

Analysis of the Influence of Customer Focus, Continuous Improvement, and Quality Obsession on Managerial Performance in PT. Tiki Jalur Nugraha Ekakurir Manado Main Branch

Faldy G. Lumentut¹, Indrie Debbie Palandeng²

^{1,2}) Program Studies Master of Management, Faculty of Economics and Business Sam Ratulangi University, Indonesia

*Correspondence:

¹) Fglumentut96@gmail.com

²) indriedebbie76@gmail.com

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Abstract

This research aims to determine the influence of customer focus, continuous improvement, and quality obsession on managerial performance simultaneously or partially at PT. Tiki Jalan Nugraha Eka Courier Main Branch Manado. This type of research is quantitative using multiple linear regression analysis methods. The research population was 60 people and the research sample used total sampling, which is determining the sample using the entire population as respondents. The research results show that TQM: focus on customers (X1), continuous system improvement (X2), and obsession with quality (X3) simultaneously or partially have a positive and very significant effect on managerial performance (Y).

Keywords

customer focus, continuous improvement, quality obsession, managerial performance

Introduction

Delivery services are a great choice for those who like to send goods easily and practically. Delivery services are also considered effective and efficient and can bridge the increasingly unlimited distance between sender and recipient. therefore, delivery services help businesses and buyers in completing the process completely. A good delivery process will meet customer needs

or desires and indirectly affect business reputation. PT. Tiki Lintas Nugraha Eka Courier or better known as JNE Express, is a logistics and goods expedition company. JNE is known as one of the largest goods expedition companies in Indonesia, because of its network and distribution area coverage which covers more than 83 cities, with more than 8,000 sales outlets and more than 11,000 fleet support. In line with increasingly rapid digital lifestyle trends, the demand for super-fast delivery, which arrives within hours, is increasingly high. In 2022, JNE will release Raket Indonesia, an application-based instant courier service that guarantees estimated delivery within 1 hour. This service is available in 54 cities or JNE branches. Regarding the assessment of the Top Brand Index for the courier service category at PT. Tiki Lintas Nugraha Eka Courier (JNE) in the last 5 years, namely 2018 to 2022, was ranked first, however, in 2019 to 2021 it experienced a decline due to the pandemic, shown in Table 1 below:

Table 1: Top brand index for courier services category 2018-2022

Brand	2018	2019	2020	2021	2022
JNE	45.00%	26.40%	27.30%	33.40%	39.30%
J&T	13.90%	20.30%	21.30%	28.00%	23.10%
Tiki	13.60%	12.60%	10.80%	11.20%	11.10%
Indonesian post	11.60%	5.40%	7.70%	8.50%	8.50%
DHL	3.50%	3.80%	4.10%	6.00%	6.90%

Source: topbrand-award.com

Delivery service businesses are often found in North Sulawesi Province, especially Manado City. Delivery service companies in Manado City still have many obstacles, until now managerial performance in delivery service companies still requires continuous improvement in the company and improvements in quality and companies need self-awareness to be customer-oriented or customer-focused. To see good services, you need Google Reviews, a feature provided by Google as a place where customers can provide reviews about a product. This feature can have a good or bad impact depending on the reviews given by customers. Delivery businesses operating in Manado City fail to meet customer expectations by providing good service. This is caused by factors such as inexperienced employees and substandard deliveries. Table 2 is a customer review of delivery services in Manado City. The following is taken from Google Review and shows customer complaints submitted in Table 2 below:

Table 2: Consumer reviews

No	Name	Review
1.	Indra Mangolo	The package took a long time to be sent, even though it arrived in Manado 3 days ago, so contact dp and Cs, busy with the schedule
2.	Aldo 09	The goods have been in the warehouse for 4 days but have not been delivered
3.	Elclark Kuhu	The courier didn't know the address & didn't contact him.
4.	Pirzs Cover	Unfriendly service to customers, Never seen it in other services. Only officers here... need to be improved for JNE servants
5.	Roberto R	The system is bad... it really doesn't prioritize service to its service users...

Source: Google review JNE

The presentation in Table 2 illustrates that the JNE company's service business needs to overcome these problems. The quality of services produced by the JNE company has not been able to produce good results for consumers so that the company's focus on customers has not been on target which has resulted in consumer needs for very poor service. In this way, consumers can switch to delivery services that are able to provide the best service and can provide the quality that customers need or that customers expect. In this case, delivery service companies must improve managerial performance by implementing a customer-oriented company where customer needs and desires can be met within the company in order to minimize losses for customers or consumers as well as the company. Implementing good managerial performance also creates good quality, so there is a need for company awareness to carry out gradual improvements so that the company can become the choice of customers and can compete with other expedition service companies.

Research Purposes

The aim of this research is to find out the following things:

1. To analyse the influence of Customer Focus, Continuous Improvement, and Quality Obsession simultaneously on Managerial Performance.
2. To analyse the influence of Customer Focus on managerial performance.
3. To determine the effect of Continuous Improvement on managerial performance.
4. To analyse the influence of Quality Obsession on managerial performance.

Literature Review

Operational Management

Sukmono Rita and Supardi (2020:12) explain that operational management is an effort to optimize the use of all production components, including labor, machines, equipment, raw materials and other factors.

Managerial Performance

Wibowo in Lubis (2019:22) states that managerial performance is a means of getting better organizational, team and individual results by understanding and managing performance within a framework of agreed standard goals and attribute requirements.

Focus on Customers

Gaspersz Vincent in Ramlawati (2020:48) defines that customers are all parties who demand that the company meet certain quality standards so that they have an influence on managerial performance within the company.

Continuous Improvement

Russel and Taylor in Ramlawati (2020:55) define continuous quality improvement as a practical system in the production sector that results from experience using trial and error which aims to eliminate waste and simplify operations.

Quality Obsession

Goetch and Davis in Aslami Nuri (2020:63) stated that obsession with quality is that quality that is practiced in every organization must aim to achieve or exceed the implemented quality targets.

Previous Research

Polii Lanny and Karuntu Merlyn (2019) in this research entitled "Analysis of Total Quality Management on Managerial Performance in the Manado City Transportation Service. The research results show that customer focus, obsession with quality, long-term commitment, teamwork, continuous system improvement, education and training, unity of purpose, and simultaneous and partial involvement and empowerment have a significant effect on managerial performance.

Dewi and Dwija (2020) in this research entitled "The Effect of Implementing Total Quality Management on the Managerial Performance of Tourism Autobus Companies in Denpasar City". Research results: focus on customers, obsession with quality, continuous improvement and employee involvement and empowerment have a positive and significant effect on managerial performance.

Lamoto Brian, Hasan Jan Arrazi, and Karuntu Merlyn (2017) in this research entitled "Analysis of Total Quality Management (Tqm) on Managerial Performance at PT. Asegar Murni Jaya Tumuluntung Village Kab. North Minahasa". The research results of Focus on Customers and Continuous Improvement have a significant effect on managerial performance. Meanwhile, Education and Training and Employee Involvement and Empowerment have no effect on managerial performance.

Research Model and Hypothesis

Research Model

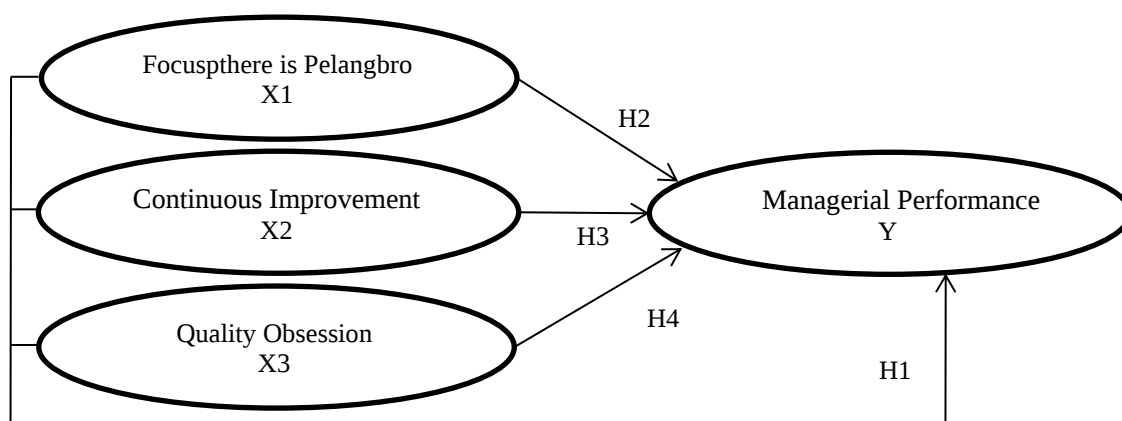


Figure 1. Research model

Source: Theoretical Studies and Empirical Studies, 2024

Hypothesis

1. H1: Allegedly Customer Focus, Continuous Improvement, and Quality Obsession simultaneously influence to Managerial Performance
2. H2: Allegedly Focus on Customers influences Managerial Performance
3. H3: Continuous Improvement influences Managerial Performance
4. H4: Quality Obsession influences Managerial Performance

Research Methods

Types of Research Methods

This research uses a quantitative approach. Quantitative research is research that uses numbers as data and is a type of research that has systematic, organized and structured requirements from the start of the design process.

Location and Place of Research

This research was conducted at PT Tiki Lintas Nugraha Eka Kurir (JNE) Manado Main Branch on Jl. Yos Sudarso No.28A, Kairagi Weru, Paal Dua, Manado City, North Sulawesi.

Method of Collecting Data

1. Observation
2. Questionnaire
3. Literature study (Sugiyono, 2013).

Research Population and Sample

The population of this research is all employees at PT. Tiki on the Nugraha Eka Courier Route (JNE) Manado City Main Branch as many as 60 people. The sample used in this research used a total sampling technique. Sugiyono (2013) defines total sampling as determining a sample using the entire population as respondents or samples. Based on the definition above, the researcher took all employees as a sample of 60 employees.

Data Analysis

The analysis technique used is multiple linear regression analysis. Data obtained from respondents via questionnaires was coded according to a 1-5 Likert scale, and then tabulated using statistical analysis with the SPSS computer program.

Research Instrument

Validity Test

Sugiyono (2013) defines validity as the degree of accuracy between the data that occurs on the research object and the power that can be reported by the researcher.

Reliability Test

Reliability is a measure of the internal consistency of the indicators of a construct which shows the degree to which each indicator indicates a common latent construct/factor.

Normality Test

Murniati (2013) stated that the normality test aims to detect whether the data that will be used to test the hypothesis which is a sample from the population is found to be naturalistic by experimental data.

Multicollinearity Test

Ghozali (Hermawan & Hariyanto, 2022) revealed the multicollinearity test to find out whether there is a correlation between the dependent or independent variables in the regression model. A good regression model should have no correlation.

Heteroscedasticity Test

It is called heteroscedasticity if the variance from the residual of one observation to another is the same and vice versa if the results are different it is called heteroscedasticity (Ghozali in Hermawan and Hariyanto, 2022).

Multiple Linear Regression Analysis

According to Sulistiowati and Astuti (2017) regression analysis can be interpreted as a statistical method used to determine the linear functional relationship between response variables and predictor variables.

F Test (Simultaneous) and t Test (Partial)

Suyono (2015) The F test is a simultaneous regression relationship test which aims to find out whether all the independent variables together have a significant influence on the dependent variable. Suyono (2015:71) t test basically shows how far the influence of an independent variable individually is in explaining the dependent variable.

Coefficient of Determination

Lubis (2019) revealed that the coefficient of determination is to see how much the independent variable contributes to the dependent variable.

Results

Validity Test

Table 3: Validity test results

Variable	Items	Pearson Correlation	R Table (N60) Significant Level 0.05%	Information
Focus On Customers	X1.1	0.829	0.254	Valid
	X1.2	0.565	0.254	Valid
	X1.3	0.815	0.254	Valid
	X1.4	0.444	0.254	Valid
	X1.5	0.807	0.254	Valid
Continuous Improvement	X2.1	0.288	0.254	Valid
	X2.2	0.263	0.254	Valid
	X2.3	0.347	0.254	Valid
	X2.4	0.287	0.254	Valid
	X2.5	0.271	0.254	Valid
Quality Obsession	X3.1	0.893	0.254	Valid
	X3.2	0.616	0.254	Valid
	X3.3	0.722	0.254	Valid
	X3.4	0.864	0.254	Valid
	X3.5	0.504	0.254	Valid
Managerial Performance	Y1	0.781	0.254	Valid
	Y2	0.404	0.254	Valid
	Y3	0.796	0.254	Valid
	Y4	0.566	0.254	Valid
	Y5	0.728	0.254	Valid
	Y6	0.538	0.254	Valid
	Y7	0.736	0.254	Valid
	Y8	0.421	0.254	Valid

Source: Processed Data, 2024

Based on Table 3, the results of the research variable validity test show that the overall variables are declared valid. This is proven by the coefficient value obtained for $r\text{-count} > r\text{-table}$ ($\alpha=0.05$), namely 0.254, so that it can be concluded that all variables are declared valid.

Reliability Test

Table 4: Reliability test results

No	Variable	Cronbach's Alpha	Information
1.	Focus On Customers	0.731	Reliable
2.	Continuous Improvement	0.790	Reliable
3.	Quality Obsession	0.764	Reliable
4.	Managerial Performance	0.780	Reliable

Source: Processed Data, 2024

Based on Table 4 showing these results, it can be concluded that the reliability value of each question item in the questionnaire for each variable is > 0.7 . These results show that every question item in the questionnaire is reliable.

Normality Test

Table 5: Normality test results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		60
Normal Parameters, b	Mean	,0000000
	Std. Deviation	,48183816
Most Extreme Differences	Absolute	,097
	Positive	,066
	Negative	-.097
Statistical Tests		,097
Asymp. Sig. (2-tailed)		,200c,d

Source: Processed Data, 2024

Based on Table 5, the results of the Kolmogorov-Smirnov test can be seen that the interpretation level value is 0.200, which is greater than 0.05. So it can be concluded that the data is normally distributed.

Multicollinearity Test

Table 6: Multicollinearity test results

		Tolerance	VIF
1	(Constant)		
	Focus On Customers	,750	1,334
	Continuous Improvement	,907	1,102
	Quality Obsession	,797	1,255

Source: Processed Data, 2024

Based on Table 6, it shows focus on customers (X1), continuous improvement (X2), and Quality Obsession (X3) where the tolerance value is greater than 0.01 and the VIF (variance inflation factor) value is smaller than 10.

Heteroscedasticity Test

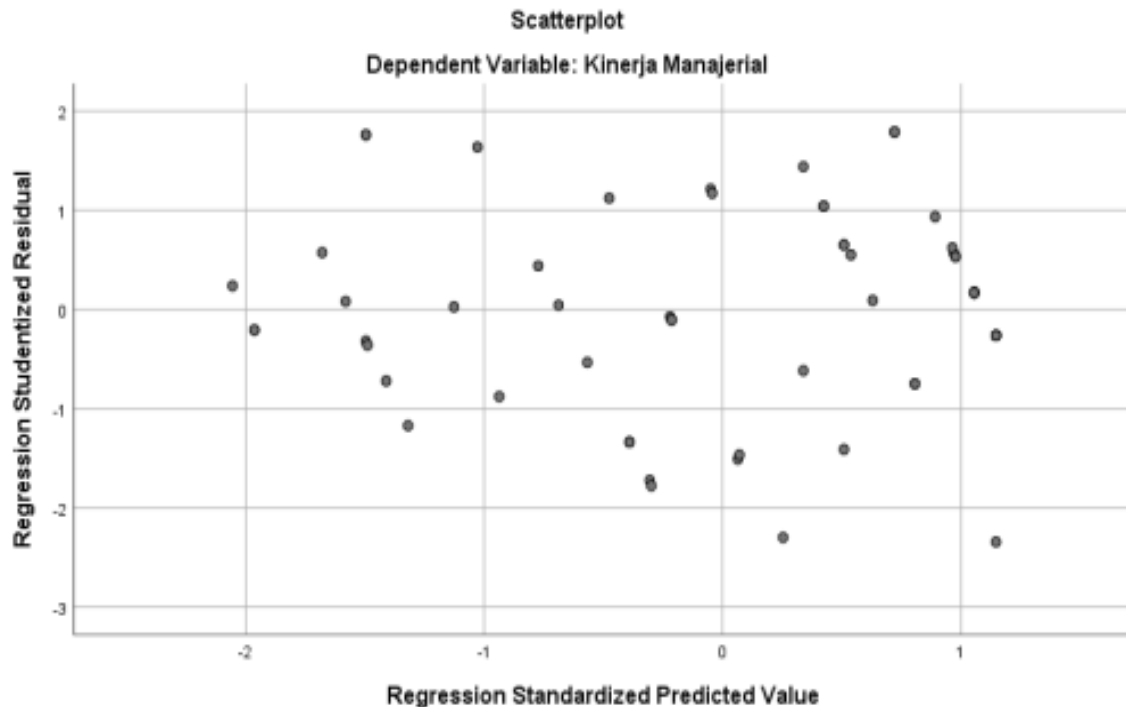


Figure 2. Heteroscedasticity test results

Source: Processed Data, 2024

Based on Figure 2, the Scatterplot graph displays dots that are spread randomly and no pattern is formed and in the distribution the dots are spread below and above the number zero (0) on the Y axis. In the regression model the influence of the focus variable on customers (X1), continuous improvement (X2), and quality obsession (X3) on managerial performance (Y) do not have heteroscedasticity problems and meet the normality test and the residual value is normal.

Multiple Linear Regression Analysis

Table 7: Multiple linear regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1			
(Constant)	-1,086	1,962	
Focus On Customers	1,249	,046	,875
Continuous Improvement	,207	,082	,074
Obsession With Quality	,192	,040	,151

Source: Processed Data, 2024

The regression equation formed is:

$$Y = -1.086 + 1.249X1 + 0.207X2 + 0.192X3 + e$$

Table 7 shows that the regression equation showing the independent variables (independent) focus on customers (X1), continuous improvement (X2), and quality obsession (X3) in the regression model can be stated if one independent variable changes by 1 (one) and the other is constant, then the change in the dependent variable (dependent) managerial performance (Y) is equal to the coefficient value (b) of the value of the independent variable.

F Test (Simultaneous)

Table 8: F test results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	301,235	3	100,412	410,505	,000b
	Residual	13,698	56	,245		
	Total	314,933	59			
a. Dependent Variable: Managerial Performance						
b. Predictors: (Constant), Quality Obsession, Continuous Improvement, Customer Focus						

Source: Processed Data, 2024

The results of the analysis based on Table 8 show that the value of $F_{count} = 410.505 > F_{table}$ ($\alpha = 0.05$) = 2.77 with a significant value (α) = 0.000 < 0.050, which means that the analysis results state that X1, X2 and X3 are simultaneously (simultaneous) very significant effect on Y.

t test (Partial)

Table 9: t test results

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,086	1,962		-,554	,582
	Focus On Customers	1,249	,046	,875	27,200	,000
	Continuous Improvement	,207	,082	,074	2,530	,014
	Quality Obsession	,192	,040	,151	4,844	,000
a. Dependent Variable: Managerial Performance						

Source: Processed Data, 2024

Based on Table 9 of the results of the t hypothesis test above, it can be seen that the variables Customer Focus (X1), Continuous Improvement (X2), and Quality Obsession (X3) have an influence on Managerial Performance. Following are the results and descriptions:

Customer Focus (X1) has a regression coefficient of 1.249 with a significant value (α) of 0.000 < 0.050. This means that

Continuous improvement (X2) has a regression coefficient of 0.207 with a significant value (α) of $0.014 < 0.050$. This means that

Quality Obsession (X3) has a regression coefficient of 0.192 with a significant value (α) of $0.000 < 0.050$. This means that

Coefficient of Determination

Table 10: Results of the coefficient of determination R²

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,978a	,957	,954	,495

Source: Processed Data, 2024

Based on Table 10, the results of the coefficient of determination show a value (R²) of 0.957, this means 95.7%, which shows that the variables Customer Focus (X1), Continuous Improvement (X2), and Quality Obsession (X3) can influence Managerial Performance (Y). The remaining 4.3% is influenced by other variables that have not been studied or studied in this research.

Discussion

Customer Focus on Managerial Performance

Partial test results (t test) show that Customer Focus (X1) has a regression coefficient of 1.249 with a significant value (α) of $0.000 < 0.050$ and based on the t value = $27.200 > t$ table value = 2.00324 seen at the value of $\alpha = 0.05$. So it can be concluded that X1 has a positive and very significant effect on Managerial Performance (Y). These results are certainly in line with research by Dewi and Dwija (2020); Lamato et al. (2017); Polii and Karuntu (2019) stated that there is a positive and significant relationship between focus on customers and managerial performance.

This is because the company always accepts input from consumers to improve service quality, facilitate company service procedures without reducing quality, and the company always prioritizes consumer needs and desires.

Continuous Improvement of Managerial Performance

The partial test results (t test) show that Continuous Improvement (X2) has a regression coefficient of 0.207 with a significant value (α) of $0.014 < 0.050$ and based on the value of $t = 2.530 > t$ table = 2.00324 seen at the value of $\alpha = 0.05$. So it can be concluded that variable X2 has a significant positive effect on Managerial Performance (Y). These results are certainly in line with research by Polii and Karuntu (2019); Lamoto et al. (2017); Dewi and Asri (2020) who said that

there is a positive and significant relationship between continuous improvement and managerial performance.

This is because the company always implements continuous improvements in order to improve better products, better internal processes, better working relationships with colleagues and other departments, better customer service, and more efficient strategies for achieving goals.

Quality Obsession on Managerial Performance

Partial test results (t test) show that Quality Obsession (X3) has a regression coefficient of 0.192 with a significant value (α) of $0.000 < 0.050$ and based on the value of $t = 4.844 > t \text{ table} = 2.00324$ seen at the value of $\alpha = 0.05$. So it can be concluded that variable X3 has a positive and very significant effect on Managerial Performance (Y). These results are certainly in line with research by Polii and Karuntu (2019); Dewi and Asri (2020) stated that there is a positive and significant relationship between obsession with quality and managerial performance.

This is because the company is always oriented towards quality which increases the added value of the product so that it can produce quality products and can meet the needs and desires of consumers.

Conclusion

Based on the results of data processing and discussion in the previous chapter, the conclusions that can be drawn are as follows:

1. The Customer Focus variable (X1) has a very significant positive effect on Managerial Performance (Y) at the company PT. Tiki Line Nugraha Ekakurir main branch Manado.
2. The Continuous Improvement variable (X2) has a significant positive effect on Managerial Performance (Y) at the company PT. Tiki Line Nugraha Ekakurir main branch Manado.
3. The Quality Obsession variable (X3) has a very significant positive effect on Managerial Performance (Y) at the company PT. Tiki Line Nugraha Ekakurir main branch Manado.
4. The variables Focus on Customers (X1), Continuous Improvement (X2), and Quality Obsession (X3) simultaneously have a very significant positive effect on Managerial Performance (Y) at the PT company. Tiki Line Nugraha Ekakurir main branch Manado.

Suggestion

Based on the results of this research, the suggestions that the author can give are as follows:

1. Because the three variables Focus on Customers, Continuous System Improvement, and Obsession with Quality have a significant effect on the Managerial Performance of PT. Tiki

Line Nugraha Ekakurir main branch Manado. So the author suggests that the company can continue to maintain or even improve these components.

2. For further research it is hoped that they can carry out further research related to other factors that influence Managerial Performance. By increasing the research period, research methods and changing the research object whether it is in the service or manufacturing sector.

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