INFLUENCE TRANSFORMATIONAL LEADERSHIP OF ORGANIZATIONAL CULTURE AND TOTAL QUALITY MANAGEMENT AND MOTIVATION OF WORK AND ORGANIZATIONAL PERFORMANCE FACULTY OF ENGINEERING IN PRIVATE VOCATIONAL SCHOOL KALIMANTAN AREA

Lukman[1], Djoko Setyadi[2], Rahcmad Budi Suharto[3], Eny Rochaida[4], Ardi Paminto[5], Duwi Agustina[6], Murtiadi Awaluddin[7*]

[12345]Doctoral Program of Economic and Business Faculty, Mulawarman University Samarinda, East Kalimantan, Indonesia.
[5] The Faculty of Economics of Bangka Belitung University
[6]UIN Alauddin's Graduate Program, HMYasinLimpo No.36 Samata-Gowa,
 South Sulawesi, Indonesia.

Author correspondence:
Murtiadi Awaluddin*
Faculty of Economics and Islamic Business UIN Alauddin Makassar
Email: murtiadi.awaluddin@uin-alauddin.ac.id
Orcid ID: https://orcid.org/0000-0003-1270-3515

Abstract
This study uses survey techniques by distributing questionnaires, then the Data or Obtained information is processed by statistical methods using WarpPLS software. The purpose of data analysis uses PLS (Partial Least Square). This research is explanatory research that aims to test a theory or hypothesis to Strengthen or reject a pre-existing theory or research hypothesis. All private colleges of the Faculty of Engineering in Kalimantan, are the population in this study. Data collection techniques using a questionnaire with a Likert scale, and the data analysis techniques using the Structural Equation Model-Partial Least Square (SEM-PLS) approach to determine the effect of indicators with the construct and the variance of the results of the dependent variable. The Results Showed that: Transformational Leadership has a significant positive impact on work motivation, as well as the results of the relationship of transformational Leadership on organizational performance, have a significant positive effect. Work motivation is influenced positively and significantly by company culture, and organizational culture had a significant positive impact on organizational performance; total quality management had a significant negative effect. On work motivation, overall quality management has a significant positive effect on organizational performance. The relationship of work motivation to organizational performance has a positive and significant effect. The corporate culture had a significant positive effect on organizational performance; total quality management had a significant negative effect. On work motivation, total quality management has a significant positive impact on organizational performance. Work motivation has a significant positive effect on the organizational performance of the Faculty of Engineering Private University in Borneo. The corporate culture had a significant positive effect on organizational performance. Total quality management had a significant negative effect. On work motivation, total quality management has a significant positive effect on organizational performance.

Introduction

The quality of the company's performance is created by generating a culture of excellence within the company. Efforts to improve the quality of performance demanded of employees and suppliers to provide reliability in services that meet customer expectations and being able to leave a positive impression. In line with efforts to improve quality, Total Quality Management is one of the recommended approaches. Total Quality Management is one of the initiatives taken by a company to boost corporate excellence by fulfilling customers' needs and improve quality through continuous improvement.

This research is the development of a study carried out by the Taliban et al. (2013). It only examined the influence of Total Quality Management and quality of performance. At the same time, this study adds performance as the dependent variable. It makes the quality of the performance as an intervening variable that mediates the effect of the performance of Total Quality Management. Research Kaynak supports this (2003) to analyze the relationship between Total Quality Management and its impact on company performance.

College is an education that organizes higher education and research and dedication to the community. Research is an activity to generate empiric knowledge, theories, concepts, methodologies, models, or new information that enrich science, technology, or the arts. Dedication to the community are activities that take advantage of science to contribute to the progress of society (Soeasminah, 1992: 32).

Services to meet the needsand satisfaction of the people in higher education is continuously changing according to the requirements. Services providedby each college to the public or prospective students resulted in the emergence of competition between universities in seizing the new students,especially Colleges in Borneo.

In carrying out the accreditation higher education institutions BAN-PT assessed by observing two core commitments, namely:

Based on the above reasoning, conducted research titled: "The Effect of Transformational Leadership and Culture Organization Total Quality Management And Motivation Of Work And Organizational Performance faculty of Engineering in Colleges Kalimantan. The study conducted to analyzethe effect of transformational Leadership, organizational culture,and total quality management on work motivation and corporate performance Faculty of Engineering in Colleges Kalimantan.

Literature Review

Transformational Leadership on employee motivation

Some research indicates that Leadership set by a leader in the organization can create a harmonious integration and encourage employee morale to achieve maximum goals. For that, a leader should be more responsible and wiser.

Robbins (2007: 198) states that the concept of an independent work of subordinates, the subordinates just want more guidance from his superiors. This condition means that the direction of superiors, in essence giving clarity and reduced uncertainty, as well as a part of superiors' attention to the interests of subordinates.

Motivation and Leadership are essential elements that affect the overall effectiveness of the organization.

Ali (2005) states that there is a positive influence between the Leadership of the motivation and performance of employees. Excellent communication between superiors and subordinates, interaction with superiors and subordinates involve participation in decisions affecting employee satisfaction and performance. Work motivation influenced by Leadership is positive and significant(Walumbma, 2006). Research by comparing the leadership style influence in Kenya and the United States still produces a meaningful positive relationship between Leadership and employee motivation.

According to Kabul (2005), the results above could conclude to improve employee motivation through leadership participation behavior.

Hypothesis 1: Transformational leadership influence on work motivation, Faculty of Engineering in Colleges Kalimantan.

Transformational Leadership on organizational performance

And the development of an organization does not change regardless of how the direct Leadership of the entire organization. Research conducted by Legino (2006) also shows that the transformational leadership stylehas a positive influence on the development of the organization.

The modern leadership model,like transformational Leadership, plays a vital role in the organization. Bass (2001: 71) defines transformational Leadership as a leader who has the power to influence subordinates in specific ways. Subordinates feel trust, admiration, and loyal to his superiors so motivated to do more than what is usual and expected. Bass (2001: 78) also states that transformational Leadership includes the development of a closer relationship between leaders and subordinates, not just a labor agreement but preferably on trust and commitment. Transformational Leadership in principle to motivate subordinates to do better than what he usually does,

Leaders have a great responsibility to create conditions that stimulate the members to achieve predetermined objectives. The leadership style to mirror the person's ability to influence individuals or groups.Flexible in the approach to improve performance. To make the goals of the organization, employees must put aside his personal goals, or at least have a partial objective to achieve the primarypurpose of the organization, in the context of the organization, the nature of the performance determined by the organization itself. Employees are an essential part of the achievement of an organization, and leadership style can influence the performance of employees. The employees in the organization should be inspired to invest in the organization other than the employee should be stimulated so that they can be more productive. So active organizations require effective Leadership. Hayward (2005) states that there is a significant relationship between transactional leadership style on employee performance.

Hypothesis2: Effect of transformational Leadership on organizational performance at the Faculty of Engineering Colleges Kalimantan.

Organizational culture on work motivation

Schein (2007: 299) defines organizational culture as Part of assumptions, and fundamental beliefs, shared with members of an organization. The assumptions and opinions regarding the group's views on the nature of time and scope, as well as human life and human relationships. At the same time, Robbins (2008: 305) explains, that organizational culture is a system of shared meaning and control. The more complete the rules not written will increasingly complement kept up practices that provide instructions to workers in carrying out everyday tasks so that the higher the organization's success. Furthermore, Robbins suggests the seven primary characteristics of the organizational culture: Innovation, attention on the details of the task, results in orientation, a people orientation, team orientation, aggressiveness, stability.

Seventh characteristics of the organizational culture take place in unity from low to high. The higher the cultural features of the organization, the more Kondusif the corporate culture in shaping positive behaviors (high performance) for the members of his organization. Conversely, the weak characteristics of the culture of the organization, it will be an increasingly less conducive organizational culture of these members, tend to be lower.

Robbins (2008: 315), the founders of organizations, can be a significant foundation for the creation of organizational culture. The founder of the organization, with its vision and mission, naturally had a considerable impact on the organization's early literature. This old culture, in general, continues to grow up to be a shared meaning and control that characterize the organizational culture. Furthermore, Robbins explained that the process of creation of corporate culture occurs in three ways: First, the founders of thinking and feeling that they are following the strategy, both the founder indoctrinate and disseminate to its members about a way of thinking and feeling their approach; Third, the founder of his behavior serves as a role model to encourage employees to identify the beliefs, values, and assumptions on the employee.

Rogga(2001) stated that cultural organizations could increase employee motivation.Zhang and Li (2013) state that organizational culture has regarded as one of the critical core competence of an organization. Individuals, groups, and organizations as a whole run under culture though almost tangible. This paper attempts to describe the organizational culture and to explore the relationship between corporate culture and employee satisfaction in the case of the Chinese family enterprise. As a byproduct, the quantitative approach to support a managerial decision about a cultural change to improve organizational effectiveness.

Hypothesis 3: Organizational culture influence the work motivation in the Faculty of Engineering Colleges Kalimantan.

Organizational culture on organizational performance

Organizational culture often used as one criterion in assessing the performance of employees, which means that when an employee has a high corporate culture, it will have a peak performance because of accordance with the work culture of the organization and ability. Additionally, other assumptions are that when an employee behaves well as its organizational culture, it will provide excellent performance results. Thus, other employees who also act similarly assumed to perform well too so that when the performance of a group of individuals is unique, then direct the organization's performance will also be useful.

Something that question is a culture in which people find themselves, such as values, beliefs, assumptions, expectations, and so on. Organizational culture is a common belief that the underlying value is the identity of the company.The organizational culture agreeswith members organizationsor companiesthat facilitate the birth of a broader understandingto their advantage. The virtue of corporate culture is control and direction in shaping the attitudes and behaviors of people who participate in the organization's activities.Changes in productivity, performance, commitment, self-confidence, and ethical behavior are the effects of changes in organizational culture. So it can be explained that corporate culture and leadership style can significantly increase organizational commitment, motivation, and employee performance. With the carrying capacity of a company, leaders will be able to increase motivation for employees to work harder and achieve the specified targets.

By streamlining the corporate culture, it will have a positive impact on the productivity of university services. Aluko's research results (2003) also prove that organizational culture has been able to improve organizational performance significantly.

Hypothesis 4: Organizational culture affects the performance of the organization at the Faculty of Engineering Colleges Kalimantan.

Effect of total quality management on work motivation

In total quality management describes the challenges and impacts on performance. This overall quality management starts with the intention to work better and achieve the final goal will be a source of motivation in activities. Locke and Latham (1990) provide reinforcement that in setting reasonable goals, the objectives are pursued precisely and remain consistent from the top level to the bottom level. With the involvement of senior

managers to the bottom level, goal setting can be more precise and carried out well within the organization so that achieving high performance will be easily achieved. Kravchuk & Shack (1996) also explained that the essential attribute in performance management systems in the public sector is the existence of clear and measurable goals through total quality management assumptions.

Hypothesis 5: Total quality management effect on work motivation at the Faculty of Engineering Colleges Kalimantan.

Effect of total quality management to organizational performance

Total quality management, a principle the creation of governance is essential—legitimacy for public authorities and public organizations. The federal authorities cannot be a guarantee for public confidence that the public uses total quality management to ensure public confidence in government by filling the gap of understanding between the public and representative as well as between authority and government (Aucoin and Heintzman 2000).

The demands of various stakeholders early on fund management responsibilities, an organization is of particular concern and the necessity of total quality management expected to increase public confidence. Dubnick (2005) explains that in the processes of development and change an organization, assumed when the overall quality management of an organization is proper, it will also affect the transparency and indirectly will improve the performance of the organization.

Hypothesis 6: Total quality management on the performance of the organization at the Faculty of Engineering Colleges Kalimantan.

Work motivation on organizational performance

Motivate someone not just to encourage or even give orders to do something. Motivating is a way to use a variety of abilities to recognize and manage themselves and others. Motivation in this study not separated from the context. Of its organizational man, human influence corporate motivation to do a job. Motivation in a post is significant because motivation is to encourage an individual to behave so that the individual is willing to work diligently and enthusiastically to achieve optimal results. Motivation regarded as the embodiment above maximum performance due to an urge to bring up the will and morale.

Hypothesis 7: Work motivation affect the performance of the organization at the Faculty of Engineering Colleges Kalimantan

Methods of Research

Population and Sample

In this study,the population was the entire Faculty of Engineering in Colleges Kalimantan. Samples designated as respondents in this study are that upper management and middle management in higher education addressed to Chairman of the Program and Secretary Prodi. Top management and middle management considered being the most representative sample of the characteristics of a college, assuming that function, the main tasks, and authority attached to him is a real representation of the role and objectives to be achieved universities. Questionnaires scattered addressed to the Chairman of the Program and Secretary Prodi in all departments in the faculty of Engineering at various private universities.A total of 169 college Territory Kopertis 11 active based on data PDDIKTI, only 47 private universities have the Faculty of Engineering with a variety of majors given a questionnaire in this study.There are 94 departments in the Faculty of Engineering. Questionnaires were distributed to the Chairman of the Program and Secretary Prodi on 94 departments in the Faculty of Engineering, bringing the total questionnaires distributed is as much as 188 questionnaires with details as follows: 188 questionnaires distributed, 154 surveys returned, questionnaires not returned 34, which eliminated 49 questionnaires, questionnaire used in Data 105 questionnaires.

Data analysis technique

Research using descriptive analysis methods and statistical inference using WarpPLS. In this study, the data analyzed using a partial least square (PLS) approach. PLS is a component or variant based on the Structural Equation Modeling (SEM) equation. Covariance-based SEM generally tests causality/theory, whereas PLS is a more predictive model. PLS is a powerful analytic method. Not based on many assumptions. Data mustdistribute normally. The sample must not be large. Besides, it can use to confirm the theory, and PLS can also be used to explain the relationship between latent variables.

Results And Discussion

Research Model usingPartial Least Square (PLS)After the PLS analysis repeated with the condition in which all indicators of the constructs of the model qualifies. The depiction of the model after a measurement test model as follows in Figure 1-3.
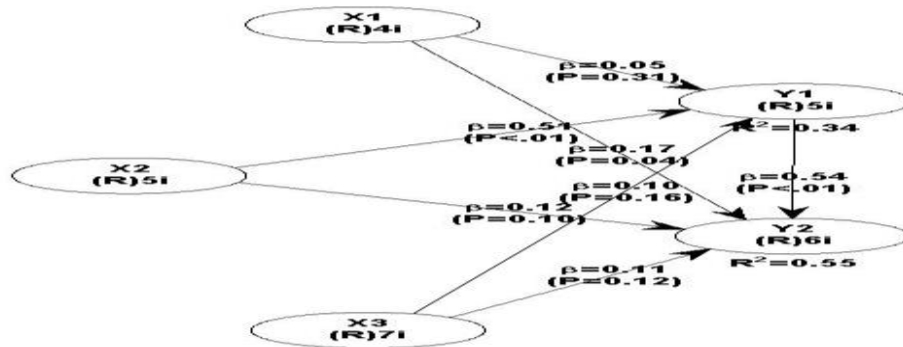

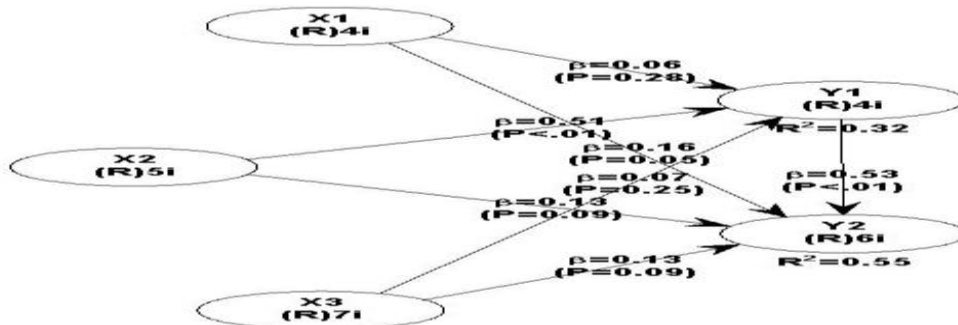**Figure 1.** Model Research Using WarpPLS (Elimination 1)

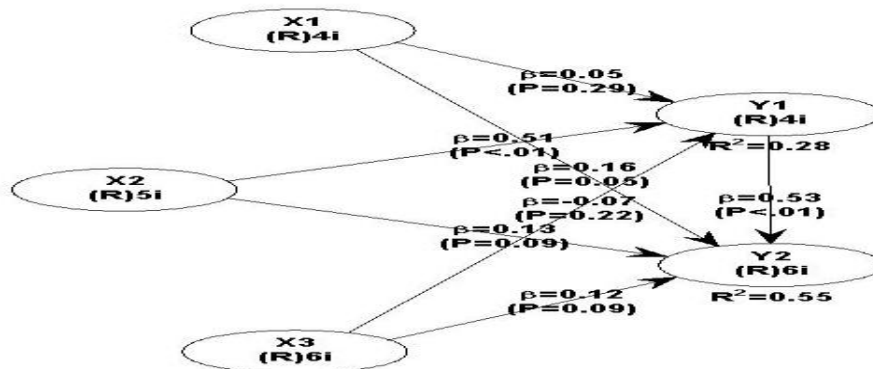**Figure 2.** Model Research Using WarpPLS (elimination 2)

Figure 3. Model Research Using WarpPLS (new research models)

Based on the picture can be seen that the loading factor under o, 5 is an indicator Y1.3 (finish Responsibility (CSR) well) With a loading factor value of 0.472 <0.5 so that the indicator Y1.3 (finish Responsibility (CSR) well) Should be eliminated because it has not been able to portray the variable Y1 (motivation). Based on the picture can be seen that the loading factor value below 0.5 is an indicator X3.7 (Faculty already have Process Monitoring and Control Good) With a loading factor value of 0.357 <0.5 so that the indicator X3.7 (Faculty already have Process Monitoring and Control Good) Should be eliminated because it has not been able to portray X3 (total quality management).

Goodness of fit models PLS

Transformational Leadership, organizational culture and Total Quality Management Motivation Influences of 0.285 or 28.50% and the remaining 71.50% is predicted there are other variables (not examined) that can enhance work motivation. Transformational leadership, organizational culture and total quality management as

well as employee motivation Influences organizational performance of 0,548 or 54.80% and the remaining 45.20% is predicted there are other variables (not examined) that can improve organizational performance variables.

Testing Structural Model (t-test testing)

Transformational Leadership ia a positive and is not significant effect on work motivation at the Faculty of Engineeringin Colleges Kalimantan. Influence Leadership transformational on work motivation through path coefficient of 0054 and P-values 0288 Values are not yet support the first hypothesis which states that the Leadership transformational positive and significant effect on work motivation of the Faculty of Engineering in Colleges Kalimantan, thus it can be concluded that H1 : rejected.

Positive and significant influence is found in the relationship of Transformational Leadership to organizational performance. Influence Leadership transformational to organizational performance through path coefficient of 0156 and P-values 0.049 This value supports the second hypothesis which states that the Leadership transformational positive and significant effect on the performance of the organization of the Faculty of Engineering in Colleges Kalimantan, thus it can be concluded that the H2: be accepted.

Cultural organizations significant positive effect on work motivation of the Faculty of Engineering in Colleges Kalimantan. Organizational culture on employee motivation through path coefficient of 0511 and P-values 0001 Values support the third hypothesis which states that organizational culture positive and significant effect on work motivation of the Faculty of Engineering in Colleges Kalimantan, thus it can be concluded that H3: be accepted.

Cultural organizations is a positive andis not significant effect on performance of the Faculty of Engineering in Colleges Kalimantan. The influence of organizational culture on organizational performance through path coefficient of 0129 and P-values 0.087.This value does not support the fourth hypothesis that organizational culture has a positive and significant influence on the performance of the Faculty of Engineering in Kalimantan higher education. Therefore it can be concluded that H4: is rejected.

Total quality management significant negative effect on work motivation at the Faculty of Engineering Colleges Kalimantan. Effect of total quality management on work motivation through path coefficient of -0.074 and P-values 0221 Values are not yet support the fifth hypothesis which states that the total quality management and significant positive effect on work motivation at the Faculty of Engineering Colleges Kalimantan, and is therefore concluded that H5: rejected.

Total quality management no significant positive effect on the performance of the organization at the Faculty of Engineering Colleges Kalimantan. Effect of total quality management to organizational performance through path coefficient of 0.125 and P-values 0094 Values are not supporting the hypothesis sixth which states that the total quality management positive significant impact on the performance of the organization of the Faculty of Engineering in Colleges Kalimantan, thus it can be concluded that H6: rejected.

Work motivation has a clearly positive effect on the performance of the organizationat the Faculty of Engineering Colleges Kalimantan. The influence of work motivation on organizational performance through path coefficient of 0530 and P-values 0001 Values support the hypothesis seventh stating that motivation positive and significant effect on the performance of the organization of the Faculty of Engineering in Colleges Kalimantan, thus it can be concluded that the H7: be accepted.

Can be known indirect effect that can be identified as follows: 1) The indirect effect of transformational Leadership on organizational performance through motivation positively influence is not significant. Unlike the direct influence of transformational Leadership on organizational performance provide significant positive effect, meaning that the effect has not been able motivation as an intervening variable between transformational Leadership and organizational performance. 2) The indirect influence of organizational culture on organizational performance through motivation to achieve significant positive influences. In contrast, the direct impact of organizational culture on organizational performance has a non-significant positive effect. How to motivate influence can be used as an intervention variable between organizational culture and organizational performance.3) The indirect effect of TQM on organizational performance through motivation positively influence is not significant. Unlike the direct influence of TQM on organizational performance negatively impact is not significant, that is motivation in its influence has not been able as an intervening variable between TQM and organizational performance.

Transformational Leadership on employee motivation

Transformational Leadership is measured through the coordination and planning of facilities and infrastructure, coordinating the management and human resources planning, coordination, management and financial planning, coordination of quality assurance has not been able to encourage increased motivation to work is measured through achievement (achievement), recognition (recognition), responsibility, work itself, increased significantly.

Some research indicates that Leadership set by a leader in the organization can create a harmonious integration and encourage employee morale to achieve maximum goals. For that a leader should be more responsible and wiser.

In such a context of community development is an integral part of the leadership process, in which the subordinate implicitly willing to accept the status of the superiority of their leaders, thus there is a sort of attachment to subordinate to the Leadership in the effort to create an atmosphere of togetherness.

The relationship between Leadership and motivation based on the path-goal theory, influence the behavior of the leader of the employees satisfaction thus depends on the situation, including the characteristics of employment and employees characteristics (Yukl, 2010: 123). Motivation and Leadership are the most important elements that affect the overall effectiveness of the organization.

Ali (2005) states that there is a positive influence between the Leadership of the motivation and performance of employees. Good communication between superiors and subordinates. Interaction with superiors and subordinates involve participation in decisions affecting employee satisfaction and performance.

Leaders who can apply the right Leadership will be able to satisfy his subordinates and employees became more determined to work so that the employee's performance can be formed. According to Kabul (2005) the results above could conclude in an effort to improve employee motivation through leadership participation behavior.

Transformational Leadership on organizational performance

Transformational Leadership on the performance of the organization at the Faculty of Engineering Colleges Kalimantan. This shows that transformational Leadership is measured through the coordination and planning of facilities and infrastructure, coordinating the management and human resources planning, coordination, management and financial planning, coordination of quality assurance has been able to boost organizational performance as measured by factors of personal / individual that is the skill (skills), which is owned by each employee, leadership factor is the direction given boss, team factor is the cohesiveness of the team, ie system factors working facilities provided by the organization, namely contextual factors external and internal environment changes significantly.

The development of an organization does not change regardless of how the direct Leadership of the entire organization. According Oshagbemi (2000), the style of transformational Leadership does not only rely on the strength and power in achieving the objectives of the organization, but the characters in a leader who transformational able to influence the members of the organization in a manner that is appropriate, and ultimately appropriate way causes subordinate happy in accepting the task, do not assume the duties as a burden, and that organizational goals can be easily achieved. Research conducted Legino (2006) also show that the transformational leadership style has positive influence on the development of the organization.

Modern leadership model as transformational Leadership plays an important role for the organization. Bass (2001: 71) define that transformational Leadership as a leader who has the power to influence subordinates in certain ways. Subordinates feel trust, admiration and loyal to his superiors so motivated to do more than what is usual and expected. Bass (2001: 78) also states that transformational Leadership includes the development of a closer relationship between leaders and subordinates, not just a labor agreement but rather are based on trust and commitment. Transformational Leadership in principle to motivate subordinates to do better than what he usually does,

Leaders have a great responsibility to create conditions that stimulate the members in order to achieve predetermined objectives. The leadership style to mirror the person's ability to influence individuals or groups, as well as flexible in the approach that is used in order to improve performance. To achieve the goals of the organization, employees must put aside his personal goals, or at least have a partial objective to achieve the main goal of the organization. In the context of the organization, the nature of the performance is determined by the organization itself. Employees are an important part in the achievement of an organization, and leadership style can influence the performance of employees. Hayward (2005) states that there is a significant relationship between transactional leadership style on employee performance.

Organizational culture on work motivation

Cultural organizations significant positive effect on work motivation of the Faculty of Engineering in Colleges Kalimantan. This suggests that organizational culture is measured through the tolerance of risk measures, directions, integration, reward systems, communication patterns have been able to boost employee motivation is measured through achievement (achievement), recognition (recognition), responsibility (responsibility), the work itself (work itself), increased (advancement) significantly.

Schein (2007: 299) defines organizational culture partly assumptions and basic beliefs are shared with members of an organization. The assumptions and beliefs regarding the group's views on the nature of time and scope, as well as human nature and human relationships. while Robbins (2008: 305) explains that organizational culture is a system of shared meaning and control adopted by the members that distinguishes the organization with other organizations. Meaning and control system along a purpose of realizing the customs or rules that are not

written to be agreed by each worker. The more complete the rules are not written will increasingly complement those rules always giving instructions to workers in carrying out everyday tasks so that the higher the organization's success. Furthermore, Robbins suggests the seven main characteristics of the organizational culture: Innovation, attention on the details of the task, results orientation, people orientation, team orientation, aggressiveness, stability.

Seventh characteristics of the organizational culture takes place in a unity from low to high. The higher the cultural characteristics of the organization, the more conducive the organizational culture in shaping positive behaviors (high performance) for the members of his organization. Conversely the weak characteristics of the culture of the organization, it will be increasingly less conducive organizational culture of these members tend to be lower.

Robbins (2008: 315) explains that the founders of the organization can be a major source of organizational culture. This early culture in general continues to grow up to be a shared meaning and control that characterize the organizational culture. Furthermore, Robbins explained that the process of creation of organizational culture occurs in three ways: First, the founders of thinking and feeling that they are following the strategy, both the founder indoctrinate and disseminate to its members about a way of thinking and feeling their strategy; Third, the founder of his own behavior serves as a role model to encourage employees to identify the beliefs, values, and assumptions on the employee.

Indeed intercultural company with employee satisfaction there is a relationship, where the culture (culture) is said to provide guidelines for an employee how he perceive the cultural characteristics of an organization.

Organizational culture on organizational performance

It has a significance that organizational culture is measured through tolerance to high-risk behavior, directions, integration, reward systems, communication patterns have not been able to boost organizational performance as measured by factors of personal / individual that is the skill (skill), which is owned by each employee , factors that direction given the Leadership of the boss, the team factor is the cohesiveness of the team, ie system factors working facilities provided by the organization, namely contextual factors external and internal environment changes significantly.

Organizational culture is often used as one criterion in assessing the performance of employees, which means that when an employee has a high organizational culture, it will have a peak performance because of what is done in accordance with the work culture of the organization and ability. Additionally, other assumptions is when an employee behaves well as its organizational culture, it will provide good performance results. Thus, other employees who also behave similarly assumed to be performing well too so that when the performance of a group of individuals is good, then direct the organization's performance will also be good.

Given the organizational culture is an agreement with the members of the organizations or companies that facilitate the birth of a broader agreement to their personal advantage.

Organizational culture affects productivity, performance, commitment, confidence, and ethical behavior. High support shown by the leaders of the company is able to provide high motivation of employees to work better and achieve targets

Research on the relationship work culture and the performance is also done by Moeljono (2005), concluded that the four-factor of corporate culture (integrity, professionalism, exemplary, award-HR) together influence the sixth service indicator of productivity of services, which include (1) the work ethic , (2) alignment with the University, (3) ability to handle problems at university, (4) the satisfaction of the University, (5) employees who are qualified and able to be empowered, and (6) improving the quality, services and processes and the effect is very significant. The more effective corporate culture implemented, would increase the productivity of university services.

Total quality management on work motivation

Total quality management significant negative effect on work motivation at the Faculty of Engineering Colleges Kalimantan. This means that the total quality management as measured by the top management commitment, education and training, customer focus / orientation, employee empowerment / involvement, continuous improvement, incentive and recognition system, process monitoring and control have not been able to boost employee motivation as measured by achievement (achievement), recognition (recognition), responsibility (responsibility), work itself (work itself), increased (advancement) significantly.

Total quality management is a theory that explains the challenges and feedback on performance. Total quality management starts from the meaning of an intent to work and achieve the eventual goal of becoming a source of motivation to work. Locke and Latham (1990) explains that a good goal setting is an appropriate goal setting and consistent from top to bottom level. With the involvement of top-level managers to lower levels, the establishment of clear objectives can be run either within the organization so that the performance will be easily achieved.

Kravchuk and Shack (1996) also explained that one of the most important attributes in public sector performance management system is having clear goals and measurable. Based on the assumption of total quality management.

Effect of total quality management to organizational performance

Total quality management no significant positive effect on the performance of the organization at the Faculty of Engineering Colleges Kalimantan. This means that the total quality management as measured by the top management commitment, education and training, customers focus / orientation, employee empowerment / involvement, continuous improvement, incentive and recognition system, process monitoring and control have not been able to boost organizational performance as measured by the personal factors / individual that is the skill (skill), which is owned by each employee, leadership factor is the direction given boss, a factor the team is the cohesiveness of the team members, the factor of the system is working facilities provided by the organization, factors contextual that changes in the external environment and internal real.

Total quality managements a principle the creation of governance is important because it provides legitimacy for public authorities and public organizations. The public authorities cannot be a guarantee for public confidence that public use total quality management to ensure public confidence in government by filling the gap of understanding between the public and representative as well as between an authority and government (Aucoin and Heintzman 2000).

The various demands of different stakeholders early on fund management responsibilities an organization is of particular concern and the necessity of total quality management, is expected to increase public confidence. Dubnick (2005) explains that in the processes of development and change an organization, it is assumed when the total quality management of an organization is good, it will also affect the transparency and indirectly will improve the performance of the organization.

The influence of work motivation on organizational performance

The motivation is measured through achievement (achievement), recognition (recognition), responsibility (responsibility), work itself (work itself), increased (advancement) has been able to boost organizational performance as measured by factors personal / individual that is the skill (skill), which is owned by each employee, leadership factor is the direction given boss, a factor the team is the cohesiveness of the team members, the factor of the system is working facilities provided by the organization, factors contextual that changes in the external environment and internal real ,

Motivate someone not just to encourage or even give orders to do something. Motivating is a way to use a variety of abilities to recognize and manage themselves and others. Motivation in this study cannot be separated from human organizational context, the human influence organizational motivation to do a job. Motivation in a job is very important because motivation is to encourage an individual to behave so that the individual is willing to work diligently and enthusiastically to achieve optimal results. Motivation can also be regarded as the embodiment above maximum performance due to an urge to bring up the will and morale.

Conclusion

Transformational Leadership is not significant positive effect on work motivation at the Faculty of Engineering Colleges Kalimantan. Transformational Leadership is measured through the coordination and planning of facilities and infrastructure, coordinating the management and human resources planning, coordination, management and financial planning, coordination of quality assurance has not been able to encourage increased motivation to work is measured through achievement (achievement), recognition (recognition), responsibility, work itself, increased (advancement) significantly. Some research indicates that Leadership set by a leader in the organization can create a harmonious integration and encourage employee morale to achieve maximum goals. For that a leader should be more responsible and wiser.

Cultural organizations is a positive and is not significant effect on performance of the Faculty of Engineering in Colleges Kalimantan. It has a significance that organizational culture is measured through tolerance to high-risk behavior, directions, integration, reward systems, communication patterns have not been able to boost organizational performance as measured by factors of personal / individual that is the skill (skill), which is owned by each employee , factors that direction given the Leadership of the boss, the team factor is the cohesiveness of the team, if system factors working facilities provided by the organization, namely contextual factors external and internal environment changes significantly. Organizational culture is often used as one criterion in assessing the performance of employees, which means that when an employee has a high organizational culture, it will have a peak performance because of what is done in accordance with the work culture of the organization and ability. Additionally, other assumptions are when an employee behaves well as its organizational culture, it will provide good performance results. Thus, other employees who also behave similarly assumed to be performing well too so that when the performance of a group of individuals is good, then direct the organization's performance will also be good. Organizational culture is a shared belief that the underlying value of the company's identity. Given the organizational culture is an agreement with the members of the organizations or companies that facilitate the

birth of a broader agreement to their personal advantage. Organizational culture is a shared belief that the underlying value of the company's identity. Given the organizational culture is an agreement with the members of the organizations or companies that facilitate the birth of a broader agreement to their personal advantage. Organizational culture is a shared belief that the underlying value of the company's identity. Given the organizational culture is an agreement with the members of the organizations or companies that facilitate the birth of a broader agreement to their personal advantage.

Total quality management significant negative effect on work motivation at the Faculty of Engineering Colleges Kalimantan. This means that the total quality management as measured by the top management commitment, education and training, customers focus / orientation, employee empowerment / involvement, continuous improvement, incentive and recognition system, process monitoring and control have not been able to boost employee motivation as measured by achievement (achievement), recognition (recognition), responsibility (responsibility), work itself (work it self), increased (advancement) significantly. Total quality management is a theory that explains the challenges and feedback on performance.

Total quality management no significant positive effect on the performance of the organization at the Faculty of Engineering Colleges Kalimantan. This means that the total quality management as measured by the top management commitment, education and training, customers focus / orientation, employee empowerment / involvement, continuous improvement, incentive and recognition system, process monitoring and control have not been able to boost organizational performance as measured by the personal factors / individual that is the skill (skill), which is owned by each employee, leadership factor is the direction given boss, a factor the team is the cohesiveness of the team members, the factor of the system is working facilities provided by the organization, factors contextual that changes in the external environment and internal real. Total quality management as a principle the creation of governance is important because it provides legitimacy for public authorities and public organizations. The public authorities cannot be a guarantee for public confidence that public use total quality management to ensure public confidence.

The new findings in this study also discusses the indirect influence of the motivational role as intermediary variables. Unlike the direct influence of transformational Leadership on organizational performance provide significant positive effect, meaning that the effect has not been able motivation as an intervening variable between transformational Leadership and organizational performance.

Unlike the direct influence of organizational culture on organizational performance positively influence is not significant, that is motivation in its influence has been able to as an intervening variable between organizational culture and organizational performance. The indirect effect of TQM on organizational performance through motivation positively influence is not significant. Unlike the direct influence of TQM on organizational performance negatively impact is not significant, that is motivation in its influence has not been able as an intervening variable between TQM and organizational performance.

References

Adkins, G., & Caldwell, D. (2004). Firm or subgroup culture: Where does fitting in matter most. Journal of Organizational Behavior, 25, 969–978.

Aldag, R., and Reschke, W. 1997. Employee Value Added: Measuring Discretionary Effort and Its Value. Center for Organization Effectiveness, 1-8.

Ansaripour, Sadra. Fasihi, Sanaz. Modammdi, Bahareh. Ganji, Forouzan. Shirian, Nasser. Tehrani, AfsanehMalekpour. (2017). The Role of Job Performance on Career Success and Self-esteem of Staff. Journal of Clinical and Diagnostic Research. 2017 Oct, Vol-11(10): LC14-LC16

Armstrong, Michael and Baron, A. (1995). Performance Management: The New Realities, Institute of Personnel and Development, New York.

Armstrong, Michael, 2000, Manajemen Sumber Daya Manusia, A Handbook of Human Resources Management, Jakarta, PT.Elex Media Komputindo

Aucoin, P. and R. Heintzman. 2000. The Dialetics of Accountability for Performance in Public Management Reform. International Review of Administrative Sciences, 66 (1), 45-55.

Awaluddin, M. (2014). Kajian Faktor Penentu Kinerja Usaha Kecil Di Kota Makassar. Jurnal Minds: Manajemen Ide dan Inspirasi, 2(2), 120-136.

Awaluddin, M. (2016). Pengaruh budaya organisasi, kepuasan dan lingkungan kerja terhadap kinerja dosen uin alauddin makassar. Assets: Jurnal Ekonomi, Manajemen dan Akuntansi, 6(1), 116-125.

Awaluddin, M. (2018). Penguatan Peran Lingkungan Kerja dan Budaya Organisasi dalam Mengoptimalkan Kinerja Dosen Universitas Islam Negeri Alauddin Makassar melalui Kepuasan Kerja. Jurnal Minds: Manajemen Ide dan Inspirasi, 5(1), 53-67

Awaluddin, M., & Sri Prilmayanti Awaluddin, S. (2020). BUSINESS PERFORMANCE FLUCTUATION OF SMALL BUSINESS AS THE IMPACT OF LEADERSHIP STYLE, FINANCIAL INCLUSION, AND FINANCIAL MANAGEMENT IN MAKASSAR CITY. PalArch's Journal of Archaeology of Egypt/Egyptology, 17(7), 10950-10960.

Awaluddin, M., Elis, E., Awaluddin, S. P., Wardhani, R. S., & Malle, S. S. (2020). The Effect of Company Sizes and Net Working Capital on Cash Holding With Profitability as Intervening Variables in Food and Beverage Sub Sector Companies Registered in Indonesia Stock Exchange. Jurnal Iqtisaduna, 1(1), 110-119.

Bardach E. and C. Lesser. 1996. Accountability in Human Services Collaboratives: For What? And to Whom? Journal of Public Administration Research and Theory, 6 (2), 197-224.

Baron, R. A., and Greenberg, J. (1990). Behavior in Organization: Understanding and Managing the Human Side of Work Third Edition ed.. Toronto: Allyn and Bacon.

Bernardin, and Russel. (2010). Human Resources Management. New York: Mc Graw Hill.

Caseley, J. 2006. Multiple Accountability Relationships and Improved Service Delivery Performance in Hyderabad City, Southern India. International Review of Administrative Sciences, 72 (4), 531-546.

Cavalluzzo, K. S. and C. D. Ittner. 2004. Implementing Performance Measure-ment Innovations: Evidence from Government. Accounting, Organizations and Society, 29 (3-4), 243-267.

Colquitt, J. A. (2009). Organization Behavior: Improving performance and commitment in the workplace. New York : McGraw-Hill Irwin.

Creswell, J. W. and V. L. P. Clark. 2012. Design and Conducting Mixed Methods Research, 2nd Edition. California, USA: Sage Publications.

Crossman, A. and B. Abou-Zaki.(2003). Job Satisfaction and Employee Performance of Lebanese Banking Staff, Journal of Managerial Psychology, Vol.18, No.4, pg. 368-376

Dacin, M. T. 1997. Isomorphism in Context: The Power and Prescription of Institutional Norms. Academy of Management Journal, 40 (1), 46-81.

Daft. Richard L. and Marcic Dorothy. (2006). Understanding Management Fifth Edition. Thomson Learning, Inc. USA.

Denison, D. R. (2006). Corporate Culture and Organizational Effectiveness.United State of America.

Dessler, G. (2000). Human Resources Management 7th Edition ed.. New Jersey: Prentice Hall, Inc.

DiMaggio, P. J. and W. W. Powell. 1983. The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. American Sociological Review, 48 (2), 147-160.

Dubnick, M. 2005. Accountability and the Promise of Performance: In Search of the Mechanisms. Public Performance and Management Review, 28 (3), 376-417.

Eoh, Jeny. (2001). Disertasi. Pengaruh Budaya Perusahaan, Gaya Manajemen dan Pengembangan Tim Terhadap Kinerja Karyawan. Universitas Indonesia, Jakarta.

Gefen D., Straub D.W., & Boudreau M. 2000, "Structural Equation Modeling Techniques and Regression: Guidelines For Research Practice". Communications of AIS, Vol. 4, No. 7.

Gefen D., Straub D.W., and Boudreau M.(2000). Structural Equation Modeling Techniques and Regression: Guidelines For Research Practice. Communications of AIS, Vol. 4, No. 7.

Ghozali, I. 2008. Structural Equation Modeling MetodeAlternatifdengan Partial Least Square (PLS) Semarang: Badan Penerbit UNDIP

Gibson, I. (2008). Organisasi.Terjemahan: Agus Dharma. Jakarta: Binarupa Aksara.

Gillies, Dee Ann. (1994). Nursing Management A Systems Approach. Third Edition, A Division of Harcourt Brace and Company. USA.

Griffin, EM. (2013). A'First Look at Communication Theory: Eight Edition.McGraw Hill. New York.

Hair, J. F., C. M. Ringle, and M. Sarstedt. 2013. PLS-SEM: Indeed a Silver Bullet. Journal of Marketing Theory and Practice, 19 (2), 139-151.

Hair, J. F., Hult, G. T. M., Ringle, C. M., &Sarstedt, M. (2017). A Primer on Partial Least Squares Structural Equation Modeling. 2nd Ed. Thousand Oaks: Sage.

Hair, Jr., Joseph F., et. al. (2011). Multivariate Data Analysis. Fifth Edition. New Jersey: PrenticeHall, Inc.

Halmard, George, (2008). Development of HRM in Work.Published by John Wiley and Sons, New York.

Hans, James, (2007). Human Resources Management.Ninth Edition, Upper Saddle River, Prentice Hall, New Jersey.

Hansen, S. C. and W. A. Van der Stede. 2004. Multiple Facets of Budgeting: An Exploratory Analysis. Management Accounting Research, 15 (4), 415-439.

Heinrich C. 2002. Outcomes-Based Performance Management in the Public Sector: Implications for Government Accountability and Effectiveness. Public Administration Review, 62 (6), 712-725.

Herzberg, (2011). The Motivation to Work. New York: John Willey and Sons

Herzberg, F., B. Mausner, and B. Snzderman. 1996. The Motivation to Work.Organisational Behavior and Human Performance, 8, 15-20.

Hwang, K. 2013. The Impact of Accountability and Accountability Management on Performance at the Street Level. Disertasi, Virginia Polytechnic Institute and State University.

Ivancevich, John M. (2001). Human Resource Management, Eight Edition, New York: McGraw Hill

Jagannath, M., and Bhabani. (2012). Influence of Organizational Culture on Organizational Citizenship Behavior: A Three-Sector Study. Global Journal Of Business Research, Volume 6,No. 1, 68-76.

Jahangir, N. (2004). Organizational Citizenship Behavior: Its Nature And Antecedents. BRAC University Journal, vol. I, no. 2, 2004, pp. 75-85

Kanigel, R. 1997. The One Best Way: Frederick Winslow Taylor and the Enigma of Efficiency. New York: Viking Penguin.

Kim, P. S. 2009. Enhancing Public Accountability for Developing Countries: Major Constraints and Strategies. Australian Journal of Public Administration, 68, 89-100.

Kravchuk, R. S. and R. W. Schack. 1996. Designing Effective Performance Measurement Systems under the Government Performance and Results Act of 1993. Public Administration Review, 56 (4), 348-358.

Lawler III, Edward E, dan Porter, Lyman W. (1967). The Effect of Performance on Job Satisfaction. Industrial Relation.

Legino, S. 2006. Public Sector Leadership Perspectives on the Lateral Capability of Public Sector Organizations. Disertasi, School of Business and Technology, Webster University.

Locke, E. A. and G. P. Latham. 1990. A Theory of Goal Setting and Task Performance. Englewood Cliffs, NJ: Prentice Hall.

Locke, E.A. (1997). The Essence of Leadership, The Four Keys to Leading Succesfully. Maxwell Macmillan International. New York.

Lund, D. B. (2003). Organizational culture and job satisfaction. Journal of Business & Industrial Marketing, 18, 219–236

Luthans, F. (2002). Organizations Behavior. New York:McGraw Hill International: John E. Biernat.

Mardiasmo. 2009. AkuntansiSektorPublik. Yogyakarta: Penerbit Andi.

Mathis, R., and Jackson, H. (2006). Manajemen Sumber Daya Manusia. Buku I. Penerjemah Sadeli dan Bayu Jakarta: Salemba Empat.

Mc.Clelland, D. C. (1997). Human motivation. Glenview, IL: Scott, Foresman.

McCormick, Earnest J. and Tiffin, (2010). Human Resource Management, PrenticeHall, Singapore.

Meyer, J. W. and B. Rowan. 1977. Institutional Organizations: Formal Structure as Myths and Ceremony. American Journal of Sociology, 83 (2), 340-363.

Moorhead, G and Griffin, R.W. (2013). Perilaku Organisasi: Manajemen Sumber Daya Manusia dan Organisasi. Edisi 9. Jakarta: Penerbit Salemba Empat.

Muin, R., Mansyur, A., Awaluddin, M., & Rahman, M. A. (2020). Perbandingan Faktor yang Memengaruhi Keputusan Investor Muda dalam Berinvestasi Konvensional atau Syariah di Kota Makassar. Media Riset Bisnis & Manajemen, 20(1), 51-62.

Nadler, D. (1979). Managing of Organization Behavior. Boston, Toronto:Little Brown and Company.

Newstrom, J. W. (2007). Organization Behavior : Human Behavior at work. New York : McGraw-Hill.

Newstrom, J.W dan *Davis, K*. (*2007)*. Organizational Behavior: Human Human Behavior at work. New York : McGraw-Hill.

Oemar, Yohanes. 2013. Pengaruhbudayaorganisasi, kemampuankerja dan komitmenorganisasiterhadap Organizational Citizenship Behavior (OCB) pegawai pada BAPPEDA Kota Pekanbaru. Pekanbaru: FakultasEkonomiUniversitas Riau.

Oliver, C. 1991. Strategic Responses to Institutional Processes. The Academy of Management Review, 16 (1), 145-179.

Organ, D. W. 1988. Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington Books.

Oshagbemi, T. 2000. How Satisfied are Academics with Their Primary Tasks of Teaching, Research and Administration and Management International Journal of Sustainability in Higher Education, 1 (2), 124-136.

Ozturk, F. 2010. Determinants Of Organizational Citizenship Behavior Among Knowledge Workers: The Role Of Job Charcteristics, Job Satisfaction, And Organizational Commitment. Thesis. Not Published. The Degree of Master Of Business Administration.

Palagia, M., Brasit, N., and Amar, M. 2010. Remunerasi, Motivasi dan Kepuasan Kerja serta Kinerja Karyawan. Jurnal Manajemen, 2010, 1-10.

Phoobe, French dan Steband, Newer, (2007). Organization Management. Published by Library State, California.

Pondeville, S., V. Swaen, and Y. D. Rongé. 2013. Environmental Management Control Systems: The Role of Contextual and Strategic Factors. Management Accounting Research, 24 (4), 317-332.

Rahman, M., & Awaluddin, M. (2020). DASAR-DASAR MANAJEMEN (Buku Bahan Ujian Komprehensif).Pusaka Almaida Gowa - Sulawesi Selatan – Indonesia

Republik Indonesia. 2012. Undang-UndangNomor 12 Tahun 2012 tentang Pendidikan Tinggi. Jakarta: Republik Indonesia.

Robbins, S. P. (2001). Organizational Behavior: Concept, Controversies, Aplications Edisi 8: Edisi Bahasa Indonesia ed.. Jakarta: PT. Indeks Kelompok Gramedia.

Robbins, S. P., and Judge T. A, M. (2015). Perilaku Organisasi (Organizational Behavior). Penerjemah: Ratna Saraswati and Febriella Sirait. Pearson Education, Inc New Jersey Authirozed Translation Salemba Empat. Jakarta.

Rogga, Kirk L. (2001). Human Resources Practices, Organizational Climate and Employee Satisfaction, Academy of Management Review, July, 619 – 644.

Romzek B. and P. Ingraham. 2000. Cross Pressures of Accountability: Initiative, Command, and Failure in the Ron Brown Plane Crash. Public Administration Review, 60 (3), 240-253.

Schein, E. H. (2002). Organizational Culture and Leadership. Jossey, Bass, San Fransisco.

Schermerhorn, J. (2010). Managing Organizational Behavior. New Jersey: John Willey andSons, Inc.

Schuler, R., and Jackson, S. (1999). Human Resource Management: Positioning for the 21st century. Minneapolis: West Pub.Co.

Schwartz R. and R. Sulitzeanu-Kenan. 2004. Managerial Values and Accountability Pressures: Challenges of Crisis and Disaster. Journal of Public Administration Research and Theory, 14 (1), 79-102.

Scott, W. R. 2004. Institutional Theory: Contributing to a Theoretical Research Program. In K. G. Smith and M. A. Hitt (ed.) Great Minds in Management: The Process of Theory Development. Oxford: Oxford University Press.

Shafiq, Sumaiya. (2017). The Effect of Training and Development on Employee Performance In Private Company, Malaysia. International Journal of Education, Learning and Training Vol. 2 (No.2), 1-10.

Sholihin, M. dan D. Ratmono. 2013. Analisis SEM-PLS denganWrapPLS 3.0 untukHubungan Nonlinear dalamPenelitianSosial dan Bisnis. Yogyakarta: Penerbit Andi.

Sim, K. L. and L. N. Killough. 1998. The Performance Effects of Complemen-tarities between Manufacturing Practices and Management Accounting Systems. Journal of Management Accounting Research, 10, 325-346.

Spekle, R. F. and F. H. M. Verbeeten. 2014. The Use of Performance Measurement Systems in the Public Sector: Effects on Performance. Management Acounting Research, 25 (2), 131-146.

Spencer, L. and Spencer, S. (1993). Competence at Work: Models for Superior Performance. New York: John Wiley and Sons, Inc

Sylvana, A., Awaluddin, M., & Mutahajjid, A. (2020). Marketing Strategy Model Based On The Benefit Of Sharia Property Developers In Indonesia. PalArch's Journal of Archaeology of Egypt/Egyptology, 17(7), 8123-8135

Thomas, D. C., and Inkson, K. (2004). Culture Intelligence. San Fransisco: Berrett-Koehler Publisher Inc.

Vecchio, R. P. (2006). Organizational Behavior: Core Concepts, 6th edition. South Western: Thomson.

Victor, T. (2002). Changing Your Corporate Culture. Singapore : Times Books International.

Wang X. 2002. Assessing Administrative Accountability: Results from a National Survey. American Review of Public Administration, 32 (3), 350-370.

Wardhani, R. S., Yunita, A., Awaluddin, M., Purbolakseto, H. V., & Islaha, U. (2021). Event Study of the Tourism Sector Share Price Movement on the Implementation of Stimulus Tax Policy Interpretations Covid-19. Annals of the Romanian Society for Cell Biology, 25(6), 5568-5581.

Werther, W., and Davis, K. (1996). Human Resources and Personal Management. New York: McGraw Hill. Inc.

Wexley, Kenneth N dan Gary A. Yukl. (2011). Perilaku Organisasi Dan Psikolog. Jakarta : Indeks.

Yang, K. 2012. Further Understanding Accountability in Public Organizations: Actionable Knowledge and the Structure–Agency Duality. Administra-tion and Society, 44 (3), 255-284.

Yukl, Garry. (2007). Kepemimpinan dalam Organisasi. Edisi Kelima. Jakarta: Indeks.