LEMBAR
HASIL PENILAIAN SEJAWAT SEBIDANG ATAU PEER REVIEW
KARYA ILMIAH : JURNAL INTERNASIONAL BEREPUTASI (MEMILIKI KUARTIL (Q) PADA SCIMAGOJR

Judul Artikel : A Structural Equation Model for Evaluating Relationship between TQM and Employees Productivity

Jumlah Penulis : ....4..... Orang

Status Penulis : Penulis Pertama/Penulis ke ...1...../Penulis Korespondensi**

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b. Nomor/ Volume : Vol. 34 Issue 8
c. ISSN : 0265-671X
d. Edisi (Bulan/Tahun) : September/2017
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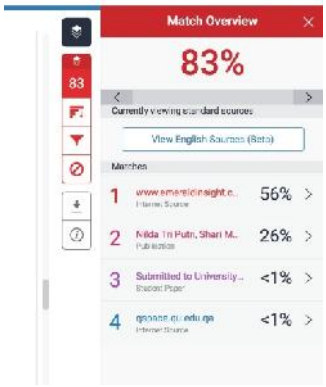

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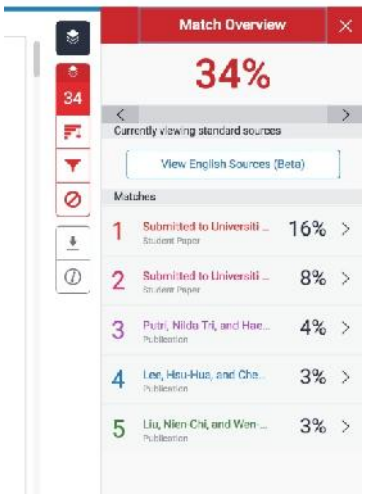

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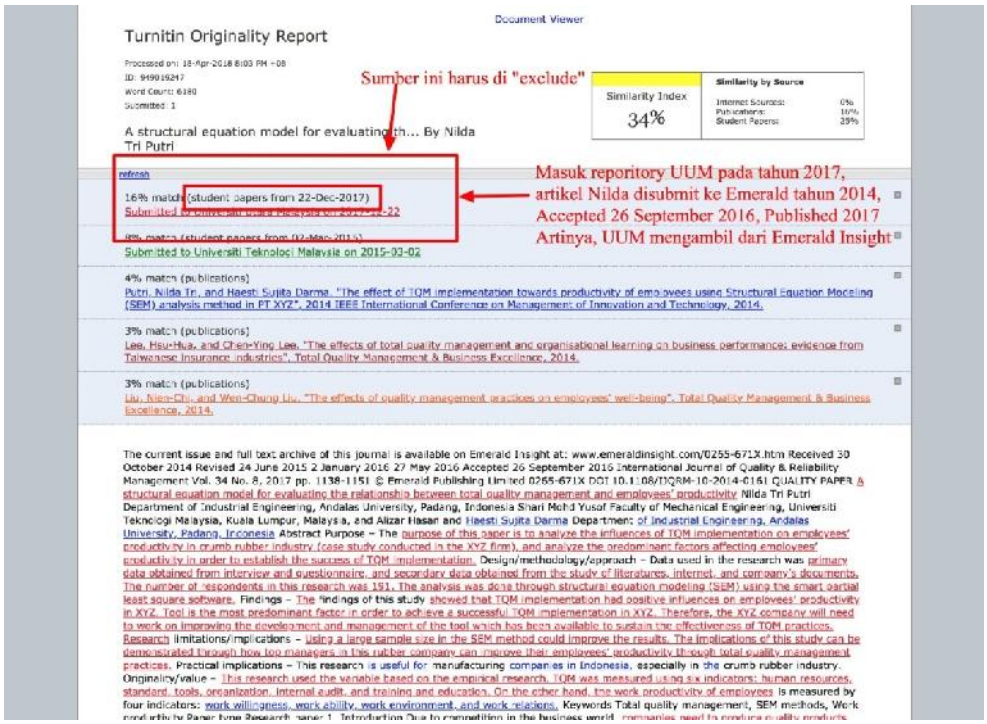

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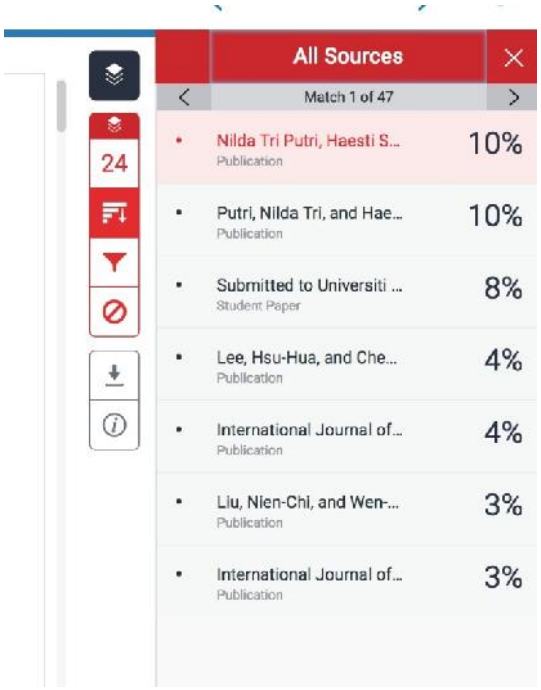

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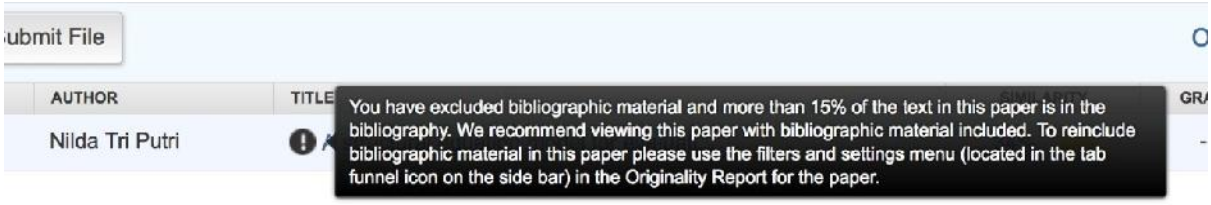

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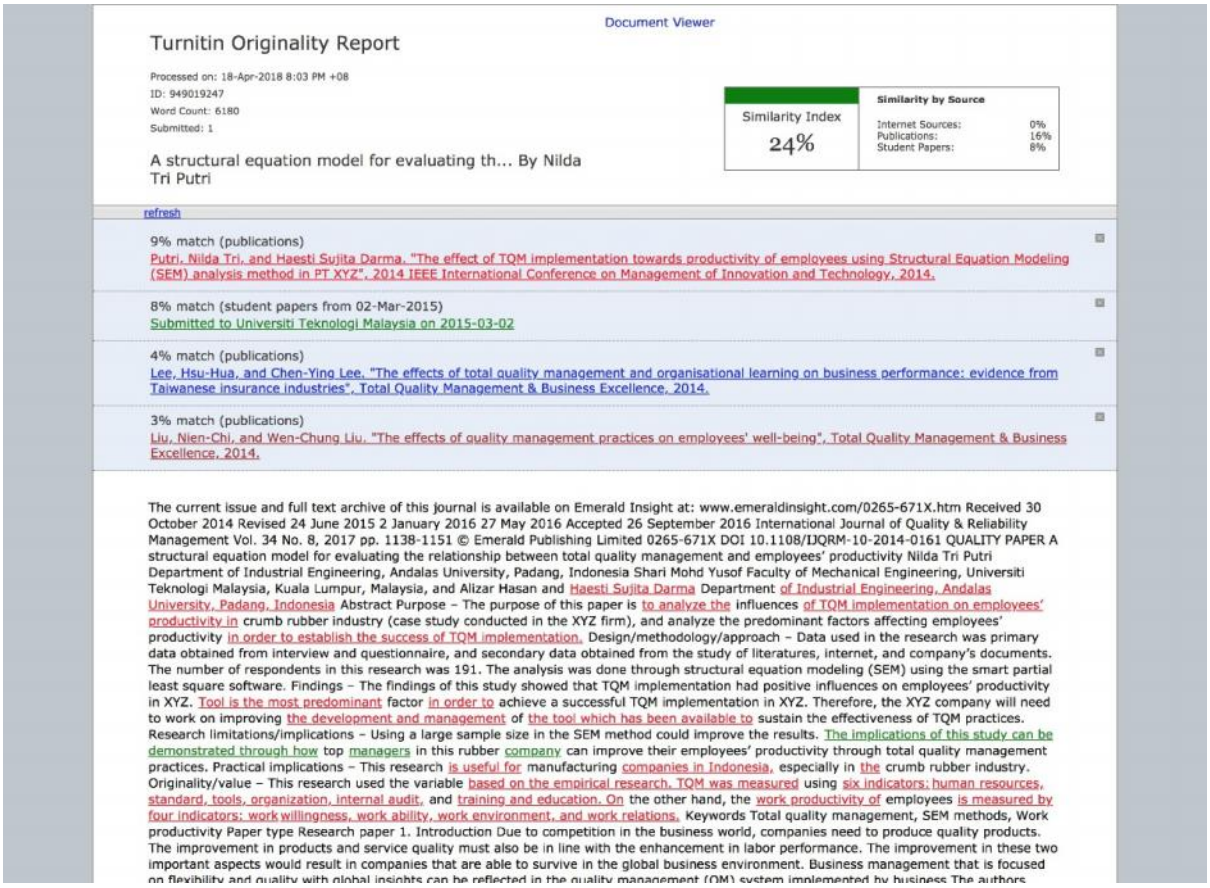

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The current issue and full text archive of this journal is available on Emerald Insight at: www.emeraldinsight.com/0265-671X.htm Received 30 October 2014 Revised 24 June 2015 2 January 2016 27 May 2016 Accepted 26 September 2016 International Journal of Quality & Reliability Management Vol. 34 No. 8, 2017 pp. 1138-1151 © Emerald Publishing Limited 0265-671X DOI 10.1108/IJQRM-10-2014-0161 QUALITY PAPER A structural equation model for evaluating the relationship between total quality management and employees' productivity Nilda Tri Putri Department of Industrial Engineering, Andalas University, Padang, Indonesia Shari Mohd Yusof Faculty of Mechanical Engineering, Universiti Teknologi Malaysia, Kuala Lumpur, Malaysia, and Alizar Hasan and Haesti Sujita Darma Department of Industrial Engineering, Andalas University, Padang, Indonesia Abstract Purpose – The purpose of this paper is to analyze the influences of TQM implementation on employees' productivity in crumb rubber industry (case study conducted in the XYZ firm), and analyze the predominant factors affecting employees' productivity in order to establish the success of TQM implementation. Design/methodology/approach – Data used in the research was primary data obtained from interview and questionnaire, and secondary data obtained from the study of literatures, internet, and company's documents. The number of respondents in this research was 191. The analysis was done through structural equation modeling (SEM) using the smart partial least square software. Findings – The findings of this study showed that TQM implementation had positive influences on employees' productivity in XYZ. Tool is the most predominant factor in order to achieve a successful TQM implementation in XYZ. Therefore, the XYZ company will need to work on improving the development and management of the tool which has been available to sustain the effectiveness of TQM practices. Research limitations/implications – Using a large sample size in the SEM method could improve the results. The implications of this study can be demonstrated through how top managers in this rubber company can improve their employees' productivity through total quality management practices. Practical implications – This research is useful for manufacturing companies in Indonesia, especially in the crumb rubber industry. Originality/value – This research used the variable based on the empirical research. TQM was measured using six indicators: human resources, standard, tools, organization, internal audit, and training and education. On the other hand, the work productivity of employees is measured by four indicators: work willingness, work ability, work environment, and work relations. Keywords Total quality management, SEM methods, Work productivity Paper type Research paper 1. Introduction Due to competition in the business world, companies need to produce quality products. The improvement in products and service quality must also be in line with the enhancement in labor performance. The improvement in these two important aspects would result in companies that are able to survive in the global business environment. Business management that is focused on flexibility and quality with global insights can be reflected in the quality management (QM) system implemented by business The authors

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