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# The Impact of Total Quality Management and Reward System on Managerial Performance

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## Abstract

This study aimed to determine how the overall quality management and reward system of PT INTI (Persero) Bandung affects the productivity of its managers. Quantitative research methods were used. The sample for this study consisted of 43 managers from PT INTI (Persero) Bandung, including 20 division heads and 23 members of the company's expert group. The sample included all the population as this method is based on census. This data analysis method includes normality, heteroscedasticity, multicollinearity, and hypothesis testing through multiple linear regression analysis, partial test, simultaneous test, and coefficient of determination. The research findings show that partial implementation of quality management overall increases managerial efficiency. These results indicate the successful implementation of integrated quality management at PT INTI (Persero) Bandung. Meanwhile, managers' performance is significantly influenced by the reward system. This finding indicates that the company's incentive program is well received by employees, which bodes well for the effectiveness of top-level management.

**Keywords:** Total Quality Management, Reward System, Managerial Performance

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## Introduction

One way to get a company to the next level and keep it there is to boost managerial performance. Optimal managerial efficiency boosts earnings and inspires trust among shareholders. To ensure the company's continued existence, it must be able to flourish despite any challenges it faces. Designing a change process, Total Quality Management (TQM) implementation and the relationship between the new system and institutional legality can help a company reach its goals and integrate the appropriate TQM program. TQM is the solution for any business facing today's complex and ever-evolving global problems (Dauhan, 2013). Because TQM and management accounting systems are among the approaches regularly utilized by firms to improve their performance, research on the usage of TQM techniques and management accounting information systems and how they interact to affect the company's managerial performance is a rather intriguing issue. Managers of multinational

corporations must adapt time-honored methods of planning and regulating business operations to the realities of competing worldwide. TQM is the most widely used strategy for enhancing an organization's competitiveness through sustained innovation. Therefore, it is essential for a business to implement TQM procedures, as doing so can result in several advantages that boost profitability and allow the business to compete with others in the same industry.

The author analyzes the stages of a manager's performance that impact the company's production, including planning, researching, organizing, reviewing, supervising, choosing employees, negotiating, and representing. TQM can boost productivity and performance, aiding the company's growth, particularly in planning and managing. Measuring employee performance is crucial because it provides a tool for enforcing performance goals and inspiring people to do their best in the future. Maulidiyah (2017) states that TQM is a holistic philosophy built on quality, teamwork, productivity, and customer satisfaction that integrates all management functions, all parts of an organization, and all people.

In addition to Total Quality Management, a management accounting system is necessary for companies to inspire and influence employee behavior in ways that promote organizational and employee welfare (Hernawan et al., 2019). The reward is a type of management accounting that can be implemented. Employees are rewarded for their efforts on behalf of the company. The proper reward structure, which should be based on quality standards, can be a powerful incentive to spread TQM throughout the business. TQM, or Total Quality Management, is an approach to quality management and customer service that centers on providing the highest customer satisfaction possible. This conventional wisdom says businesses providing services are classified as part of the service sector. Quality service is required for some clients (Jusuf, 2018). In the service industry, quality is defined as providing what the customer wants when they want it with the required level of precision. The quality of a service is defined by how well it satisfies the needs of its clients. If the service is as anticipated, the quality is high and gratifying. When a service goes above and above what was expected, the consumer considers it high quality. In contrast, low-quality service is defined as one that falls short of expectations (Marpaung et al., 2022).

According to this definition, service quality is how the organization delivers on its client promises. Customers' needs should serve as the starting point for, and the final measure of, service quality. This means that the client, not the service provider, is responsible for determining the quality of the sound (Laiya et al., 2018). There are several significant advantages to implementing TQM in a business, all of which contribute to the company's ability to make money and stay competitive. The strategic implementation of TQM is meant to boost efficiency and output (Pamungkas, 2015). To get the most out of TQM, businesses should adopt the management accounting system described in this research, including a performance measurement and incentive structure (Narsa, 2017). Employees' motivation and whether they choose to stay with the company is directly related to its reward system, so the company must adopt one. When an organization pays close attention to its workers, they respond by giving their all on the job.

One of the businesses in Bandung, PT INTI (Persero) Bandung, commissioned this study. Company performance, integrated quality management (TQM) in the workplace, and the incentive structure are paramount to a telecoms service provider. The success of PT INTI (Persero) Bandung depends on the company continuing to accomplish this and even

improving upon previous efforts to expand the quantity and quality of services offered to clients. According to the description given, PT. INTI (Persero) Bandung is experiencing a problem or phenomenon in which the company's managerial performance is not yet at its peak; therefore, it is necessary to enhance the TQM and reward system that the company has implemented PT. INTI Bandung.

Several studies have examined how TQM affects the effectiveness of upper-level management. According to Ridwan (2019), TQM has a moderate effect on managerial performance, and TQM's interaction with the reward system substantially impacts managerial performance. According to the literature, TQM also has a favorable and significant impact (although a partial one) on managerial performance (Dauhan, 2013). Total quality management (TQM) has considerably impacted managerial performance in state-owned firms in Jambi City, although other research has shown conflicting results. Total Quality Management's impact on management effectiveness has been studied about other factors, such as pay, recognition, and evaluation (Utari, 2018). Total Quality Management (TQM) was found to improve managerial performance insignificantly. Furthermore, there is no evidence that the reward system improves management efficiency.

The motivational structure is developed for several reasons. According to Simamora (2004), the goal of the reward system is to "increase productivity, improve work discipline, reduce absenteeism, and increase loyalty." When supervisors know they are valued, they give their jobs their all. Similarly, Porter-Lawer is quoted as saying in Mulyadi (2011) that a manager's conviction in the likelihood of performance delivering incentives and practical benefits influences the manager's effort to achieve.

Integrated quality management is defined by Vincent Gasperz in Azmi (2015) as a way of continuously improving performance at every level of operation or process, in every functional area of an organization, using all available human and capital resources. According to another source, Mangkunegara (2014) writes, "Total Quality Management is defined as the integration of all management functions, all parts of a company, and all people into a holistic philosophy built on the concepts of quality, teamwork, productivity, and customer satisfaction."

According to Mintje (2018), TQM's positive effects can be broken down into two categories: increased competitiveness and damage-free output. Businesses that adopt TQM reap the following benefits: Total Quality Management is a method for improving quality that takes a systems perspective. From the perspective of the buyer, quality is appropriate. Total Quality Management's emphasis on perpetual evolution and development necessitates a culture of learning and adaptability inside an organization. For a business to save money (cost reduction), avoid wasting resources (waste avoidance), and make a profit (profit generation), it must be able to produce a high-quality, defect-free product at every stage of the process, beginning with product design.

According to Bounds in Yudhistira (2015), the TQM concept comprises the following three parts: A focus on the customer's value. The value a consumer receives from a company's products or services is the sum total of the customer's benefits minus any costs incurred. Business plans like this consider product features, service delivery mechanisms, and customer feedback to determine how best to meet their target market's needs. 2) Structure of the organization. The organizational structure is geared toward satisfying the needs of the

clientele. Labor, supplies, machinery/process technology, operational and work execution methods, the flow of work processes, the movement of information, and the making of decisions are all part of this system—three, always better quality. Adapting to a dynamic external environment, including shifting consumer preferences, necessitates constant efforts to enhance quality. To implement this idea, consistent product testing is essential. Customers' needs can be met through continuous upgrades in product quality.

According to Swara (2017), awards have a dual purpose: first, they disseminate knowledge. Awards can garner employees' attention, inform them, and remind them of the relative significance of the object being recognized. Second, inspire people. Employees will be more invested in performance indicators and better able to prioritize their work accordingly if rewarded for their efforts.

According to Mulyadi (2018), there are two broad categories for recognition: Rank 1: Prize for Educators. The satisfaction one feels after a job well done and realizing one's aims is its reward. Management can utilize several ways to boost intrinsic incentives by giving employees more autonomy and a voice in making decisions. 2) Benefits from Without. When employees are paid, they receive what is known as "direct compensation," which includes a guaranteed minimum wage, overtime pay for working holidays, a share of company profits, stock dividends, and performance bonuses. Indirect payment, b. Do all types of welfare payments (such as retirement, disability, unemployment, and medical) exist? d) Other than monetary benefits. The corporation provides perks to its employees, such as fancy offices, designated parking spots, special designations, and personal secretaries.

A manager's success is measured by how well they steer a company toward the provision of public goods and services. The ability of an individual to carry out managerial tasks such as planning, investigating, coordinating, managing staff, negotiating, and so on is what is meant by "managerial performance," as defined by Kumentas (2018). On the other hand, Mahonet in Soetrisno (2016) notes that managers must be able to organize, investigate, coordinate, supervise, manage personnel, negotiate, and represent to succeed.

TQM is your best bet when it comes to manufacturing high-quality goods and services in a competitive market. TQM is the response of businesses to the increasingly complex, challenging, and quick-changing global challenges. In order to meet and exceed customer expectations, TQM necessitates the dedication and participation of management and the entire organization. TQM is a system currently being applied by businesses because of the belief that it can aid in managers' success.

Meidiyana (2014) found that TQM's continual product, service, labor, process, and environmental improvement initiatives optimize an organization's competitiveness. Here, TQM can help managers perform better in their roles. ISO defines Total Quality Management (TQM) as "a management approach to an organization focused on quality and the participation of all human resources and aimed at long-term success through customer satisfaction and providing benefits to organizational members (human resources), and society. According to the study's findings, total quality management has a good and significant impact on managerial performance (Ridwan & Sandi, 2019).

**$H_1$:** Total quality management affects managerial performance.

Every employee who works in a company needs the motivation to support their performance; one of the motivations that the company can give is in the form of awards so that employees can improve their performance. Narsa (2017) argues that the reward system is one of the essential control tools used by the company to motivate its personnel to achieve company goals (not individual personnel goals) with behavior that is expected by the company (not the behavior preferred by personnel personally). The results of research conducted by (Mintje, 2018) show that the reward system has a positive and significant effect on managerial performance.

**$H_2$:** Reward System affects managerial performance.

## Research Design and Method

The primary data source for this study is the responses to questionnaires distributed to all respondents. This study collects data through a questionnaire (questionnaire) containing queries related to the topic under investigation. The collected data will undergo multiple testing phases before being analyzed. The initial step involves conducting a descriptive statistical test. The second step is evaluating the research data instrument (validity test, reliability test). The third step is the classic presumption test (test for normality, heteroscedasticity, and multicollinearity). The fourth step is to test all hypotheses proposed in this study, which will be demonstrated using the partial test (t-test), the simultaneous test (f-test), and the coefficient of determination test.

**Table 1. Operational Variables**

| Variabel | Item | Indicator | Reference |
|---|---|---|---|
| Total Quality Management | X1.1 | Customer-Focused | (Astuti & Rifa'i, 2018; Setyani, 2015) |
| | X1.2 | Continuous Improvement | |
| | X1.3 | Scientific Approach | |
| | X1.4 | Management Commitment | |
| | X1.5 | Employee Empowerment | |
| | X1.6 | Pelatihan dan Pendidikan | |
| Reward System | X2.1 | Salary match with expectations | (Rumapea et al., 2018; Sianipar, 2018) |
| | X2.2 | Match of bonus or incentive with expectations | |
| | X2.3 | Appropriateness of career path with work achievement | |
| | X2.4 | The suitability of the award given by the leader with work achievement | |
| | X2.5 | Appropriateness of the current reward/compensation is appropriate | |
| Managerial Performance | Y1.1 | Planning | (Mardiyati & Prabowo, 2019; Wirasedana, 2017) |
| | Y1.2 | Investigation | |
| | Y1.3 | Coordination | |
| | Y1.4 | Evaluation | |
| | Y1.5 | Negotiation | |
| | Y1.6 | Overall performance | |

## Results and Discussion

### *Statistical Result & Discussion*

Based on the results of the questionnaires that have been distributed, a statistical description of the respondents can be found in tabular form according to gender, age of respondents, latest level of education, and length of position.

**Table 2. Demographic data**

| Variable | Measurement | n | % |
|---|---|---|---|
| Gender | Laki-laki | 26 | 60% |
| | Perempuan | 17 | 40% |
| Age | 25-30 tahun | 5 | 12% |
| | 31-40 tahun | 13 | 30% |
| | 41-49 tahun | 21 | 49% |
| | >50 tahun | 4 | 9% |
| Education | D3 | 3 | 7% |
| | S1 | 18 | 42% |
| | S2 | 22 | 51% |
| Length of Service Position | 1-4 tahun | 16 | 37% |
| | 5-8 tahun | 18 | 42% |
| | >9 tahun | 9 | 21% |

**Source:** Processed data (2022)

Table 2 shows that most of the respondents were male, namely 26 people (60%), while 17 people (40%) were female. Respondents in this study were aged between 41-49 years at 49%. So, the average age of PT INTI (Persero) Bandung respondents is 41-49 years old. This is because respondents are most ages who are experienced enough so that performance is quite good, and respondents occupy certain positions. Furthermore, the sample in this study was dominated by respondents with a Masters's level of education, namely 22 people (51%), so it can be concluded that the average level of education possessed by division heads and experts at PT INTI (Persero) Bandung was S2. Based on the length of service, more respondents in this study held positions between 5-8 years, as many as 18 people (42%), and 1-4 years, as many as 37%.

The first stage carried out is descriptive statistical analysis. The descriptive analysis method is a statistical method used to analyze the data that has been collected. The descriptive method is intended to describe or describe the object data under study. The results of the statistical description of the research variables consisting of total quality management, reward system, and managerial performance, are shown in table 3.

**Tabel 3. Descriptive Statistics**

| | N | Minimum | Maksimum | Mean | Std. Deviasi |
|---|---|---|---|---|---|
| TQM | **43** | **83** | **110** | **94,03** | 6,361 |
| Reward System | **43** | **16** | **25** | **19,82** | 2,284 |
| Managerial Performance | 43 | 34 | 45 | 37,33 | 3,198 |

**Source:** Data Processing Results

The results showed that the TQM variable score was between 83 and 110, the average price (mean) of 94.03, the median of 92.71, the mode of 92, the variance of 40.468, and a standard deviation of 6.361. Reward System (X2) shows that the Reward system variable score is between 16 and 25, the average price (mean) is 19.82, the median is 20.00, the mode is 20, the variance is 5.216, and the standard deviation is 2.284. Managerial performance shows that the managerial performance score is between 34 and 45, the average price is 37.33, the median is 36.30, the mode is 36, the variance is 10.229, and the standard deviation is 3.918.

The second stage is the data quality test which consists of validity and reliability tests. This test is carried out to test the validity and reliability of each statement item in measuring variables. The validity test is used by testing the correlation between the item score and the total score of each variable, using Pearson Correlation. The question items are valid if the significant level is below 0.05. The basis for decision-making in the reliability test in this study is if the Cronbach's Alpha (α) value is> 0.60, the questionnaire is declared reliable or consistent. The test results are presented in table 4.

**Table 4. Validity and Reliability Test Results**

| Variable | Instrument | r-calculated | Cronbach Alpha | Result |
|---|---|---|---|---|
| X1 | X1.1 | 0.455 | 0.772 | Valid dan reliable |
| | X1.2 | 0.531 | | Valid dan reliable |
| | X1.3 | 0.553 | | Valid dan reliable |
| | X1.4 | 0.482 | | Valid dan reliable |
| | X1.5 | 0.706 | | Valid dan reliable |
| | X1.6 | 0.488 | | Valid dan reliable |
| | X1.7 | 0.872 | | Valid dan reliable |
| | X1.8 | 0.482 | | Valid dan reliable |
| | X1.9 | 0.568 | | Valid dan reliable |
| | X1.10 | 0.714 | | Valid dan reliable |
| | X1.11 | 0.586 | | Valid dan reliable |
| | X1.12 | 0.693 | | Valid dan reliable |
| | X1.13 | 0.712 | | Valid dan reliable |
| | X1.14 | 0.694 | | Valid dan reliable |
| | X1.15 | 0.649 | | Valid dan reliable |
| | X1.16 | 0.562 | | Valid dan reliable |
| | X1.17 | 0.601 | | Valid dan reliable |
| | X1.18 | 0.617 | | Valid dan reliable |
| | X1.19 | 0.564 | | Valid dan reliable |
| | X1.20 | 0.713 | | Valid dan reliable |
| | X1.21 | 0.778 | | Valid dan reliable |
| | X1.22 | 0.603 | | Valid dan reliable |
| X2 | X2.1 | 0.797 | 0.812 | Valid dan reliable |
| | X2.2 | 0.896 | | Valid dan reliable |
| | X2.3 | 0.879 | | Valid dan reliable |
| | X2.4 | 0.693 | | Valid dan reliable |
| | X2.5 | 0.852 | | Valid dan reliable |
| Y | Y1.1 | 0.731 | 0.822 | Valid dan reliable |
| | Y1.2 | 0.750 | | Valid dan reliable |
| | Y1.3 | 0.850 | | Valid dan reliable |
| | Y1.4 | 0.727 | | Valid dan reliable |
| | Y1.5 | 0.814 | | Valid dan reliable |

| | | |
|---|---|---|
| Y1.6 | 0.841 | Valid dan reliable |
| Y1.7 | 0.755 | Valid dan reliable |
| Y1.8 | 0.886 | Valid dan reliable |
| Y1.9 | 0.913 | Valid dan reliable |

**Source:** SPSS output

According to Table 4, the variables of total quality management, reward system, and managerial performance all have a p-value less than 0.05, so it can be concluded that all study questions are valid. Cronbach's alpha values for the variables total quality management, reward system, and managerial performance are more significant than 0.60, as shown in the table. This demonstrates that the study's query items are reliable. So that each question item can obtain consistent data, and if the question is posed again, it will receive a response comparable to the previous response. Tests for normality, heteroscedasticity, and multicollinearity comprise the calculous assumption test, the third stage. The data normality test is used to determine whether the error produced by a regression model has a normal distribution. In this study, the Normal P-P Plot of the Regression Standardized Residual graph is used to test the normality of the data; the test results are depicted in Figure 1.

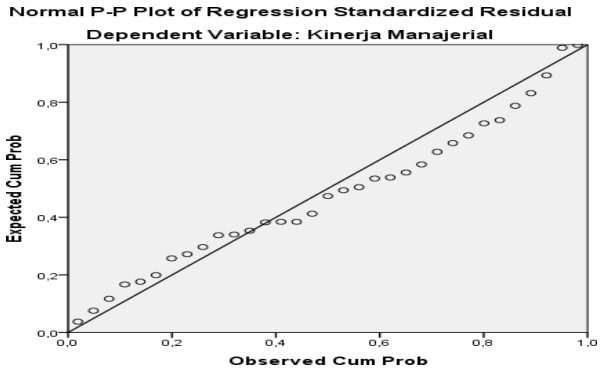


**Figure 1. Normality Test Result**

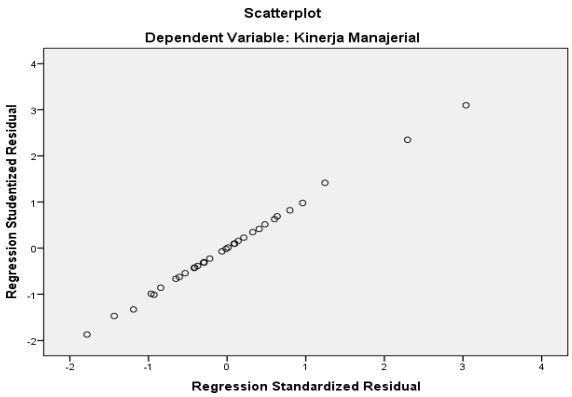


**Figure 2. Heteroscedasticity Test Results**

Based on Figure 1, it can be concluded that the distribution pattern is normal because the points are distributed around the diagonal line and the distribution follows the diagonal line. Standardized scatterplot graph between SRESID and ZPRED, where the Y axis represents the predicted Y and the X axis represents the residual (Y prediction - actual Y).

Consequently, there is no heteroscedasticity issue, and an excellent and ideal regression model can be satisfied.

In addition, the multicollinearity test is conducted to determine whether the regression model contains a high or perfect correlation between the independent variables. Multicollinearity can be determined based on the tolerance value and VIF (Variation Inflation Factor) value. If the VIF value is less than ten and the tolerance value is greater than 0.1, the model is considered multicollinearity-free. The test outcomes are shown in Table 5.

**Table 5. Multicollinearity Test**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std.Error | Beta | t | Sig. | Tolerance | VIF |
| 1 | (Constant) | 6.967 | 5.592 | | 1.246 | .243 | | |
| | TQM | .186 | .091 | .349 | 2.044 | .017 | .724 | 1.443 |
| | Reward System | .771 | .217 | .557 | 3.553 | .000 | .724 | 1.443 |

a. Dependent Variable: Managerial Performance

**Source:** SPSS output

Based on Table 5, the multicollinearity test in this study analyzes the correlation matrix between independent variables and calculates the tolerance and VIF values. The cutoff value commonly used to indicate the presence of multicollinearity is a tolerance value <0.1 or the same as a VIF value > 10. If the tolerance value> 0.1 and the VIF value <10, then there is no multicollinearity in the research regression equation. In the table above, it is known that the tolerance value of the TQM variable (X1) and the Reward system variable (X2) is 0.724> 0.1. While the VIF value of the TQM variable (X1) and the Reward system variable (X2) is 1.443 < 10. So, referring to decision-making in the multicollinearity test, it can be concluded that there are no multicollinearity symptoms in the regression model. After the results of the classical assumption test are carried out, and the overall results show that the regression model meets the classical assumptions, the next step is to evaluate and interpret the multiple regression model. Multiple regression analysis aims to determine the effect caused on the dependent variable (dependent) by using the independent variable (independent), also known as the equation. The data processing results using the SPSS program are presented in table 6.

**Table 6. Multiple Linear Regression Test**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 6.967 | 5.592 | | 1.246 | .243 |
| | TQM | .186 | .091 | .349 | 2.044 | .017 |
| | Reward System | .771 | .217 | .557 | 3.553 | .000 |

a. Dependent Variable: Managerial Performance

**Source:** SPSS output

Based on table 6, the regression equation formed in this regression test is:

$$Y = 6{,}967 + 0{,}186\ X1 + 0{,}771X2 + e$$

The multiple linear regression equation can be interpreted that the constant value is 6.967; this indicates that if the independent variable (total quality management and reward system) is (0), then the value of the dependent variable (managerial performance) is 6.967 units. The total quality management regression coefficient (b1) is 0.186 and is positive. This means that the value of variable Y will increase by 0.186 if the value of variable X1 increases by one unit and the other independent variables are constant. The positive coefficient indicates a unidirectional relationship between the total quality management variable (X1) and the managerial performance variable (Y). The higher the total quality management, the more managerial performance will increase. The reward system regression coefficient (b2) is 0.771 and has a positive sign. This means that the value of variable Y will increase by 0.771 if the value of variable X2 increases by one unit and the other independent variables are constant. The positive coefficient indicates a unidirectional relationship between the job satisfaction variable (X2) and the managerial performance variable (Y). The higher the reward system, the better/higher the managerial performance.

A partial Test is used to see the effect of each independent variable on the dependent variable. Testing is done with the t-test, namely by looking at the significance value of the t-count. If the significance value of t count <0.05, the independent variable influences the dependent variable. The test results can be seen in table 7.

**Table 7. Multiple Linear Regression Test**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 6.967 | 5.592 | | 1.246 | .243 |
| | TQM | .186 | .091 | .349 | 2.044 | .017 |
| | Reward System | .771 | .217 | .557 | 3.553 | .000 |

a. Dependent Variable: Managerial Performance

**Source:** SPSS output

Based on the output in table 6, it is known that the significance value (sig) of 017 is smaller than the probability of 0.05, so it can be concluded that Ho is rejected, and Ha is accepted, which means that "there is an influence of the TQM variable (X1) on the managerial performance variable (Y). Meanwhile, the significance value (sig) of 0.000 is smaller than the probability of 0.05, so it can be concluded that Ho is rejected, and Ha is accepted, which means that there is an influence of the Reward system variable (X2) on the managerial performance variable (Y).

The coefficient of determination (*R*2) test measures how much influence the independent variables in the model have in explaining variations in the dependent variable. The ability of the model to explain variations in managerial performance can be seen in the following model summary table 8.

**Table 8. Test of the Coefficient of Determination (*R2*)**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .714[a] | .510 | .495 | 2.274 |

a. Predictors: (Constant), TQM, Reward System

**Source:** SPSS output

Table 8 displays an R-value of 0.714, indicating that the relationship between managerial performance and the two independent variables is vital because it is close to the definition of potent, whose numbers are between 0.61 - 0.80. Meanwhile, the R square value is 0.512 or 51.2%, while the remaining 48.8% can be explained by other variables not included in this research.

### *Discussion*

The results of testing the first hypothesis show that Total Quality Management positively affects managerial performance. With the Total Quality Management implemented by PT INTI (Persero) Bandung, it can compete in business competition by producing quality products or services that meet customer needs and can motivate managers to improve their managerial performance. To produce good quality products or services can make continuous improvements. This study's findings align with previous research conducted by (Laiya et al., 2018) that total quality management has a positive effect on managerial performance. The same thing was also found (Pamungkas, 2015) that total quality management significantly affects managerial performance. However, the research results (Utari, 2018) found that total quality management did not affect managerial performance; this happened because the application of total quality management needed to be perfect in the company studied (Utari, 2018). Thus, in this study, total quality management affects managerial performance at PT INTI (Persero) Bandung.

The company's goal in producing products/services is to achieve customer satisfaction characterized by reduced customer complaints; it shows that its performance is increasing. Based on the TQM approach, quality, according to Tjiptono, is determined by the customer. Therefore, only by understanding the process and customers can the company realize and appreciate the meaning of quality. Therefore, the efforts made by PT INTI (Persero) Bandung to focus on customers are by providing information to customers that help them develop realistic expectations of the product; this can be seen from the respondents who gave agreed answers because by providing. Employees understand the product attributes that are most valuable to customers; this can be seen from respondents who gave very friendly answers because understanding product attributes can explain the product's advantages to increase customer attractiveness to the product. Input from customers is used for the product development process; this can be seen from the respondents who gave very friendly answers because, with the input, there is a reference for better improvement in the future. d. Customers feel safe and comfortable; this can be seen from the respondents, who gave friendly answers. Customers feel safe and comfortable; this can be seen from respondents who strongly agreed on answers because customers are given adequate facilities such as a waiting room that provides coffee or snacks.

The results of testing the second hypothesis show that the reward system positively affects managerial performance at PT INTI (Persero) Bandung. With the reward system, it is a factor in improving managerial performance. Because with a high reward system which includes wages and salaries, incentives, allowances, and facilities, PT. INTI (Persero) Bandung will get the appropriate reciprocity. Providing rewards (awards) will increase personnel motivation toward performance. Abraham Maslow's theory that motivation can be interpreted as a person's strength (energy) that can cause the level of persistence and enthusiasm in carrying out an activity, both from within the individual himself (intrinsic motivation) and from outside the individual (extrinsic motivation). How strong an individual's motivation will determine a lot about the quality of the behavior he displays, both in the context of learning, working, and other lives. This study's findings align with previous research conducted by (Mintje, 2018) that the reward system has a positive effect on managerial performance; Pujianto also found the same results that the reward system has a significant effect on managerial performance. However, the research results (Yudhistira et al., 2015) found that the reward system has no effect on managerial performance.

## Conclusions

Total quality management has a significant effect on managerial performance. This shows that PT INTI (Persero) Bandung has implemented total quality management well. The reward system has a significant effect on managerial performance. These results indicate that the reward system implemented by the company is received by employees, which indicates that managerial performance is going well. The tested variables are only a small part of the factors that can affect managerial performance. Further research can add other variables affecting managerial performance, such as leadership style or organizational culture. Total quality management and reward system affect managerial performance at PT INTI (Persero) Bandung. Therefore, the company's total quality management and reward system can be used better.

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