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Effect of Quality Management System and Employability Skills

Erwin Susilo[1] , Sri Mintarti[1] , Irsan Tricahyadinata[1*]
Faculty of Economics and Business, Mulawarman University, Samarinda.

ABSTRACT : This study aims to determine the effect of quality management system and employability skills on successful change management and organizational performance at coal mining and construction companies in Indonesia. The sampling technique used is the survey method with a questionnaire that is a sample of 118 managers and professional staff from the entire population of 170 people with a tenure ofmore than 5 years. This study used a quantitative - descriptive approach and the method of hypothesis testing analysis using the SEM-PLS analysis tool. Based on the results of calculations and data analysis, it is obtained that; l) Quality management system has a direct positive and significant effect on successful of change management, 2) Employability skills directly have a positive but not significant effect on successful ofchange management, 3) Quality management system, employability skills and successful of change management directly have a positive and significant effect on organizational performance, 4) Quality management system has a positive and significant indirect effect on organizational performance through change management. 5) Employability skills indirectly have a positive but not significant effect on organizational performance through change management.

KEY WORDS: *Quality Management System; Employability Skills; Change Management; Organizational Performance*

I. INTRODUCTION

The era of globalization with all its obstacles and challenges has had its own impact on the economy at all levels of society and the business world, especially the coal mining and construction industry in Indonesia. Currently, the national industrial sector is preparing to face challenges, the presence of the Industrial Revolution 4.0. The mining industry sector which of course also feels a considerable influence. The mining industry in entering the 4.0 industrial revolution faces at least four new challenges. The challenges faced include Greenfield Exploration, increasing the added value of minerals, increasing the added value of coal and also the transformation of mining 4.0.

These four challenges certainly add pressure on mining companies. Moreover, global conditions are currently in uncertainty due to the Covid-19 pandemic outbreak: reported by "duniatambang.co.id" (Fernando, 2020). Not to mention other obstacles due to the decline in world coal prices which affected the decline in coal prices in Indonesia, this increased the competition that occurred in the coal mining contractor industry in Indonesia. From this situation and conditions, several small-scale coal mining companies are expected to go bankrupt or close down, following the provision of coal selling prices for power plants set through the Decree of the Minister of Energy and Mineral Resources (ESDM), which is below the cost of production. For large companies, cumulatively there may be no loss, only a reduced profit margin because it is covered by export revenues: reported by "economy.okezone.com" (Sindo, 2018). The unstable trend of coal price movements is still a stumbling block for heavy equipment industry players. This in turn is expected to affect demand and production of heavy equipment for the next year: reported by "kontan.co.id" (Julian, 2020).

A Quality Management System (QMS) uses a quality assurance approach that focuses on providing confidence that quality requirements will be met (ISO 9000, 2015). ISO standards are also known to improve organizational performance, and are one of the most successful management system standards in the world. Srivastav (2010) and Ochieng et al. (2015) have evaluated the impact of ISO standards on the social and business performance of organizations. (Yadav et al., 2020). Companies implement quality management systems as a satisfactory alternative in their efforts to improve organizational performance. (Al-Dhaafri et al., 2016); (Corredor & Goñi, 2011); (Kafetzopoulos et al., 2015); (Meftah Abusa & Gibson, 2013); (Miyagawa & Yoshida, 2010). A study shows that the quality management system has a positive impact on company performance, including the areas of cost, reliability, quality, innovation, efficiency, and business effectiveness. (Addae-Korankye, 2013).. In addition, the implementation of QMS leads companies to change their business behavior. According to other studies, it confirms that the implementation of a quality management system involves strategic planning and resources that are aligned with supporting strategies (Alidrisi & Mohamed, 2013). (Alidrisi & Mohamed, 2012)..

The implementation of Quality Management System (QMS) does not fully guarantee the overall business performance of the company. For example, a recent study of 148 manufacturing companies in China provides evidence that quality certification cannot guarantee a company's competitive advantage. It also enlightens managers regarding the existence of barriers from quality management systems to business performance (Liu et al., 2020). Another study showed that there are two groups of barriers, one has high driving force and low dependency that requires maximum attention and strategic importance (such as lack of top management commitment, lack of interdepartmental coordination) and the other has high dependency and low driving force and its resultant effects (such as high turnover rate at management level, lack of continuous improvement culture, employee resistance to change), (Talib et al., 2011). QMS has practical implications in the proposed framework for improving firm performance so more cases in other economic sectors should be analyzed, (Pereira et al., 2018).

Economic and business changes that are increasingly dynamic in the era of globalization make these changes must be balanced with the readiness of the company in managing changes in all fields in the company environment. An ancient Greek philosopher named Heraclitus once said that in this world there is nothing permanent, except change. This statement is still proven by the fact that in the current globalization period changes occur so quickly and continuously.

According to previous research (Beer & Nohria, 2000); (Kotler, 1997), 70% of all major change projects fail to fulfill their original proposals. A study by (Buckingham et al., 2009) that surveyed over 1,500 change practitioners found that 59% of change projects failed or were problematic. Many studies over the past few years (Burnes, 2004)has reported similar results of poor success rates of organizational change initiatives.

At its core, change management is the act of proactively managing change and minimizing resistance to organizational change through a series of structured processes or approaches to transition employees, teams, and/or the entire organization to a desired future state in accordance with the global changes taking place. Unfortunately, although change management is a mature discipline in many ways, organizations continue to struggle with effective change to improve the effectiveness of organizational performance through its human resources.

II. METHODS

This research uses a quantitative approach, then two research methods are chosen, namely descriptive and hypothesis testing. Where in this study is an organization or company, descriptive research can describe the characteristics of respondents such as age, gender, tenure and various other characteristics to be studied, including the results of the description of respondents' answers to the questionnaires distributed. The measuring instrument used for data collection in this study is a structured questionnaire or questionnaire with closed questions in the form of a rating scale.

The data in this study are internal and external data. Internal data was obtained from staffing data and questionnaire scores obtained through distributing questionnaires to respondents. External data was obtained through various external reports of the organization, including various publication reports on topics similar to this research.

In this study, the population is the leaders or managers and professional staff of coal mining and construction companies from active customers of PT Altrak 1978 including managers and professional staff from PT Altrak 1978, totaling 170 people with a work period of 5 years.

The types of individual respondents who have been directed and determined to be researched are as follows:

Position as a company leader or manager and professional staff in the field of mining and construction company operation management; and

Must have 5 years of service.

The following is the sample size of a certain population developed from Isaac and Michael in (Sugiyono, 2016), for an error rate of 1%, 5%, and 10%. The formula for calculating the sample size of a known population is as follows:

$$S = \frac{\lambda^2 . N . P . Q}{d^2 (N-1) + \lambda^2 P . Q}$$

Where:

λ^2 with dk = 1, the error rate can be 1%, 5%, 10%.

P = Q = 0.5

d = 0,05

s = number of samples

$$Sampel = \frac{3{,}841\ x\ 170\ x\ 0{,}5\ x\ 0{,}5}{0{,}0025\ x\ (170-1) + 3{,}841\ x\ 0{,}5\ x\ 0{,}5}$$

$$= \frac{163{,}24}{1{,}38} = 118{,}06$$

Using Isaac and Michael's calculation above, if the error rate is 5%, the sample size in this study is 118 people from a population of 170 managers and professional staff in coal mining and construction companies at PT Altrak 1978 and its customers in Indonesia.

In this study, data analysis used the Partial Least Square (PLS) approach. PLS (Partial Least Square) is used to estimate partial least squares of regression models or known as projections on latent structures. PLS is a predictive technique that is an alternative to Ordinary Least Square (OLS) regression, or structural equation modeling (SEM).

Table 1. Results of Validity Testing of Research Instruments

Variables		Item	Correlation Coefficient	Ket.
Quality Management System (QMS)	30	QMSI.I	0.735	Valid
	30	QMS1.2	0.738	Valid
	30	QMS2.1	0.763	Valid
	30	QMS2.2	0.781	Valid
	30	QMS3.1	0.867	Valid
	30	QMS3.2	0.801	Valid
	30	QMS4.1	0.839	Valid
	30	QMS4.2	0.638	Valid
	30	QMS5.1	0.629	Valid
	30	QMS5.2	0.526	Valid
Employability Skills (ES)	30	ESLI	0.822	Valid
	30	ESI.2	0.851	Valid
	30	ES2.1	0.738	Valid
	30	ES2.2	0.807	Valid
	30	ES3.1	0.888	Valid
	30	ES3.2	0.917	Valid
	30	ES4.1	0.837	Valid

Variables		Item	Correlation Coefficient	Ket.
	30	ES4.2	0.830	Valid
	30	ES5.1	0.729	Valid
	30	ES5.2	0.714	Valid
Succesfull Change Management (SCM)	30	SCMI.I	0.901	Valid
	30	SCM1.2	0.919	Valid
	30	SCM1.3	0.943	Valid
	30	SCM2.1	0.951	Valid
	30	SCM2.2	0.889	Valid
	30	SCM3.1	0.764	Valid
	30	SCM3.2	0.924	Valid
	30	SCM4.1	0.761	Valid
	30	SCM4.2	0.835	Valid
	30	SCM4.3	0.875	Valid
Organizational Performance	30	OPI .1	0.715	Valid
	30	OPI .2	0.737	Valid
	30	OPI .3	0.827	Valid
	30	OPI .4	0.643	Valid
	30	OPI .5	0.785	Valid
	30	OP2.1	0.692	Valid
	30	OP2.2	0.788	Valid
	30	OP2.3	0.768	Valid
	30	OP2.4	0.719	Valid
	30	OP2.5	0.662	Valid
	30	OP3.1	0.806	Valid
	30	OP3.2	0.709	Valid
	30	OP3.3	0.760	Valid
	30	OP3.4	0.700	Valid
	30	OP3.5	0.659	Valid
	30	OP4.1	0.716	Valid
	30	OP4.2	0.652	Valid
	30	OP4.3	0.751	Valid
	30		0.854	Valid
	30	OP4.5	0.765	Valid
	30	OP5.1	0.787	Valid
	30	OP5.2	0.532	Valid
	30	OP5.3	0.742	Valid
	30	OP5.4	0.831	Valid
	30	OP5.5	0.666	Valid

Based on the table above, it can be seen that the latent variable indicators consisting of Quality Management System, Employability Skills, Successful Change Management, and Organizational Performance have met the test criteria with a value of r> 0.30 and a significance value of r colleration < than 95% or a = ().05 which can be said that the research instrument is valid.

Table 2. Results of Research Instrument Reliability Testing

Variables	Cronbach's Alpha	Ket
Quality Management System	0,904	Reliable

Employability Skills	0,943	Reliable
Succesfull Change Management	0,966	Reliable
Organizational Performance	0,964	Reliable

Based on the table above, it can be seen that the reliability coefficient value of all research instruments is> 0.60, it can be concluded that this research instrument is reliable.

III. RESULTS AND DISCUSSION

Outer Model Evaluation

The results of estimating the structural model with the entire PLS Algorithm estimation method show the value of the path coefficient, namely through the t-statistic test (> 1.96) and p value (<0.05) between construct variables,

Discriminant Validity

Discriminant validity is intended to test that a construct precisely measures only the construct to be measured, not other constructs. The method of testing discriminant validity can use the Fornell Larcker Criterion approach which is the root value of the AVE. If the square root value of the AVE of each construct is greater than the correlation value between constructs and other constructs in the model, then the model is said to have good discriminant validity value. (Fornell & Larcker, 1981) in (Wong, 2013).

Table 3. Fornell Larcker Criterion Test Results

Item, Indicator	QMS (Xl)	ES (X2)	SCM (VI)	OP (Y2)
QMS (Xl)	0.722			
ES (X2)	0.739	0.727		
SCM (VI)	0.679	0.601	0.750	
OP (Y2)	0.691	0.691	0.739	0.711
QMSI	0.752	0.475	0.589	0.495
QMS2	0.660	0.455	0.409	0.463
QMS3	0.866	0.710	0.540	0.601
QMS4	0.866	0.650	0.589	0.611
ESI	0.550	0.808	0.431	0.488
ES2	0.572	0.782	0.534	0.637
ES3	0.633	0.854	0.433	0.492
ES4	0.695	0.827	0.550	0.594
ES5	0.536	0.780	0.491	0.599
SCMI	0.585	443	0.873	0.661
SCM2	0.600	0.531	0.886	0.656
SCM3	0.559	0.545	0.839	0.572
SCM4	0.613	0.587	0.883	0.665
OPI	0.701	0.665	0.661	0.876
OP2	0.597	0.574	0.695	0.843
OP3	0.548	0.582	0.617	0.850
OP4	0.606	0.597	0.666	0.914
OPS	0.547	0.579	0.566	0.838

Based on the table above, all the roots of the AVE (Fornell-Larcker Criterion) for each construct are greater than the correlation with other variables.

Likewise with other latent variables, where the AVE Root value> Correlation with other constructs. Because all latent variables AVE Root value> Correlation with other constructs, the discriminant validity requirements in this model have been met, as listed in the table above.

The second assessment is through Average Variance Extracted (AVE). The convergent validity of a construct with reflective indicators is evaluated by Average Variance Extracted (AVE). The AVE value should be equal to ().5 or more.

An AVE value of 0.5 or more means that the construct can explain 50% or more of its item variance.

Table 4. AVE and Root AVE

Latent Variable	Average Variance Extracted (AVE)	Root (AVE)
Quality Management System (QMS)	0.522	0.722
Employability Skills (ES)	0.529	0.727
Successful Change Management (SCM)	0.562	0.750
Organizational Performance (OP)	0.505	0.711

And based on the Average Variance Extracted (AVE) value to determine the achievement of convergent validity requirements, all constructs have achieved convergent validity requirements because the AVE values are all> 0.50. For example, the AVE of the QMS latent variable is 0.522> 0.50, so the QMS latent variable is convergently valid. Likewise with other variables where the value is> 0.5 so that all of them are valid.

Construct Reliability

Construct Reliability, measures the reliability of latent variable constructs. The value that is considered reliable must be > 0.70. Construct reliability is the same as Cronbach alpha.

Table 5. Reliability

Latent Variable	Cronbach's Alpha	Composite Reliability	Ket.
Quality Management System (QMS)	0.845	0.883	Reliable
Employability Skills (ES)	0.900	0.918	Reliable
Successful Change Management (SCM)	0.913	0.928	Reliable
Organizational Performance (OP)	0.951	0.955	Reliable

Based on the table above, it can be seen that all constructs have a Cronbach's alpha value of > 0.7, so it can be said that all constructs are reliable. For example, Cronbach's alpha of the latent variable QMS (XI) is 0.845> 0.7, so the latent variable QMS (XI) is reliable. Likewise with other variables where the value is> 0.7 so that everything is reliable.

R-Square (R2) Value

R2 values of 0.75, 0.50, and 0.25 indicate that the model is strong, moderate, and weak (Sarstedt et al., 2017). Meanwhile, Chin provides R2 value criteria of 0.67, 0.33 and 0.19 as strong, moderate, and weak (Chin, 1998 in Ghozali and Latan, 2015).

While R2 Ajdusted is the corrected R2 value based on the standard error value. The Adjusted R2 value provides a stronger picture than R2 in assessing the ability of an exogenous construct to explain endogenous constructs.

Table 6.[2]

	R Square	R Square Adjusted
SCM (VI)	0.483	0.474
OP (Y2)	0.652	0.643

Based on the results of the coefficient of determination analysis above, it can be concluded as follows:

The R^2 value of the joint or simultaneous influence of XI and X2 on Yl is 0.483 with an Adjusted R^2 value of 0.474. So, it can be explained that all exogenous constructs (XI and X2) simultaneously affect Y 1 by 0.474 or 47%. Because the R^2 Adjusted value is > 33% but < 67%, the influence of all exogenous constructs XI and X2 on Yl is moderate; and

The R^2 value of the joint or simultaneous influence of XI, X2 and Y 1 on Y2 is 0.652 with an Adjusted R^2 value of 0.643. So, it can be explained that all exogenous constructs (XI, X2 and Y1) simultaneously affect Y2 by 0.643 or 64%. Because R^2 Adjusted R Square > 33% but < 67%, the influence of all exogenous constructs XI, X2 and Yl on Y2 is moderate.

Q-Square (Q2) Value and Q2 Predictive Relevance

Based on the R2 value contained in the table above, the Q2 predictive relevance value using the Stone-Geisser Q Square Test formula is as follows:

1-0.483) (1-0.652)

Q2 = 1-(0.517) (0.348) 1-0.180

Q2 = 0.820 = 82%

The results of the calculation of Q^2 predictive relevance in this study amounted to 0.820 or 82%, thus it can be concluded that the model in this study has a relevant predictive value, where the model used can explain the information in the research data by 82%.

The following is the Q value^2 on the dependent variable (endogenous) through the calculation of Blindfolding SmartsPLS 3.2.9, which can be seen in the table below:

Table 7. Predictive Relevance Q^2

Endo en Variable	Q^2 (-1 - SSE/SSO)
SCM (Yl)	0.265
OP (Y2)	0.322

Based on the data presented in the table above, it can be seen that the Q2 value for each dependent variable (endogenous) is 0.265 for Yl and 0.322 for Y2. By looking at this value, it can be concluded that this study has a good observation value because the Q2 value> 0 (zero), namely 0.265 & 0.322 (Chin, 1998).

Hypothesis Testing of Direct Influence

Hypothesis testing of the direct effect between exogenous and endogenous variables can be seen in the test results between research variables in addition to being shown by the path coefficient and t-statistics and P-value, which can also be seen in the PLS Algorithm and Bootstrapping path diagram.

Table 8. Direct Effect

Variables		Coef. Path	T Stat.	P Values	Effect Description	
Exogenous	Endogenous		> 1.96	< 0.05		
QMS	SCM (VI)	0.517	5.201	0.000	Positive	Significant
	OP (Y2)	0.167	2.194	0.029	Positive	Significant
ES (X2)	SCM (VI)	0.219	1.892	0.059	Positive	Not Significant
	OP (Y2)	0.300	3.666	0.000	Positive	Significant
SCM	OP (Y2)		5.694	0.000	Positive	Significant

Based on the analysis of the path coefficient parameters, t-statistic testing, and p-value, it shows that there are four path coefficients that have a significant effect and there is one path coefficient that has an insignificant effect between the research variables. Hypothesis test parameters use a comparison of t values, namely if the t-statistic value is> t table (1.96) or P-value (<0.05), then HO is rejected and HI is accepted. The results of hypothesis testing are further explained as follows:

The Effect of Quality Management System on Successful Change Management

The parameter coefficient for the QMS (Xl) variable on SCM (Y1) is 0.517, which means that there is a positive influence of QMS (X 1) on SCM (Y1). Or it can be interpreted that the higher the value of QMS (X 1), the more SCM (Y l) will increase. An increase of one unit of QMS (X l) will increase SCM (Y 1) by 51.7%. Based on the calculation using bootstrap or resampling, where the t-statistic value is 5.201 > 1.96 and the P-value is 0.000 < 0.05 so that HI is accepted or which means that the direct effect of QMS (Xl) on SCM (Y1) is meaningful or statistically significant.

Effect of Quality Management System on Organizational Performance

The parameter coefficient for the QMS variable (X 1) on OP (Y2) is 0.167, which means that there is a positive influence of QMS (X 1) on OP (Y2). Or it can be interpreted that the higher the value of QMS (X l), the more OP (Y2) will increase. An increase of one unit of QMS (X 1) will

increase OP (Y2) by 16.7%. Based on calculations using bootstrap or resampling, where the t-statistic value is 2.194 > 1.96 and the P-value is 0.029 < 0.05 so that HI is accepted or which means that the direct effect of QMS (XI) on OP (Y2) is meaningful or statistically significant.

The Effect of Employability Skills on Successful Change Management

The parameter coefficient for the ES (X2) variable on SCM (Y 1) is 0.219, which means that there is a positive influence of ES (X2) on SCM (Y l). Or it can be interpreted that the higher the value of ES (X2), the more SCM (Y 1) will increase. An increase of one unit of ES (X2) will increase SCM (Y 1) by 21.9%. Based on calculations using bootstrap or resampling, where the t-statistic value is 1.892 < 1.96 and the P-value is 0.059 > 0.05 so that HO is accepted (HI is rejected) or which means that the direct effect of ES (X2) on SCM (Y l) is not meaningful or statistically significant.

Effect of Employability Skills on Organizational Performance

The parameter coefficient for the ES (X2) variable on OP (Y2) is 0.300, which means that there is a positive influence of ES (X2) on OP (Y2). Or it can be interpreted that the higher the value of ES (X2), the more OP (Y2) will increase. An increase of one unit of ES (X2) will increase OP (Y2) by 30%. Based on calculations using bootstrap or resampling, where the t-statistic value is 3.666> 1.96 and the P-value is 0.000 <0.05 so that HI is accepted or which means that the direct effect of ES (X2) on OP (Y2) is meaningful or statistically significant.

The Effect of Successful Change Management on Organizational Performance

The parameter coefficient for the SCM (Y 1) variable on OP (Y2) is 0.445, which means that there is a positive influence of SCM (Y 1) on OP (Y2). Or it can be interpreted that the higher the value of SCM (Y 1), the more OP (Y2) will increase. An increase of one unit of SCM (Y 1) will increase OP (Y2) by 44.5%. Based on calculations with
using bootstrap or resampling, where the t-statistic value is 5.694 > 1.96 and the P-value is 0.000 < 0.05 so that HI is accepted or which means that the direct effect of SCM (Y 1) on OP (Y2) is meaningful or statistically significant.

Results of Indirect Effect Analysis (Mediation)

Indirect hypothesis testing (mediation) can be seen in the table that has been presented. Testing indirect effects (mediation) aims to detect the position of the mediating variable in the model. Mediation testing is carried out to determine the nature of the relationship between variables either as a complete mediation variable, partial mediation and not a mediating variable.

The results of testing the indirect effect between research variables are shown by the path coefficient and t-statistic and P-value, which can be seen as follows:

Table 9: Indirect Effect Table

Variables			Coef. Path	T Stat	P Value	Ket.
Ekso en	Mediation	Endo en		1.96	0.05	
QMS (X2)	SCM (YD	OP (Y2)	0.230	4.478	0.000	Significant
ES (X2)	SCM (YD	OP (Y2)	0.097	1.578	0.115	Not Significant

Hypothesis testing parameters use a comparison of t values, namely the t-count value> from the t-table (1.96), and significance or P-value <0.05.

The results of the analysis of the Quality Management System and Employability Skills on Organizational Performance through Successful Change Management can be seen from the results of the path coefficient analysis of each variable in table 9 The results of testing indirect effects can be explained as follows:

Indirect Effect of QMS on OP through SCM

The indirect effect of QMS variables on OP through SCM can be seen from the Path Coefficient value of 0.230, which means that there is a positive indirect effect or it can be interpreted that the higher the value of QMS (X l), the more OP (Y2) through SCM (Y l) will increase. An increase of one unit of QMS (X 1) will increase OP (Y2) through SCM (Y 1) by 23%. The t-Statistic test result is 4.478> 1.96 and the P-value or significance with a value of 0.000 < 0.05. These results indicate that QMS (X 1) on OP (Y2) through SCM (Y l) has a positive and significant effect. This

means that the Successful Change Management / SCM (Y 1) variable can mediate the Quality Management System / QMS (X l) on Organizational Performance / OP (Y2).

Based on the results in table 8 (direct effect) and table 9 (indirect effect), it is known that the value of the direct effect of QMS on OP is 0.167 or 16.7% and the result of the indirect effect of QMS through SCM on OP is 0.230 or 23%. From the comparison of the value of direct influence and indirect influence, the result is that the value of direct influence is smaller (K) than the value of indirect influence, this result shows that the SCM variable (Y1) strengthens the relationship between QMS (Xl) and OP (Y2) in coal mining and construction companies in Indonesia.

Indirect Effect of ES on OP Through SCM

The indirect effect of the ES (X2) variable on OP (Y2) through SCM (Y l) can be seen from the Path Coefficient value of 0.097, which means that there is a positive indirect effect or it can be interpreted that the higher the value of ES (X2), the more OP (Y2) through SCM (Y 1) will increase. An increase of one unit of ES (X2) will increase OP (Y2) through SCM (Y l) by 9.7%. The t-Statistic test result is 1.578 < 1.96 and Pvalue or significance with a value of 0.115 > 0.05. These results indicate that ES (X2) on OP (Y2) through SCM (Y 1) has a positive but insignificant effect. This means that the Successful Change Management / SCM (Y1) variable cannot mediate the Quality Management System / QMS (X1) on Organizational Performance / OP (Y2).

Based on the results in the direct effect table and the indirect effect table, it is known that the value of the direct effect of ES on OP is 0.300 or 30% and the result of the indirect effect of QMS through SCM on OP is 0.097 or 9.7%. From the comparison of the value of direct influence and indirect influence, the result is that the value of direct influence is greater (Y) than the value of indirect influence, this result indicates that the SCM variable (Y1) weakens the relationship of ES (X2) to OP (Y2) in coal mining and construction companies in Indonesia.

IV. CONCLUSION

Based on the results of the analysis and hypothesis testing and discussion, several conclusions can be presented, namely as follows:

The results of this study indicate that the quality management system implemented and employability skills possessed by employees in coal mining and construction companies in Indonesia have a very strong impact on improving company performance. Furthermore, the change management program is one of the successful programs in strengthening the influence of the quality management system on company performance and directly has a very good impact on company performance. Coal mining & construction companies have been successful with their change management programs, so that until now these companies can contribute very well to the economy in Indonesia.

Some of the most important strategies in implementing a quality management system to support the success of change management programs and improve organizational performance in coal & construction companies in Indonesia are customer focus and top management leadership, such as: 1) the company has an established mechanism for feedback from customers and customers know about it; 2) there are frequent meetings with customers so that the relationship with customers will be more harmonious; 3) top management support for its human resources, especially in quality problem solving training; 4) top management periodically & continuously assesses quality performance.

Human Resources is one of the important factors in increasing effective and efficient organizational performance in coal mining and construction companies in Indonesia, one of which is human resources who have employability skills. The following types of employability skills affect organizational performance from the highest to the lowest score, namely: 1) Teamwork, 2) Personal values, 3) Problem solving skills, 4) Communication and information skills, and 5) Leadership skills. Employability skills refer to attitudinal, and behavioral skills, in addition to technical abilities, to enable a person to engage and advance in the demands of an ever-changing work environment and remain as an asset to the employer or company.

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