ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh penerapan Total Quality Management (TQM), sistem pengukuran kinerja serta sistem penghargaan (reward) terhadap kinerja manajerial. Sampel yang digunakan dalam penelitian ini berjumlah 38 orang. Penelitian ini menggunakan non-probability sampling dan metode census sampling dengan menggunakan software SPSS 20. Hasil penelitian menunjukkan bahwa secara parsial Total Quality Management (TQM) berpengaruh tidak signifikan terhadap kinerja manajerial, tetapi sistem pengukuran kinerja berpengaruh secara signifikan terhadap kinerja manajerial, sebesar 30,69%, dan sistem penghargaan (reward) juga berpengaruh secara signifikan terhadap kinerja manajerial, sebesar 31,92%. Secara simultan pengaruh Total Quality Management (TQM), sistem pengukuran kinerja dan sistem penghargaan (reward) berpengaruh secara signifikan terhadap kinerja manajerial sebesar 34,2%, sedangkan sisanya sebesar 65,8% dipengaruhi oleh variabel lain yang tidak diteliti.

Kata kunci: total quality management, sistem pengukuran kinerja, sistem penghargaan, dan kinerja manajerial
ABSTRACT

This research determine the effect of Total Quality Management, performance measurement system and reward system on managerial performance. Sample used in this research were 38 respondents. This research use non-probability sampling and census sampling method by using SPSS 20. The analysis revealed that partially Total Quality Management has insignificant effect on managerial performance, but performance measurement system has significant effect on managerial performance of 30.69%, and also reward system has significant effect on managerial performance of 31.92%. If show in simultaneous, that total quality management, performance measurement system and reward system has significant effect on managerial performance of 34.2%, while the rest of 65.8% influenced by other variables that aren’t pursuing.

Keywords: total quality management, performance measurement system, reward system, and managerial performance
## DAFTAR ISI

<table>
<thead>
<tr>
<th>Halaman Judul</th>
<th>i</th>
</tr>
</thead>
<tbody>
<tr>
<td>Halaman Pengesahan</td>
<td>ii</td>
</tr>
<tr>
<td>Surat Pernyataan Keaslian Tugas Akhir</td>
<td>iii</td>
</tr>
<tr>
<td>Kata Pengantar</td>
<td>iv</td>
</tr>
<tr>
<td>Abstrak</td>
<td>v</td>
</tr>
<tr>
<td>Abstract</td>
<td>vi</td>
</tr>
<tr>
<td>Daftar isi</td>
<td>iii</td>
</tr>
<tr>
<td>Daftar Gambar</td>
<td>x</td>
</tr>
<tr>
<td>Daftar Tabel</td>
<td>xi</td>
</tr>
<tr>
<td>Daftar Lampiran</td>
<td>xiii</td>
</tr>
</tbody>
</table>

### BAB I PENDAHULUAN
1.1 Latar Belakang .................................................................1
1.2 Identifikasi Masalah .........................................................6
1.3 Tujuan Penelitian ............................................................7
1.4 Manfaat Penelitian ...........................................................7

### BAB II LANDASAN TEORI
2.1 Kajian Pustaka .................................................................9
  2.1.1 Total Quality Management (TQM) .....................................9
  2.1.2 Sistem Pengukuran Kinerja .............................................16
  2.1.3 Sistem Penghargaan (Reward) .........................................22
  2.1.4 Kinerja Manajerial .......................................................24
2.2 Penelitian Terdahulu ..........................................................28
2.3 Kerangka Pemikiran ...........................................................33
2.4 Pengembangan Hipotesis .....................................................34
  2.4.1 Pengaruh Total Quality Management terhadap Kinerja Manajerial .................................................................34
  2.4.2 Pengaruh Sistem Pengukuran Kinerja terhadap Kinerja Manajerial .................................................................36
  2.4.3 Pengaruh Sistem Penghargaan (reward) terhadap Kinerja Manajerial .................................................................37
  2.4.4 Pengaruh TQM, Sistem Pengukuran Kinerja, dan Sistem Penghargaan secara bersama-sama terhadap Kinerja Manajerial .................................................................38

### BAB III METODE PENELITIAN
3.1 Jenis Penelitian ...............................................................40
3.2 Populasi dan Sampel .........................................................39
3.3 Definisi Operasional Variabel (DOV) ....................................40
3.4 Teknik Pengumpulan Data ..................................................42
3.5 Metode Analisis ...............................................................42
BAB IV HASIL PENELITIAN DAN PEMBAHASAN

4.1 Hasil Penelitian ........................................................................................................... 46
  4.1.1 Hasil Uji Validitas ................................................................................................. 46
  4.1.2 Hasil Uji Reliabilitas .......................................................................................... 47
  4.1.3 Hasil Tanggapan Responden .............................................................................. 48
     4.1.3.1 Tanggapan Responden tentang Kinerja manajerial ........................................ 48
     4.1.3.2 Tanggapan Responden tentang Total Quality Management ....................... 54
     4.1.3.3 Tanggapan Responden tentang Sistem Pengukuran Kinerja ......................... 61
     4.1.3.4 Tanggapan Responden tentang Sistem Penghargaan .................................. 64
  4.1.4 Uji Asumsi Klasik ............................................................................................... 67
     4.1.4.1 Uji Normalitas ............................................................................................... 67
     4.1.4.2 Uji Heteroskedastisitas ............................................................................... 68
     4.1.4.3 Uji Multikolinearitas .................................................................................... 69
  4.1.5 Metode Analisis Data ......................................................................................... 70
     4.1.5.1 Regresi Linear Berganda ............................................................................. 70
     4.1.5.2 Uji Hipotesis ............................................................................................... 71
     4.1.5.3 Analisis Koefisien Determinasi .................................................................... 75

4.2 Pembahasan .............................................................................................................. 76

BAB V PENUTUP

5.1 Simpulan .................................................................................................................. 79
5.2 Keterbatasan Penelitian .......................................................................................... 80
5.3 Saran ....................................................................................................................... 80

DAFTAR PUSTAKA
LAMPIRAN
DAFTAR RIWAYAT HIDUP PENULIS (CURRICULUM VITAE)
DAFTAR GAMBAR

Gambar 2.1 Kerangka Pemikiran ................................................................. 34
Gambar 4.1 Scatterplot Data Penelitian .................................................... 68
## DAFTAR TABEL

<table>
<thead>
<tr>
<th>No.</th>
<th>Tabel</th>
<th>Judul</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Tabel</td>
<td>Penelitian Terdahulu ......................................................................</td>
</tr>
<tr>
<td>3.1</td>
<td>Tabel</td>
<td>Definisi Operasional Variabel ....................................................</td>
</tr>
<tr>
<td>4.1</td>
<td>Tabel</td>
<td>Hasil Uji Validitas Variabel Kinerja Manajerial (Y) .........................</td>
</tr>
<tr>
<td>4.2</td>
<td>Tabel</td>
<td>Hasil Uji Validitas Variabel <em>Total Quality Management</em> (X&lt;sub&gt;1&lt;/sub&gt;)</td>
</tr>
<tr>
<td>4.3</td>
<td>Tabel</td>
<td>Hasil Uji Validitas Variabel Sistem Pengukuran Kinerja (X&lt;sub&gt;2&lt;/sub&gt;)</td>
</tr>
<tr>
<td>4.4</td>
<td>Tabel</td>
<td>Hasil Uji Validitas Variabel Sistem Penghargaan (X&lt;sub&gt;3&lt;/sub&gt;) ..........</td>
</tr>
<tr>
<td>4.5</td>
<td>Tabel</td>
<td>Hasil Uji Reliabilitas Kuesioner Penelitian ...................................</td>
</tr>
<tr>
<td>4.6</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang Kinerja Manajerial Kuesioner 1 .................</td>
</tr>
<tr>
<td>4.7</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang Kinerja Manajerial Kuesioner 2 ..................</td>
</tr>
<tr>
<td>4.8</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang Kinerja Manajerial Kuesioner 3 .................</td>
</tr>
<tr>
<td>4.9</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang Kinerja Manajerial Kuesioner 4 ..................</td>
</tr>
<tr>
<td>4.10</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang Kinerja Manajerial Kuesioner 5 .................</td>
</tr>
<tr>
<td>4.11</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang Kinerja Manajerial Kuesioner 6 .................</td>
</tr>
<tr>
<td>4.12</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang Kinerja Manajerial Kuesioner 7 .................</td>
</tr>
<tr>
<td>4.13</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang Kinerja Manajerial Kuesioner 8 .................</td>
</tr>
<tr>
<td>4.14</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang Kinerja Manajerial Kuesioner 9 .................</td>
</tr>
<tr>
<td>4.15</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang <em>Total Quality Management</em> Kuesioner 10 ........</td>
</tr>
<tr>
<td>4.16</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang <em>Total Quality Management</em> Kuesioner 11 ........</td>
</tr>
<tr>
<td>4.17</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang <em>Total Quality Management</em> Kuesioner 12 ........</td>
</tr>
<tr>
<td>4.18</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang <em>Total Quality Management</em> Kuesioner 13 ........</td>
</tr>
<tr>
<td>4.19</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang <em>Total Quality Management</em> Kuesioner 14 ........</td>
</tr>
<tr>
<td>4.20</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang <em>Total Quality Management</em> Kuesioner 15 ........</td>
</tr>
<tr>
<td>4.21</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang <em>Total Quality Management</em> Kuesioner 16 ........</td>
</tr>
<tr>
<td>4.22</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang <em>Total Quality Management</em> Kuesioner 17 ........</td>
</tr>
<tr>
<td>4.23</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang <em>Total Quality Management</em> Kuesioner 18 ........</td>
</tr>
<tr>
<td>4.24</td>
<td>Tabel</td>
<td>Tanggapan Responden tentang <em>Total Quality Management</em> Kuesioner 19 ........</td>
</tr>
</tbody>
</table>

Universitas Kristen Maranatha
Tabel 4.25  Tanggapan Responden tentang *Total Quality Management*
Kuesioner 20 .................................................................................. 59
Tabel 4.26  Tanggapan Responden tentang *Total Quality Management*
Kuesioner 21 .................................................................................. 59
Tabel 4.27  Tanggapan Responden tentang *Total Quality Management*
Kuesioner 22 .................................................................................. 60
Tabel 4.28  Tanggapan Responden tentang Sistem Pengukuran Kinerja
Kuesioner 23 .................................................................................. 61
Tabel 4.29  Tanggapan Responden tentang Sistem Pengukuran Kinerja
Kuesioner 24 .................................................................................. 61
Tabel 4.30  Tanggapan Responden tentang Sistem Pengukuran Kinerja
Kuesioner 25 .................................................................................. 62
Tabel 4.31  Tanggapan Responden tentang Sistem Pengukuran Kinerja
Kuesioner 26 .................................................................................. 62
Tabel 4.32  Tanggapan Responden tentang Sistem Pengukuran Kinerja
Kuesioner 27 .................................................................................. 63
Tabel 4.33  Tanggapan Responden tentang Sistem Pengukuran Kinerja
Kuesioner 28 .................................................................................. 63
Tabel 4.34  Tanggapan Responden tentang Sistem Pengukuran Kinerja
Kuesioner 29 .................................................................................. 64
Tabel 4.35  Tanggapan Responden tentang Sistem Penghargaan
Kuesioner 30 .................................................................................. 64
Tabel 4.36  Tanggapan Responden tentang Sistem Penghargaan
Kuesioner 31 .................................................................................. 65
Tabel 4.37  Tanggapan Responden tentang Sistem Penghargaan
Kuesioner 32 .................................................................................. 65
Tabel 4.38  Tanggapan Responden tentang Sistem Penghargaan
Kuesioner 33 .................................................................................. 66
Tabel 4.39  Hasil Uji Normalitas One-Sample Kolmogorov-Smirnov test .. 67
Tabel 4.40  Hasil Uji Multikolinearitas ................................................. 69
Tabel 4.41  Hasil Regresi Linear Berganda Coefficientsa ....................... 70
Tabel 4.42  Hasil Statistik Uji t Coefficientsb ....................................... 72
Tabel 4.43  Koefisien Korelasi Sistem Pengukuran Kinerja dan
Sistem Penghargaan terhadap Kinerja Manajerial ......................... 73
Tabel 4.44  Hasil Statistik Uji F ANOVAa ........................................... 74
Tabel 4.45  Hasil Analisis Koefisien Determinasi Model Summaryb ........ 75
DAFTAR LAMPIRAN

LAMPIRAN A   Kuesioner
LAMPIRAN B   Hasil Olah Data SPSS
LAMPIRAN C   Hasil Tanggapan Responden
LAMPIRAN D   Surat dari Perusahaan