

# TQM-Product Quality

*by I Sidharta*

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# ASSESSING TOTAL QUALITY MANAGEMENT AND ITS IMPACT ON PRODUCT QUALITY: A CROSS-SECTIONAL STUDY ON TEXTILE INDUSTRIES IN BANDUNG, INDONESIA

## Abstract

*The implementation of total quality management is one of the company's essential aspects to be achieved. Previous research indicates that the application of total quality management can improve organizational performance in the textile industry. This study aims to predict the application of total quality management in medium to low-income companies in the textile industry in Bandung, Indonesia. Researchers conducted a cross-sectional survey approach to employees who work in the textile industry, with 336 employees as respondents. Researchers make predictions using a non-parametric approach where the study results indicate several essential factors in implementing total quality management. The implications of the research results indicate that it is necessary to pay attention to the active role of management in supporting quality improvement planning to produce quality products that will have implications for improving organizational performance.*

**Keywords:** total quality management, textile industry.

**Contribution/Originality:** This research-based is on previous research studies that show role of TQM in the textile industry plays an essential role in the organization's success, especially in producing quality products. However, there is still no research examining medium to low companies, so this research accomplishes this gap.

## INTRODUCTION

During the COVID-19 pandemic in Indonesia, the textile industry experienced a contraction in production growth. During the covid-19 pandemic, market conditions became out of control, and there was a lack of product absorption and high uncertainty. (BPS, Statistics Indonesia, 2020) The role of management leadership is essential because, in a situation like this, strong leadership needs that will lead the company in the right direction by optimizing the resources within the company effectively and efficiently so that the company's goals are achieved. (Baig et al., 2021; Qureshi, Shaikh & Seaman, 2021) On the other hand, the quality policy must also be monitored to maintain the consistency of the product quality. (Bhatti et al., 2021; Saira, Mansoor & Ali, 2020) The existence of product quality in the textile industry is one of the factors considered by the company. (Sabirov et al., 2021) Quality product output is one factor that determines the company's overall performance. (Shen & Chen, 2020) The company's goal to produce quality products is related to increasingly competitive competition. (Gherardini, Renzi & Leali, 2017; Ibidunni et al., 2017) Continuous improvement of product quality is an important aspect of the company's operational performance. (Prasad et al., 2020) To improve product quality, implementing total quality management (TQM) is one of the important factors for companies to achieve organizational goals. (Uluskan, McCreery & Rothenberg, 2018; Addis, 2019; Ali, Hilman & Gorondutse, 2020)

Previous research by Zhang, Waszink & Wijngaard (2000), conducted a total quality management measurement test that tested 212 manufacturers in China, indicating the critical role of quality development using TQM. Previous studies Aziz, Sumantoro & Maria (2019) and Eniola et al., (2019), have shown the role of organizational culture in implementing total quality management. Their research indicates that good TQM can improve the performance of SMEs in Nigeria. Furthermore,

the study results indicate that without the active role of workers, the implementation of TQM cannot be carried out properly. The results of this study are also following Bajaj, Garg & Sethi (2018), where the Pareto analysis approach that conducted a review based on 102 articles over 20 years showed the implications of implementing TQM that contributed to company performance. Using a multi-regional sample Bouranta, Psomas, Suárez-Barraza & Jaca (2019), examines the importance of TQM for practitioners in producing quality products. The study results show that several essential factors are part of TQM, such as top quality management, the effectiveness of management processes, quality management actors, focus on customers, and the importance of education and knowledge of employees. Slightly different from the results of previous research Psomas, Vouzas, Bouranta & Tasiou (2017), using a sample of local authorities in Greece, which showed no positive benefits from TQM; however, the application of total quality management was beneficial for employee job satisfaction, social and citizen satisfaction, and increased operational performance. Research conducted by Wall (2021) shows the implications of implementing TQM for quality products in manufacturing and service companies in Thailand. Thai & Jie's research (2018) shows that the application of TQM can decrease shipping costs and have a positive impact on service quality at 159 container shipping companies in Singapore. Research by Sahoo & Yadav (2020) shows an increase in production operational performance by implementing TQM in 72 manufacturing companies in India.

In the textile industry, the application of TQM plays an essential role in strengthening organizational culture. (Araújo, Santos, da Costa & Sá (2019) With a technology transfer approach that shows the effect of TQM on improving quality performance in textile companies in Istanbul, Turkey. (Bolatan, Gozlu, Alpkan & Zaim, 2016) Similarly, a previous study by Mahmood, Qadeer & Ahmed (2015), examined the effect of TQM on organizational performance based on the perceptions of 270 managers in 90 textile companies in Pakistan. It indicated that TQM has a positive influence on organizational performance while also being influenced by cultural diversity, as evidenced by a survey of 210 textile companies in developing countries. (Shafiq, Lasrado & Hafeez, 2019) After reviewing the previous research, the researcher conducted exploratory research on the implementation of TQM in lower-middle companies in the textile industry. Based on previous research, the role of TQM in the textile industry plays an essential role in the organization's success; however, there is still no research that examines medium-low companies, so to complete this gap, the researchers conducted this study.

## **LITERATURE REVIEW**

### **TQM and Product Quality**

The company's efforts to improve quality have become the main goal in improving performance. (Iqbal & Asrar-ul-Haq, 2018) One way to improve organizational performance in implementing TQM is to implement quantitative and HR methods that can improve organizational processes to meet customer needs. (Kaur, Singh & Singh, 2019) In addition, TQM is also a principle that guides organizations to develop sustainably. TQM can help organizations improve customer satisfaction, produce quality goods/services, increase productivity, reduce wasted costs, time, and inventory levels of raw materials. Previous studies have provided evidence of the positive impact of TQM on organizational or company performance. (Anil & Satish, 2019) TQM can impact company performance, such as the performance of quality products. (Sahoo, 2019) Quality products are one of the critical competitive factors, where organizations/companies that can provide higher quality at the same price can be said to have a competitive advantage. (Yu, Park & Hong, 2017) To produce products or services with the best quality results, it can implement TQM properly. (Kaur, Singh & Singh, 2019)

The TQM approach implemented by the organization/company refers to comprehensive improvements to increase its competitive advantage compared to competitors. (Yeng, Jusoh & Ishak, 2018) Implementing TQM can contribute to organizational performance. (Petcharit, Sornsaruht & Pimdee, 2020) The implementation of TQM can minimize costs and can produce high-quality products. (Ferdousi, Baird, Munir & Su, 2018) The effectiveness of organizational/company performance impacts competitive advantage, as shown by Krajcsák's research (2019) which proves the implementation of TQM, which aims to empower employees to produce quality products/services. These quality products/services can have an impact on customer satisfaction. (Mittal & Gupta, 2021) It can say that product quality is essential for every organization to achieve its goals. (Wall, 2021) Organizations need to prioritize producing quality products/services to have a competitive advantage compared to competitors. (Anil & Satish, 2019) Efforts to maintain and improve quality products/services must be the organization's primary concern. (Kaur, Singh & Singh, 2019)

H1: The better the implementation of TQM, the higher the quality of the products produced.

## METHOD

This study uses a cross-sectional survey approach to know how the total quality management (TQM) conditions that existed during the COVID-19 pandemic in the textile industry in Bandung City, Indonesia. This study also predicts the dimensions that makeup TQM using a non-parametric approach. The survey was conducted for two months by distributing questionnaires via a google form. Distributing questionnaires to employees who work in textile companies in Bandung, Indonesia, and google forms distributed to employees through supervisors who work directly with employees. The textile companies that became the research target were 24 companies with the number of respondents who answered the questionnaire as many as 336 employees. The measurement of total quality management uses an instrument developed by previous research. (Saraph, Benson & Schroeder, 1989) The research instrument consists of eight factors that make up the total quality management with 59 questions. Meanwhile, the product quality instrument uses instrument developed by Joseph, Rajendran & Kamalanabhan (1999) with 7 statement items. Based on the results of the calculation of the outer loading test of the research instrument, four instruments have an outer loading value of < 0.70. Thus, the research instrument tested further only amounted to 55 statement items. The research instrument uses a Likert scale from strongly agree to disagree strongly, divided into 7 points. After testing the validity and reliability of the research construct, the next step is to test the dominant factors that formed the TQM variable.

## RESULT AND DISCUSSION

Descriptive data regarding the demographics of the respondents can see in table 1.

Demographics data	f	%
Gender		
Male	145	43,20
Female	191	56,80
Age		
< 30 years	300	89,30
31 – 40 years	31	9,20
41-50 years	6	1,803
> 50 years	2	0,60
Departement		
Production	71	21,10
HRD	15	4,50

Finance and Accounting	31	9,20
Marketing	64	19,00
Sales	83	24,70
Public Relation	10	3,00
Others	96	28,60

Based on table 1 regarding the demographics of respondents, it knows that the gender of the majority of respondents is female respondents; this is because, in general, the majority of workers in textile companies are women. In contrast, in this study, 56.80% were female respondents. As for the age of the respondents in this study, the majority were respondents aged less than 30 years, which was 89.30%. This condition is because, in this age range, respondents can understand the questions given better and can use IT equipment to answer questionnaire items distributed via a google form. Meanwhile, by department or division, most respondents are in other divisions such as production, quality control, and finishing, with a percentage reaching 28.60%.

After the data was collected, the researchers recapitulated the respondents' answers' results by testing the research instrument's outer loading. The results of the outer loading test, the mean and standard deviation of the dimensions of the role of management leadership and quality policy (LQ), the dimensions of process management (PM), the training dimension (TR), and the supplier quality management (SQM) dimension, the product/service design (PD), and the role of the quality department (QD) dimensions, the quality data and reporting (QDR), and employee relations (ER) dimensions and product quality (QL) shows in table 2.

Table 2. The results of instrument's outer loading

Instrument	Loading	Mean	SD	Instrument	Loading	Mean	SD
LQ.1	0,722	40.506	.76126	PM.2	0,713	38.274	.73299
LQ.2	0,792	40.089	.77839	PM.3	0,779	38.482	.78656
LQ.3	0,821	40.238	.72854	PM.4	0,839	40.804	.73876
LQ.4	0,818	40.179	.71214	PM.5	0,873	40.536	.72696
LQ.5	0,849	40.536	.71870	PM.6	0,841	41.190	.75949
LQ.6	0,829	39.911	.68015	PM.7	0,824	39.970	.75902
LQ.7	0,791	39.167	.67728	PM.8	0,744	39.018	.73253
LQ.8	0,839	39.048	.77450	PM.9	0,845	39.911	.76290
LQ.9	0,809	39.315	.72776	PM.10	0,828	40.506	.80324
LQ.10	0,770	38.125	.73136	PD.1	0,822	41.310	.77698
LQ.11	0,739	38.988	.80030	PD.2	0,874	39.940	.72891
LQ.12	0,704	38.363	.72482	PD.3	0,839	39.375	.74451
LQ.13	0,754	40.506	.76126	PD.4	0,888	40.000	.75310
SQM.1	0,724	38.274	.80296	PD.5	0,847	39.792	.73068
SQM.2	0,794	38.869	.73241	PD.6	0,726	38.482	.80532
SQM.3	0,720	38.095	.76842	ER.1	0,818	38.363	.77652
SQM.4	0,781	38.333	.71793	ER.2	0,821	38.542	.78008
SQM.5	0,719	35.982	.76248	ER.4	0,814	39.018	.82816
SQM.6	0,713	35.804	.84612	ER.5	0,791	38.095	.76062
TR.2	0,768	39.494	.82161	ER.6	0,851	38.869	.73647
TR.3	0,758	39.494	.80695	ER.7	0,801	39.732	.77413
TR.4	0,758	38.720	.78321	ER.8	0,778	39.345	.80402
TR.6	0,716	37.113	.84464	QD.1	0,802	39.018	.80253
TR.7	0,747	38.958	.79053	QD.2	0,853	40.268	.75461
TR.8	0,797	39.643	.75621	QD.3	0,777	38.393	.74377
QDR.1	0,825	38.929	.81432	QD.4	0,827	39.226	.73299
QDR.2	0,862	38.958	.82018	QD.5	0,828	39.940	.69107
QDR.3	0,819	38.571	.80510	QL.1	0,817	39.792	.80827
QDR.4	0,811	38.839	.75404	QL.2	0,835	38.333	.81893
QDR.5	0,859	39.554	.74579	QL.3	0,816	39.196	.79331

QDR.6	0,873	39.167	.75640	QL.4	0,809	39.732	.80439
QDR.7	0,876	39.196	.77427	QL.5	0,516	32.560	107.062
QDR.8	0,833	38.542	.82109	QL.6	0,535	32.560	102.504
				QL.7	0,697	36.845	.84387

From table 2 above, it knows that all items show an outer loading value greater than 0.5; this indicates that all indicators work well in the model used; thus, all indicators have a high correlation with the latent construct. While the standard deviation has a low value, this shows that the item values used are similar for measuring the dimensions of the **role of management leadership and quality policy (LQ)**, the dimensions of process management (PM), the training dimension (TR), the supplier quality management (SQM) dimension, the product/service design (PD), the **role of the quality department (QD)** dimensions, the **quality data and reporting (QDR)**, employee relations (ER) dimensions and product quality (QL) show that all indicators work well on the model used; thus, all indicators have a high correlation with the latent construct. Furthermore, while the standard deviation has a low value, the item values used are similar. Therefore, the model used can be said to be accurate.

After calculating the outer loading, the next researcher analyzed the **validity and reliability of the research construct** as described in table 3.

Table 3. The **validity and reliability of the research construct**

Construct	Cron. Alpha	rho_A	Comp. Reliability	Av. Var. Ext. (AVE)
ER	0,913	0,914	0,931	0,657
LQ	0,949	0,950	0,955	0,622
PD	0,912	0,915	0,932	0,696
PM	0,934	0,936	0,945	0,658
QD	0,876	0,877	0,910	0,669
QDR	0,943	0,943	0,952	0,714
SQM	0,892	0,898	0,914	0,571
TQM	0,985	0,986	0,986	0,515
TR	0,923	0,924	0,940	0,723
QL	0,853	0,887	0,885	0,532

Table 3 shows that the research instrument is valid and reliable, which is indicated by the Cronbach Alpha value for each variable that has a value above 0.7. This result means that all variables have a high level of data reliability greater than 0.7 so that all indicators have high internal consistency. Meanwhile, based on Average Variance Extracted (AVE), all variables show values above 0.5, and all variables have high convergent validity values or **meet the requirements in model testing**. Furthermore, after knowing the results of testing the **validity and reliability of the research construct**, the researcher tested the most dominant factor forming TQM. The calculation results can explain in table 4 below.

Table 4. **Coefficients Results**

	Coefficients	Sample Mean (M)	St. Dev	T Statistics	P Values
ER -> TQM	0,129	0,129	0,006	22,704	0,000
LQ -> TQM	0,213	0,213	0,009	23,889	0,000
PD -> TQM	0,107	0,107	0,004	24,176	0,000
PM -> TQM	0,162	0,161	0,005	30,945	0,000
QD -> TQM	0,086	0,086	0,005	17,032	0,000
QDR -> TQM	0,155	0,156	0,006	25,182	0,000
SQM -> TQM	0,124	0,124	0,005	22,968	0,000
TR -> TQM	0,147	0,147	0,006	24,540	0,000

TQM -> Product Quality	0,639	0,642	0,067	9,527	0,000
R Square					
0,407, p-value=					
0,000					

Based on the calculation of the coefficients of each dimension on TQM as shown in table 4, it is known that the most dominant forming factor of TQM is the dimension of the **role of management leadership and quality policy**, with a coefficient value of 0.213. The second dominant dimension is the dimension of the management process with a coefficient value. 0.162, while the third dimension is quality data and reporting with a coefficient value of 0.155. The other dimension values are as follows, the dimension with the fourth-highest value is the training dimension with a coefficient value of 0.147. Then the dimension that has the fifth-highest value is the employee relations dimension with a coefficient value of 0.129. The dimension that has the sixth-highest value is the supplier quality management dimension with a coefficient value of 0.124. The dimension that has the seventh-highest value is the product/service design dimension with a coefficient value. 0.107, and the last is the dimension of the role of the quality department with a coefficient value of 0.086.

In order to get a clear picture of the research results, the researcher presents a picture of the results of the calculation of the research data analysis shown in Figure 1.

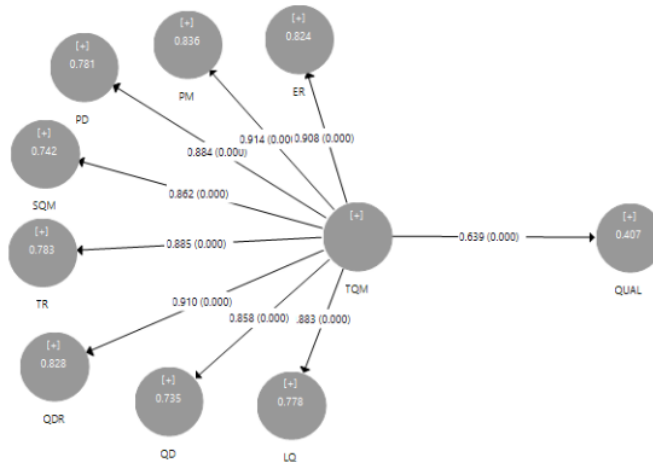


Figure 1. The results of the calculation of research data analysis.

As explained in table 4, it knows that the TQM coefficient on product quality is 0.407 with a p-value = 0.000, so it indicates that the research hypothesis is accepted. The calculation result of the R square is 0.407 or 40.7% influenced by TQM. These calculations indicate that the better the implementation of TQM will impact improving product quality. From the calculation results, it can seem that the most critical forming factors for TQM in the textile industry with a lower-middle-class company classification are the **role of management leadership and quality policy**. The study results indicate that the acceptance of quality responsibility by the head of the department is optimal in carrying out its duties. There is a top management evaluation on an ongoing basis on improving production quality. The participation of top management in efforts to improve the quality of textile production and management also focuses explicitly on achieving quality objectives. It is also essential to improve quality by considering costs and production schedules. The company has also planned a comprehensive quality achievement plan. The results of this study follow research by Basheer, Hafeez, Hassan & Haroon (2018), showing that TQM can be appropriately implemented with the

leadership factor in proclaiming an increase in production quality at 248 textile industry companies in Pakistan.

The dimension of the management process is the second important factor that forms TQM. The management process dimension has a high coefficient value of 0.162. It is the dominant variable, so it is imperative to carry out TQM supported by a quality management process, especially in terms of adequate statistical process control to create a good TQM pattern that can map the quality of the product produced accurately. TQM research in the healthcare sector indicates the role of process management which plays a crucial role in implementing good practical TQM. Mosadeghrad (2015), survey research on the healthcare sector in companies implementing TQM in Iran indicates that they will be able to implement TQM successfully with a good management process.

The third dominant factor that forms TQM is the dimension of data quality and reporting. The quality data and reporting dimension show how cost-effective quality is in maintaining and improving product quality. The study results indicate that there is information feedback between managers and employees in dealing with problems that occur in the company. The feedback of existing information causes good data to evaluate employee performance in maintaining the quality of the products produced. Literature review Barata & Cunha (2017) indicates a close relationship between quality data and its availability in supporting the integrity of TQM in producing excellent products/services. This study indicates that the three dominant factors have a high impact on TQM, so if the three dominant factors increase, it will create quality TQM.

The other dimension values are as follows, the dimension with the fourth-highest value is the training dimension with a coefficient value of 0.147. This finding indicates that the company has provided training to improve product quality for all employees. This factor forms an important TQM, as evidenced by previous research Ahmed & Idris (2020), shows that the training provided to employees will have implications for implementing effective TQM. Likewise, training can successfully implement practical TQM in the education services sector. (Godfrey, 2018)

The fifth factor is the employee relations dimension, with a coefficient value of 0.129 indicating that the TQM implementation process must be supported by good employee relations, especially regarding the effectiveness of supervision in dealing with quality problems. Good when in the TQM process, there are pretty severe obstacles. The results of this study support previous research Bakotić & Rogošić (2017), which showed the role of employee development and involvement in the successful implementation of TQM using data from large companies in Croatia.

The dimension of supplier quality management with a coefficient value of 0.124 indicates that in forming a quality TQM, suitable management suppliers need, especially suppliers ready to assist in developing the company's products, namely by preparing the raw materials needed to develop these products with good quality. This supplier quality management dimension is the sixth factor that makes up TQM. The critical role of the supplier quality management dimension, which is part of TQM, is following research that shows that supplier quality management is one of the requirements to face the challenges of Industry 4.0. (Gunasekaran, Subramanian & Ngai, 2019)

The product/service design dimension with a coefficient value of 0.107 indicates that the company in carrying out the TQM process must be supported by a quality product/service design, especially in terms of clarity of specifications that will facilitate the company in determining the products to be produced. The company's thorough scrub-down process indicates the importance of product/service design dimensions. Likewise, with the involvement of all departments related to design reviews, clarity of product specifications and management emphasizes productivity and quality. When designing using Design Thinking tools, it is necessary to pay attention to the development of innovation so that it can produce broader product services. (West & Di Nardo, 2016) This condition was indicated by applying the TQM approach in producing innovative products by involving the Executive Management Teams. (Chen & Reyes, 2017)

The dimension role of the quality department with a coefficient value of 0.086 is the variable with the lowest value, in this case, indicating that Quality data and reporting in principle does not have a significant impact on the implementation of TQM but needs to consider in its implementation, especially in the evaluation step of managers and employees based on the quality of this performance.



Of course, this will further improve the quality of the TQM that carries out. The dimension <sup>13</sup> of the role of the quality department is the last important factor that forms TQM. The dimension role of the quality department indicates the autonomy of the department responsible for quality as well as access to top management. Therefore, in connection with handling problems related to quality can be appropriately handled. There is coordination between departments in implementing quality improvement, and there is effectiveness in the departments responsible for improving product quality. This study also follows research Tortorella, Giglio, Fogliatto & Sawhney (2019), which presents the important role of quality company operations in implementing effective TQM. The study examined cross-sector data on 135 manufacturing companies in Brazil. The results of the study strengthen previous studies such as those conducted by Wall (2021), Thai & Jie (2018), and Anil & Satish (2019), which prove that the application of TQM will produce quality products.

The application of TQM in textile companies, especially in the middle to lower business classification, is good if it refers to the research results. At the Covid-19 pandemic, the expected textile products were quality products at competitive prices. To maintain product quality in textile, top management carrying out TQM implementation needs to produce the organizational performance to compete sustainably consistently.

## CONCLUSIONS

The application of TQM in the textile industry has been carried out well by companies with middle to lower business classifications. The results of this study contribute to the gap in previous research that complements the study using the perception of employees working in the textile industry with a lower-middle-class business classification. The implications of the results indicate that the most dominant pending factor forming TQM is the role of management leadership and quality policy factor, then the management process factor. At the same time, the third is the data quality and reporting factor. Other factors influencing TQM are customer focus, continuous system improvement, education and training, controlled freedom, shared goals, and employee involvement and empowerment. All of these factors are other factors that are not included in the factors studied in this study. In principle, TQM is an important step that companies must take because management leadership and quality policy factors are crucial to support the implementation of quality TQM.

In principle, TQM is an important step that the company must take because management leadership and quality policy factors are significant to support the implementation of quality TQM. Especially with the current conditions where the company faces the situation and conditions of the COVID-19 pandemic, which made market conditions worse, being out of control and the lack of product absorption by consumers. Makes a leadership role in managerial support of the TQM development pattern and tightened quality policies to create superior competitive products that can attract consumers' interest.

Textile products expect to be products with a low price but have reasonably good quality. In order to produce cheap, quality, and competitive products, the application of TQM process needs to apply appropriately. The results of this study support previous research, which proves that TQM can be applied properly with the support of management and organizational members in the textile industry. Researchers provide recommendations so that the implementation of TQM can run successfully; it is necessary to pay attention to the active role of management in supporting quality improvement planning to produce quality products that will have implications for improving organizational performance. However, this research still has shortcomings due to the limitations of researchers, such as companies with a lower-middle business classification not involving companies with a medium-to-upper class classification. For this reason, the researcher suggests that future research can use a more comprehensive sample of companies.

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