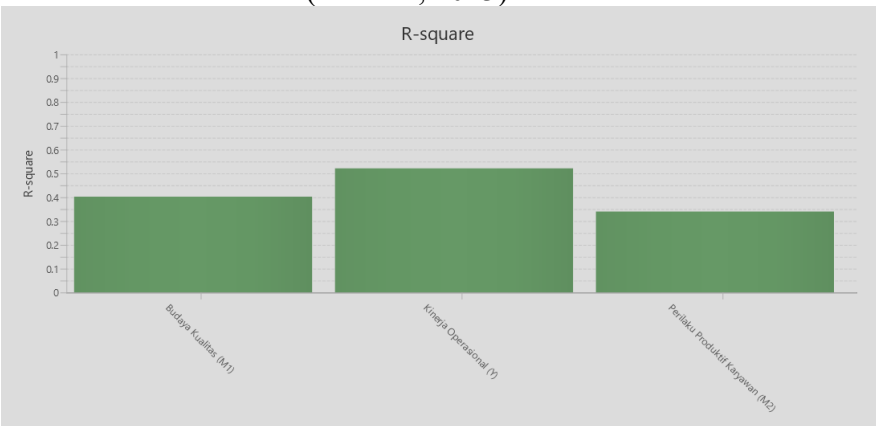

Figure 3. Coefficient of Determination (R Square)
Source: SmartPLS 4, Data Processed, 2024

Table 6. Coefficient of Determination (R Square)

	R-square	R-square Adjusted
Operational Performance (Y)	0.521	0.466
Quality Culture (M1)	0.403	0.381
Productive Behavior (M2)	0.340	0.316

Source: SmartPLS 4, Data Processed, 2024

1) R-Square Model Line I obtained the effect of quality management on operational performance is 0.521, meaning the amount of influence is 52.1%, this means showing a moderate PLS.
2) R-Square Model Line II obtained the result of the influence of quality management on quality culture is 0.403, meaning the amount of influence is 40.3%, this means showing a moderate PLS.
3) R-Square Model Line II obtained the effect of quality management on productive behavior is 0.340, meaning the amount of influence is 34.0%, this means showing moderate PLS.

4.1.7 F-Square Test

This f-square test was carried out to find out the goodness of the model. The f- square values of 0.02, 0.15 and 0.35 can be interpreted as whether the predictor of the latent variable has a weak, medium, or large influence at the structural level (Ghozali, 2013).

Table 7. F-Square Test

Variable	Quality Management	Operational Performance	Quality Culture	Productive Behavior
Quality Management (X)		0.162	0.674	0.515
Operational Performance (Y)				
Quality Culture (M1)		0.072		
Productive Behavior (M2)		0.404		

Source: SmartPLS 4, Data Processed, 2024

Based on the table above, it is concluded as follows:

1) Quality Management of Operational Performance = 0.162 (medium).
2) Quality Management to Quality Culture = 0.674 (large).
3) Quality Management of Productive Behavior = 0.515 (large).
4) Quality Culture to Operational Performance = 0.072 (medium)
5) Productive Behavior towards Operational Performance = 0.404 (medium)

4.1.8 Test the hypothesis

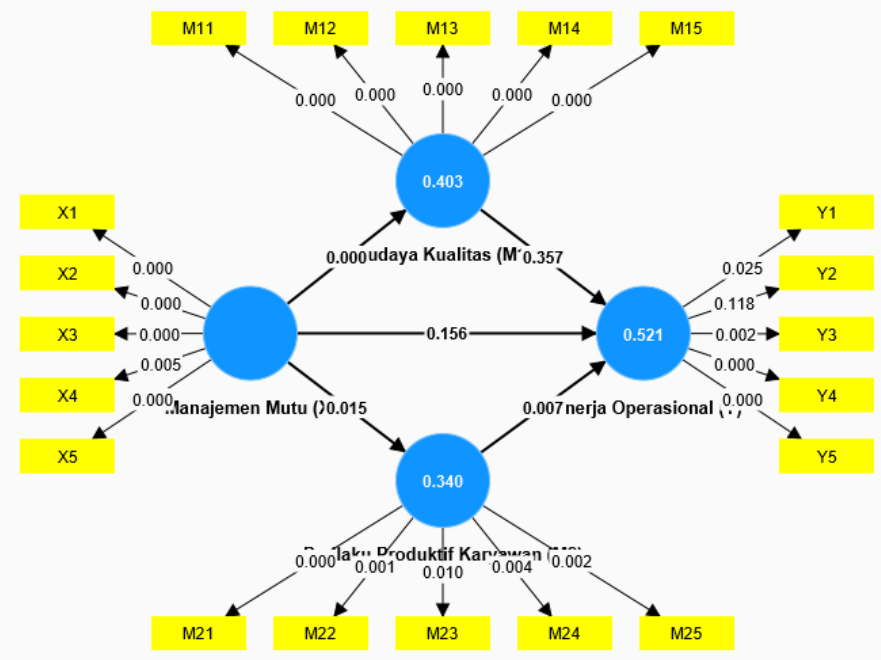

Figure 4. Test the hypothesis
Source: SmartPLS 4, Data Processed, 2024

4.1.9 Direct Effect (Path Coefficients)

Direct effect plays a role to test the hypothesis of the direct influence of an influencing variable (exogenous) on the affected variable (exogenous).

Table 8. Direct Effect (Path Coefficients)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (lO/STDEVl)	P Values
Quality Management (X) → Operational Performance (Y)	0.370	0.334	0.261	1.420	0.156
Quality Management (X) → Quality Culture (M1)	0.634	0.666	0.177	3.580	0.000
Quality Management (X) → Productive Behavior (M2)	0.583	0.596	0.240	2.431	0.015
Quality Culture (M1) → Operational Performance (Y)	-0.290	-0.198	0.315	0.992	0.357
Productive Behavior (M2) → Operational Performance (Y)	0.654	0.629	0.242	2.699	0.007

Source: SmartPLS 4, Data Processed, 2024

Based on the table above, it can be concluded as follows:

1) X → Y = 0.370 (positive), P Value 0.156 > 0.05 (insignificant) (H1)
2) X → M1 = 0.634 (positive), P Value 0.000 < 0.05 (significant) (H2)
3) X → M2 = 0.583 (positive), P Value 0.015 < 0.05 (significant) (H3)
4) M1 → Y = -0.290 (negative), P Value 0.357 > 0.05 (insignificant) (H4)
5) M2 → Y = 0.654 (positive), P Value 0.007 < 0.05 (significant) (H5)

4.1.10 Indirect Effects

Indirect effects are useful for testing the hypothesis of the indirect influence of an influencing variable (exogenous) on the affected variable (endogenous) mediated by an intervening variable (mediating variable).

Table 9. Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (lO/STDEVl)	P Values
Quality Management (X) → Quality Culture (M1) → Operational Performance (Y)	-0.184	-0.130	0.243	0.757	0.450
Quality Management (X) → Productive Behavior (M2) → Operational Performance (Y)	0.382	0.362	0.225	1.696	0.091

Source: SmartPLS 4, Data Processed, 2024

1) The indirect effect of Quality Management (X) → Quality Culture (M1) → Operational Performance (Y) is -0.184 (negative), with P-Values of 0.450 > 0.05 (insignificant). This means that the Quality Culture variable "does not play" in mediating the influence of Quality Management on Operational Performance.
2) The indirect effect of Quality Management (X) → Productive Behavior (M2) → Operational Performance (Y) is 0.382 (positive), with P-Values of 0.091 > 0.05 (insignificant). This means that the Quality Culture variable "does not play" in mediating the influence of Quality Management on Operational Performance.

This research is in line with research conducted by (Amaruddin et al., 2022) with the title ISO 9001:2015 Quality Management System Towards Operational Performance through Quality Culture and Employee Productive Behavior.

5. Conclusion

Based on the results of the analysis and discussion, the conclusions in this study are as follows:

1) Based on the results of the study, it can be concluded that quality management at PT. Santosa Utama Lestasi Unit Corn Dier Ketapang South Lampung has a positive influence on operational performance. This means that if quality management is improved, operational performance will also increase.
2) Based on the results of the study, it can be concluded that the quality culture at PT. Santosa Utama Lestasi Unit Corn Dier Ketapang South Lampung has a negative and

insignificant influence on operational performance. Negative coefficiency means that there is no positive relationship between the two mediating and dependent variables. This is because the value of quality culture is > 0.05, so there is no influence between quality culture and operational performance.

3) Based on the results of the study, it can be concluded that productive behavior at PT. Santosa Utama Lestasi Unit Corn Dier Ketapang South Lampung has a positive influence on operational performance. This means that if productive behavior is improved, operational performance will also increase.

For the next study it is better to add other mediating variables such as 5S (seiri, seiton, seiso, seiketsu, shitsuke) to see the effect of the quality management system on operational performance. And the respondents will be better if they come from quality practitioners or management representatives from various companies in industrial estates.

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