ABSTRACT

Total quality management (TQM) is an approach in running a business with an attempt to maximize organizational competitiveness through continuous improvement. The implementation of a correct TQM philosophy is expected to encourage the employees to give their best in order to reach job satisfaction which eventually leads to the improvement of working performance.

The aim of this study is to analyze the influence of TQM principle which covers leadership, employee involvement, continuous improvement, and internal customer focus towards the job satisfaction of Rumah Sakit Mata Undaan (RSMU) Surabaya’s employees. This study used observational method with cross sectional design. The data was obtained through questionnaire with simple random sampling involving 90 employees as the sample of the research. The next step is analyzing the data analytically by using logistic regression test univariate (α=0,05) to examine the influence of each TQM principle implementation towards the employee’s job satisfaction.

The result shows that the TQM principle implementation in RSMU Surabaya is in the good category. The rate of employees’ job satisfaction is high. The test result indicates that there are influences of TQM principle implementation towards the employee’s job satisfaction. Those principles, on the one hand, are leadership (sig=0,002), continuous improvement (sig=0,006), and internal customer focus (sig=0,000). On the other hand, the implementation of employee involvement does not affect the job satisfaction.

In conclusion, the employee who assesses the implementation of leadership, continuous improvement, and internal customer focus principle as good category tend to have higher rate of job satisfaction compared to the employee who assesses it otherwise. This result can be used by the management to increase the working performance which gives positive impacts and eventually will lead to RSMU’s quality improvement.

Keywords: Total Quality Management, employee’s job satisfaction, TQM principle implementation