

# Uncertain Supply Chain Management

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## The role of quality assurance in improving the distribution of organizational performance

Fatchur Rohman<sup>a</sup>, Noermijati Noermijati<sup>a</sup>, Mugiono Mugiono<sup>a</sup> and Mochamad Soelton<sup>b\*</sup>

<sup>a</sup>Ph.D., Professor Management Department, Faculty of Economics and Business, Brawijaya University, Indonesia. Jalan Veteran No 1, Ketawanggede, Lowokwaru, Kota Malang, Jawa Timur 65145, Indonesia

<sup>b</sup>Ph.D., Management Department, Faculty of Economic and Business, Universitas Mercu Buana, Indonesia. Jalan Meruya Selatan No. 1, Meruya Selatan, Kembangan, DKI Jakarta 11650, Indonesia

### ABSTRACT

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The continuity of the organization was disrupted when the COVID-19 pandemic hit the world in early 2020, and many organizations were forced to adapt to emergencies. Programs that have been developed for the long term must be modified to suit the situation. This paper aims to evaluate the impact of the pandemic and analyze the ongoing impact of transformational leadership on the distribution of organizational performance mediated by organizational learning, total quality management and quality assurance, and altruism as moderating variables. The study was conducted by using Partial Least Square to analyze the behavior of the highest leadership of the Child Welfare Institution (CWI) of the Ministry of Social Affairs of the Republic of Indonesia, with a sample of 185 accredited institutions throughout Indonesia. The results of the study indicate that several factors affect the process of evaluating organizational performance. The LKSAs need to improve the quality of their organization's performance by following the requirements of the Ministry of Social Affairs consistently and continuously in implementing the fulfillment of the quality standards. The contribution of novelty in this study is that the total quality management variable is not able to improve organizational performance. The surprising finding is that the consistency of the distribution of total quality management implementation has no effect when the highest leadership is unable to carry out the sustainability of the standards that have been painstakingly prepared long before the pandemic occurred. However, the quality assurance can increase the distribution of organizational performance substantially.

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### 1. Introduction

Corona Virus Disease 2019 or what is known as Covid-19 has become a global pandemic causing changes in various fields such as education, socio-cultural, and trading. Many new habits that everyone should do to avoid spreading this virus, one of which is social distancing or keeping a distance from other people. The mandatory company makes changes to work environment policies to maintain social distance for each individual. The existence of the Covid-19 pandemic has greatly affected the impact of organizations, such as the decrease in income which requires the organization to reduce its employees, from there many movements or movements are carried out on a massive scale that makes Organizations must think about what strategy is right to do in dealing with the Covid19 pandemic so that it does not have a more severe impact on performance that makes an organization even more left behind. The Covid-19 pandemic provides a domino effect on various aspects of community life. From the aspect of health, the spread of Covid-19 is easy, fast, and extensive as well as limited medical equipment and personnel then will create a health crisis. Since the announcement of a positive case of Covid-19 in Indonesia,

\* Corresponding author  
E-mail address [soelton@mercubuana.ac.id](mailto:soelton@mercubuana.ac.id) (M. Soelton)

the government has been doing policy activities for dissemination of this pandemic. Steps for leveling the curve of the speed and extent of distribution impact on social aspects with numbers the stop economic activity that absorbs energy work in various sectors, do not take off the informal sectors, including the most pronounced are non-profit organizations (non-profit foundations). Stop the economic activity then cause organizational performance, even decrease sharply.

Several factors trigger the inadequate performance of non-profit institutions, which is one of the low functions of the Child Welfare Institution (CWI), especially in implementing organizational quality and facing the pandemic situation that has been going on for almost 2 years. Based on the Regulation from the Minister of Social Affairs of the Republic of Indonesia Number 17 of 2012 concerning the Accreditation of Social Welfare Institutions (CWI), the CWI in Indonesia is dominated by Child Welfare Institutions with a total number of 6,748 institutions and 2,875 institutions. Of the CWIs that have been accredited, from the total institutions that have carried out accreditation, only 185 CWIs have been able to be accredited with A accreditation. The rest of it only can be processed into B, C and even many of the CWI cannot be accredited. (Ramli, Soelton, Suprpto & Ali, 2019; Nugrahati, 2019).

Organizational performance is related to how the performance process can be implemented, therefore organizational performance cannot be separated from the factors that can affect the performance, including leadership, technology, input quality, management environment quality, quality assurance (Cheong Cheng, 2003), and human resource management, which includes aspects of training, commitment, promotions, and others (Noruzzy, Dalfard, Azhdari, Shirkouh & Rezaazadeh, 2013; Braun, Peus, Weisweiler & Frey, 2013; Abdous, 2009; Puig et al., 2007). The problem in this study is that the leadership of child social welfare institutions in Indonesia is regulated by various policies and programs, including the 1945 Constitution, where neglected children and poor children are cared for by the state. Law of the Republic of Indonesia 4 of 1979 concerning Child Welfare has also fulfilled children's rights, namely "children have the right to welfare, care, and guidance based on love, both in the family and in special care to grow and develop naturally". Finally, responsibility means that "responsibility is responsible for the welfare of the child".

Some of the key findings from the study are, a). The management of the orphanage is based on family management, which is full of feudalistic interference, b). The orphanage control system is based on hereditary habit patterns and is not based on the Ministry of Social Affairs standard as the management measure, (Soelton, Noermijati, Rohman & Mugiono, 2021; Nugrahati, 2018), c). Employees are unable to provide good service quality and are far from below the service standards, (Alrowwad, Obeidat, Tarhini & Aqqad, 2015; Ortqvist, 2019; Adebambo, Ashar & Nordin, 2014; Darmawan, Sutrisno & Mardiyati, 2019), d). Management is not standardized and is not documented in fostering the children who are under their supervision. The Child Orphanage functions more as an institution that provides access to education for children in schools, this will provide an alternative institution for childcare that cannot be taken care of by their parents or family, (Fatlawi, 2018; Petruta & Roxana, 2014; Ojokuku Odetayo & Sajuyigbe, 2013; Timothy et al., 2011). Of the children who live in the institutions approximately 90% still have both of their parents and they were sent to the orphanages for the main reason of continuing their education, f). Based on the reason of the orphanage for education, children must stay in the institution for a long time until they graduate from high school and must attend the coaching or care they are supposed to receive, (Alkafaji, 2007; Baran & Yilmaz, 2018; Lieberson & Connor, 1972), g). The caretaker of the orphanage does not have adequate knowledge of quality standards concerning the situation of the children who should be taken care of in the orphanage, and the standard of care should ideally be accepted by the children (Ramli, Soelton, Suprpto & Ali, 2019).

Research on non-profit institutions using the distribution concept of Organizational Learning, Total Quality Management, and quality assurance in social welfare institutions have not been widely carried out by previous researchers, and there is not even a standard distribution concept. This research develops new concepts of Organizational Learning, Total Quality Management, and Quality Assurance in Child Welfare Institutions by linking and comparing mediation and moderation with the theories of Organizational Learning, Total Quality Management, and Quality Assurance which have become distribution standards (Choon Boey Lim, 2008).

## **2. Literature review and hypotheses**

### *2.1. Transformational leadership*

Transformational leadership theory is strongly influenced by Bums (1978), who compared transformational leadership with transactional leadership. Transformational leadership appeals to the moral value of followers to raise their awareness of ethical issues and mobilize their energy and resources to reform institutions. Transformational leadership (García-Morales et al., 2008) is leadership that is intrinsic, charismatic and transforms the organization to achieve common goals. Bass (1999) and Avolio, Bass & Jung. (1999) state that the characteristics of transformational leadership consist of idealized influences, motivational inspiration, intellectual stimulation, and individual considerations. In transformational leadership according to Bass (1999), there are indicators of inspirational motivation, transformational leaders behave to motivate and inspire those around them. Likewise, in charismatic leadership, there are inspirational and visionary indicators (Avolio, Gardner, Walumbwa, Luthan & May 2004).

## 2.2. Organizational performance

Performance is the result achieved from the behavior of organizational members (Gibson, 1988). The results an organization wants from the behavior of the people involved are known as organizational performance. Organizational performance is a concept that has undergone various developments in measurement and definition. Understanding and definitions of organizational performance in academia and some management studies are very diverse so it remains an issue and continues to develop (Barney, 2001). Concept-related developments include effectiveness, efficiency, economy, quality, consistency of behavior, and normative action (Wade & Recardo, 2001). According to Gavrea et al. (2011), there is no universally accepted definition of organization. Paying attention to some thoughts to describe the concept of organizational performance, namely: 1) performance is a financial and non-financial tool that provides information on the achievement of goals and results, 2) performance is dynamic, considered, and interpreted 3) performance is illustrated using a quality model that explains how to provide information Actions can affect future results, 4) performance is carried out differently depending on the people involved in the organizational performance report, 5) work concepts required elemental knowledge for each area of responsibility, 6) for organizational-level reporting the ability to quantify results is needed.

## 2.3. Organizational learning

Learning organizations or so-called organizational learning, this term is part of the “In Search of Excellence” movement and is subsequently used by Garrat (Besterfield, 2003). Geoffrey Holland (Besterfield, 2003) states that “if we are to survive individually or as a company, or as a nation, we must create a learning organization”. According to Senge (2006), learning organizations are organizations that continue to develop their abilities and continue to learn. Whereas Pedler, Boudell & Burgoyne (1989) define a learning organization as an organization that facilitates learners from all its members and continuously transforms itself. According to Besterfield (2003) a learning organization is an organization that meets the following criteria: a) has an atmosphere in which individual members are encouraged to learn and develop their potential; b) Extends this learning culture to customers, suppliers, and other significant stakeholders; c) make human resource development strategies the center of business policy; d) is in a continuous process of organizational transformation.

## 2.4. Total quality management

People management is one of the core practices of TQM for any organization adopting a total quality management system. Human resources policies are a key to successful TQM implementation through the right selection of the candidates, there is an evident relationship between the selection process and TQM, selection procedures must be in line with the quality context (Atkinson, 1994; Bestfield, 2003). Employee empowerment is the sense of ownership of the process, this ownership drives the employee to continuously improve the resulting product or service, and an empowered employee is more caring about the quality outcome than the owner or manager (Alkafaji, 2007; Andriansyah, 2019). Behavioral factors like commitment and empowerment with open culture can yield a competitive advantage to the organization (Batalden & Davidoff 2007).

## 2.5 Quality assurance

Quality assurance (Quality Assurance) is all systematic plans and actions that are important to provide confidence that is used to satisfy certain needs of quality (Elliot, 1993). These needs are a reflection of customer needs. Quality assurance usually requires continuous evaluation and is usually used as a tool for management. According to Gryna (1988), (Pike and Barnes, 1996) quoted by Suharsaputra that quality assurance is an activity to provide evidence to build confidence that quality or quality can function effectively. According to Juran (1987) in Arif (2016), there are five dimensions of quality; namely: a. Design (design), as a product specification. b. Conformance, namely the conformity between the design intent and the delivery of the actual product. c. Availability includes aspects of trustworthiness, as well as resilience. And that product is available for consumers to use. d. Safety (security), is safe and does not endanger consumers. e. Field use (practical benefits), can be utilized in its use by consumers.

## 2.6. Altruism

Altruism is a relocation to help others selflessly, or just wanting to do good deeds (Schroeder, Penner, Dovidio & Piliavin, 1995). Based on this definition, whether an action can be said to be altruistic will give the helper the intention. The stranger who risked his life to pull the victim out of the danger of fire and then walked away without saying goodbye is a real altruistic act (Soelton, Noermijati, Rohman & Mugiono, 2021). According to Auguste Comte altruism comes from French, altruistic which means other people. Comte believes that individuals have a moral obligation to serve the benefit of others or the greater human. According to Baron, Branscombe & Byrne (2008), altruism is a special form of behavior that is aimed at the benefit of others, it is usually self-defeating and is usually motivated primarily by a desire to improve the welfare of others so that it is better without expecting appreciation. Meanwhile, according to Myers (2012); Soelton, Nnoermijati, Rohman & Mugiono, 2021) altruism can be defined as a desire to help others without self-interest.

## 2.7. Research conceptual framework

The indicators that measure the applied variables are adjusted to the characteristics of the sample from previous studies. The independent variable “transformational leadership” uses a scale according to Bass, (1999); Yukl and Van Fleet (1982) included 4 observations. The dependent variable “Organizational Performance” according to Mahsun, 2006 John Miner (in Sudamanto, 2009) consists of 6 observations. While the 3 mediation variables “Organizational learning” using Senge, (2006); Calantone, Tamer & Yushan (2002) include 5 observations. total quality management using Batalden & Davidoff (2007) consists of 3 observations. quality assurance uses the Juran (1987) scale consisting of 5 observations and altruism as a moderating variable using a Cohen Sampson and Watkins (1976) scale consisting of 3 observations. The research question is whether Transformational Leadership affects Organizational Performance by mediating the variables of Organizational Learning, Total Quality Management, and Quality Assurance, as well as moderating Altruism for Transformational Leadership and Total Quality Management.

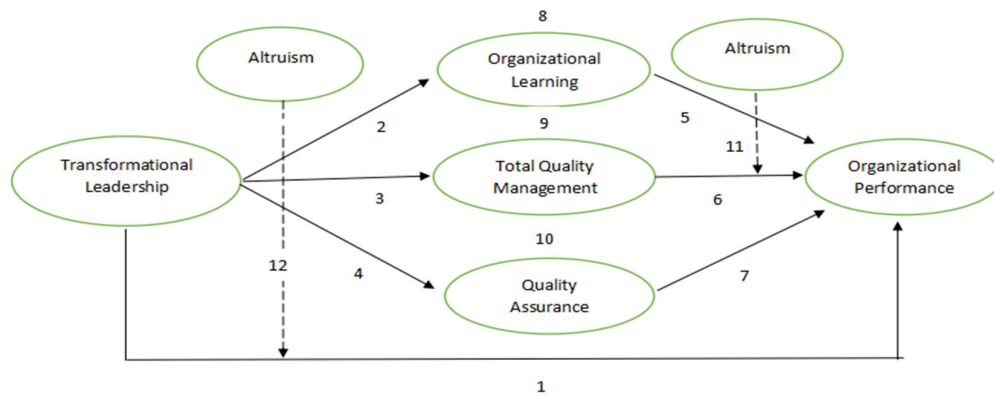


Fig. 1. Research Model

## 2.8. Research hypotheses

### Relationship between Transformational Leadership and Organizational Performance

Transformational leadership theory is very helpful to Bums (1978), who compared transformational leadership with transactional leadership. Transformational leadership draws on the moral value of followers to raise their awareness of ethical issues and mobilize their energy and resources for reform. Therefore, the following hypotheses are established in this study:

**H<sub>1</sub>:** Transformational Leadership has a positive impact on Organizational Performance.

### Relationship between Transformational Leadership and Organizational Learning

The quality of Transformational Leadership is one of the organizational factors, where Transformational Leadership is a combination of competencies and insights that invite members to step together to achieve goals (Akhtar, Arif, Rubi & Naveed, 2011; Alipour, Ismail, Uli & Karimi, 2011). If a leader can clearly explain the vision and mission of the organization, then subordinates will give higher positive reactions to various problems, such as job satisfaction, commitment, loyalty, motivation, and organizational productivity (Joo and Lim, 2009; Zgrzywa-Ziemak, 2015). Thus, the following hypotheses are established in this study:

**H<sub>2</sub>:** Transformational Leadership has a positive impact on Organizational Learning.

### Relationship between Organizational Learning and Organizational Performance

According to research conducted by Wade and Recardo. (2001), it is stated that learning organizations have a positive and significant influence on Organizational Performance. Research conducted by Hussein et al. (2014) states that there is a positive and significant influence between learning organizations and organizational performance. Relationship between Transformational Leadership and Organizational Commitment The quality of Transformational Leadership is a factor of the organization, where Transformational Leadership is a combination of competencies and insights to invite members to step together to achieve goals (Hameed et al., 2018). If a leader can clearly explain the vision and mission of the organization, then subordinates will give higher positive reactions to various problems, such as job satisfaction, commitment, loyalty, motivation, and organizational productivity (Hussein et al., 2014). Thus, the following hypotheses are established in this study:

**H<sub>3</sub>:** *Organizational Learning has a positive impact on Organizational Performance.*

*Relationship between Transformational Leadership and Total Quality Management*

The quality of Transformational Leadership is one of the important organizational factors, where Transformational Leadership is a combination of competence and insight to invite its members to step together to achieve goals (Hameed, Basheer, Iqbal, Anwar & Ahmad, 2018). If a leader can explain the vision and mission of the organization clearly, then subordinates will give a higher positive reaction to various problems. The great role of the leader in managing all its members through the selection of appropriate human resources in the context of quality has an important effect on the implementation of TQM, the organization needs to take a balanced approach to the satisfaction of the institutional parties and to meet the expectations of both internal and external in this case the Social Service. Thus, the following hypotheses are established in this study:

**H<sub>4</sub>:** *Transformational Leadership has a positive impact on the Total Quality of Management.*

*Relationship between Total Quality Management and Organizational Performance*

Improved total quality management towards a better vision, mission, and organizational strategy, teamwork and focus on customer satisfaction makes all human resources work together and try to do better in carrying out their duties so that organizational performance can be improved on an overall sustainable basis (Andriansyah, 2019; Aung & Chang, 2014). Total Quality Management (TQM). Through the TQM approach, identify which parts of the organization need improvement and which parts need to be replaced (Nasution, 2005). Thus, the following hypotheses were established in this study:

**H<sub>5</sub>:** *Total Quality Management has a positive effect on Organizational Performance.*

*Relationship between Transformational Leadership and Quality Assurance*

According to Soelton and Nugrahati (2018), the quality of Transformational Leadership is one of the critical factors in organizations, where Transformational Leadership is a combination of competence and insight to invite members to step together to achieve goals (Ramli, Soelton, Suprpto & Ali, 2020). This is supported when understanding quality assurance, according to Sutawijaya and Nawangsari (2021): “conducting a contextual investigation of all standards by looking at the notion of quality assurance”. The activity behind the investigation was to structure the elements of the quality assurance approach used within and across the foundation. Leaders find that quality assurance may be unhealthy if the organization is experiencing internal problems. Therefore, planning, learning, socialization, and implementation are needed to improve quality assurance in institutions (Chapman & Corso, 2005). Thus, the following hypotheses were established in this study:

**H<sub>6</sub>:** *Transformational Leadership has a positive effect on Quality Assurance.*

*Relationship between Quality Assurance and Organizational Performance*

Organizational performance can run in a balanced way when all institutional functions are at the forefront of controlling the implementation of quality assurance consistently (Ahmed & Shafiq, 2014; (Ramli, Soelton, Suprpto & Ali, 2020). In line with this research, the role of Quality Assurance includes the activities needed to provide quality work to meet the requirements (Arditi & David, 1999; Dofir, 2002). Soelton and Kusuma, 2018) explain another function, namely quality assurance as part of all planned and official activities to provide confidence that the output will meet the desired quality level. Thus, the following hypotheses were established in this study:

**H<sub>7</sub>:** *Quality Assurance has a positive effect on Organizational Performance.*

*The Role of Organizational Learning in Mediating the Influence of Transformational Leadership on Organizational Performance*

Pedler et al. (1989) define a learning organization as an organization that facilitates learners from all its members and continuously transforms itself. According to Juran and Gryna (1988) quality assurance is an activity to provide evidence to build confidence that quality can function effectively. Thus, the following hypotheses are established in this study:

**H<sub>8</sub>:** *Organizational Learning can mediate the Influence of Transformational Leadership on Organizational Performance.*

*The Role of Total Quality Management in Mediating the Influence of Transformational Leadership on Organizational Performance*

Involving human resources in the quality process is a fundamental concept in the application of TQM through information sharing within the organization to encourage everyone to be a genuine part of the quality improvement process (Basheer &

Hasan, 2019; Micklewright 2010). The participation of top leaders, especially caregivers, is very high by accepting suggestions and after evaluating the validity of suggestions they are happy to implement them, this can be through various methods, such as using quality circles, cross-sectional team formation, and volunteer work (Danbaba, Nabegu, Binta & Mustapha, 2016; Goforth, 2015). Thus, the following hypotheses are established in this study:

**H<sub>9</sub>:** *Total Quality Management can mediate the Influence of Transformational Leadership on Organizational Performance.*

*The Role of Quality Assurance in Mediating the Influence of Transformational Leadership on Organizational Performance*

Research conducted by Abdulsalaam and Jomah (2016) and Soelton et al. (2021) stated that quality assurance has a positive effect on organizational performance. Furthermore, Idris (2019), stated that quality assurance has a significant effect on organizational performance, so the higher the implementation of quality assurance, the higher the organizational performance. Thus, the following hypotheses were established in this study:

**H<sub>10</sub>:** *Quality Assurance can mediate the Influence of Transformational Leadership on Organizational Performance.*

*The Role of Altruism in Moderating the Effect of Total Quality Management on Organizational Performance*

The reason behind caregiver empathy is that whenever the caregiver faces a problem, she is in the closest position to her and can make the best decisions for the quality improvement process, this means a higher responsibility on the caregiver which requires a higher level of skill. (Ekpung, 2014; Soelton, Noermijati, Rohman & Mugiono, 2021; Idris, 2020). Improving employee skills through training and education shows that there is a positive correlation between altruism and job satisfaction and engagement, top management should seek these resources which will result in long-term infrastructure benefits (Micklewright, 2010). Volunteer training is a continuous process every day to achieve maximum organizational performance (Micklewright, 2010). Thus, the following hypotheses are established in this study:

**H<sub>11</sub>:** *Altruism can moderate the influence of Total Quality Management on Organizational Performance.*

*The Role of Altruism in Moderating the Effect of Transformational Leadership on Organizational Performance*

Self-sacrifice can be a good starting point in this series of events (Krishnan & Singh, 2010). This is the case in the research of Andrew and Cazares (2015): It is hypothesized that when employees feel that a public organization is practicing a transformational leadership style (TLS), they tend to have a good view of their organizational performance, but the effect is indirect and mediated by OCB. At the same time, if employees have a strong desire to serve and improve the welfare of others, they tend to overwork their job requirements and thus, tend to express a positive view of organizational performance. Thus, the following hypotheses are established in this study:

**H<sub>12</sub>:** *Altruism can moderate the Influence of Transformational Leadership on Organizational Performance.*

### 3. Research method

This research design is based on the research method. Researchers collected data from Child Welfare Institutions throughout Indonesia that have been accredited by the Ministry of Social Affairs of the Republic of Indonesia and which have obtained state certificates, namely A with a total sample of 185 respondents. The design used in this study is a causal design. According to Sugiyono (2013), the causal method is to see the relationship between variables, and the object under study is more causal so that in his research there are independent variables (variables that affect) and dependent variables (variables that are affected). The method used in this research is Structural Equation Modeling (SEM). Structural Equation Modeling (SEM) is an analytical technique that allows the testing of a series of simultaneous relationships (Hair, Sarstedt, Hopkin & Kuppelwieser, 2011). This relationship is built between one or more independent variables with one or more dependent variables. The data analysis method in this study uses components or Variance Based Structural Equation Modelling (SEM) where data processing uses the Smart-Partial Least Square (Smart-PLS) version 3.0 program.

### 4. Results

Regarding gender, the majority of the members are men at 58%, while women only represented 42%. The average dominant age of 30% which range from 41 to 50, 30% are those over 50 years old, and 40% remaining age range from 20 to 40 years old. The demographic characteristics of work experience are scattered as follows: most of the respondents have sufficient work experience, with 61% that have working experience of more than 6 years, while 39% of employees have working experience of fewer than 6 years. Meanwhile, the highest level of education is 51% with a Bachelor's degree, 35% graduated from senior high school, and 15% with a Master's degree.

Another method used by researchers in assessing discriminant validity is by looking at the mean value of extracted variance (AVE) on each construct, with the AVE value being placed above 0.5 (Ghozali & Latan, 2017). Then the square root of the extracted mean-variance ( $\sqrt{\text{AVE}}$ ) for each larger construct exists between one construct and the other constructs in the model. The AVE value of, based on the above statement, the construct in the estimated model meets the criteria for discriminant validity. So, based on the test results, the square root value of the average variance extracted ( $\sqrt{\text{AVE}}$ ) and AVE is obtained.

**Table 1**  
Discriminant validity

	ALT	OC	OCL	OL	OP	TL	AVE
Altruism	0.796						0.633
Total Quality Management	0.520	0.801					0.641
Quality Assurance	0.699	0.587	0.796				0.634
Organizational Learning	0.719	0.489	0.687	0.768			0.590
Organizational Performance	0.630	0.517	0.689	0.717	0.777		0.604
Transformational Leadership	0.506	0.632	0.666	0.442	0.564	0.776	0.601

From the table above, it can be noticed that the square root of the extracted mean-variance ( $\sqrt{\text{AVE}}$ ) for each construct is greater than one construct and the other constructs in the model. The AVE value for each variable (Transformational Leadership 0.601, Organizational Learning 0.590, Total Quality Management 0.641, Quality Assurance 0.634, Organizational Performance 0.604, Altruism 0.633) from the calculation results has a value above 0.5, based on the explanation above. constructs in the model are estimated to meet the criteria for discriminant validity. Composite reliability testing aims to test the reliability of the instruments in the research model. Or measure internal consistency and the value should be above 0.60. If the value variable has a composite reliability value  $\geq 0.7$ , it means that the construct has good reliability, or the questionnaire used as a tool in this study is reliable or consistent.

**Table 2**  
Reliability testing

	Cronbach Alpha	Composite Reliability
Altruism	0.711	0.838
Total Quality Management	0.732	0.842
Quality Assurance	0.809	0.874
Organizational Learning	0.825	0.878
Organizational Performance	0.867	0.901
Transformational Leadership	0.780	0.857

Based on Table 2, it can be noticed that the results of the Cronbach alpha testing and the reliability of the composite indicate a high value (satisfactory) because all latent variable values have alpha Cronbach values and composite reliability  $\geq 0.7$ . This test can be seen from the R-square results for the latest endogenous variables of 0.70, 0.45, and 0.25 in the structural model which shows that the model is “good”, “moderate”, and “weak” (Ghozali & Latan, 2017).

**Table 3**  
The results of R-Square values

	Total Quality Management	Quality Assurance	Organizational Learning	Organizational Performance
R-Square	0.400	0.444	0.195	0.613

The structural model indicates that the model on the Total Quality Management, Quality Assurance, and Organizational Performance variables can be classified as moderate. While the model on the Organizational Learning variable is weak. The influence model of the Transformational Leadership variable on Organizational Learning is interpreted that the variability of Organizational Learning which can be explained by the variability of Transformational Leadership is 19.5% while 80.5% is explained by other variables outside the study. Then the model of the influence of the Transformational Leadership variable on Total Quality Management can be interpreted that the variability of the Total Quality Management which can be explained by the variability of Quality Assurance can be interpreted the variability of Quality Assurance which can be explained by the variability of Transformational Leadership is 44.4% while 55.6% is explained by other variables outside the one under study. And for the influence model of Transformational Leadership, Organizational Learning, Total Quality Management, and Quality Assurance on Organizational Performance, it is interpreted that the variability of Organizational Performance can be explained by the variability of Transformational Leadership, Organizational Learning, Total Quality Management, Quality Assurance is 61.3% while 38.7% explained by other variables outside the one under study.

For the moderating influence variable of this study, the researcher used the Altruism construct, which aims to prove the scientific effect of the moderating variable as a variable that assesses or weakens the relationship between the explanatory variable (independent) and the response variable (dependent) (Solimun & Nurjanah, 2017).

**Table 4**  
Goodness-of-fit (GoF)

No.	GoF	Value	Description
1.	SRMR	0.092	The model has been robust
2.	NFI	0.644	The model has been robust
3.	rms Theta	0.176	good model fit,
4.	$f^2$	0.799	Quality Assurance
		0.666	Total Quality Management
		0.242	Organizational Learning
		0.040	Transformational Leadership

**Table 5**  
The summary of F-Square values

	TL	OP	OL	TQM	QA
TL		0.344	0.584	1.145	0.028
OP					0.169
OL					0.054
TQM					0
QA					

**Table 6**  
The summary of testing the hypothesis

Hpts	Variables	Original Sample	T Statistics	P Values	Description
H1	TL → OP	0.169	2.473	0.014	Positive Significant
H2	TL → OL	0.442	8.066	0.000	Positive Significant
H3	OL → OP	0.428	4.925	0.000	Positive Significant
H4	TL → TQM	0.632	18.322	0.000	Positive Significant
H5	TQM → OP	0.059	0.939	0.348	Not Positive Significant
H6	TL → QA	0.666	19.153	0.000	Positive Significant
H7	AQ → OP	0.229	2.821	0.005	Positive Significant
H8	OL → TL → OP	0.189	4.465	0.000	Partial Mediated
H9	TQM → TL → OP	0.037	0.943	0.346	Not Mediated
H10	QA → TL → OP	0.153	2.993	0.003	Partial Mediated
H11	Moderating Effect ALT*TQM → OP	0.027	0.366	0.714	Potential Moderated
H12	Moderating Effect ALT*TL → OP	0.160	2.291	0.022	Pure Moderated

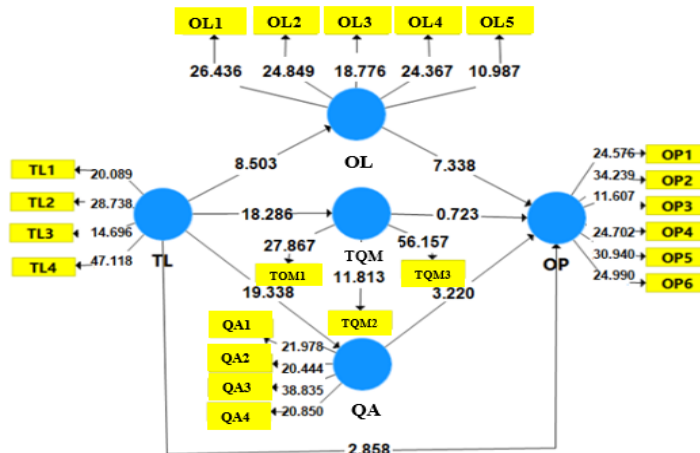


Fig. 2. The summary of the relationships

**5. Discussion**

Transformational Leadership has a partially positive significant effect on Organizational Performance, Organizational Learning, Total Quality Management, and Quality Assurance. Organizational Learning has a positive significant effect on Organizational Performance. Total Quality Management does not affect Organizational Performance. Quality Assurance has a positive significant effect on Organizational Performance. The results of the Transformational Leadership test have a positive significant effect directly on Organizational Learning, Organizational Learning directly has a positive significant effect on Organizational Performance, the effect of Transformational Leadership on Organizational Performance through Organizational Learning gets significant results, while the direct influence of Transformational Leadership on Organizational Performance get significant results, with a larger path coefficient value. That is, the nature of the mediation of Organizational Learning on the relationship between Transformational Leadership and Organizational Performance is a partial mediating



variable. Organizational Learning can mediate the relationship between Transformational Leadership and Organizational Performance which shown that this is following research (Liebersson & Connor, 1972; Mansoori, 2019; Raymond & Indrawan, 2019; Idris, 2019; Morales, Montes & Jover, 2008; Alipour, Idris, Ismail, Uli & Karimi, 2011).

The results of the Transformational Leadership test have a positive significant effect on Total Quality Management, Total Quality Management has no influence on Organizational Performance, the direct effect of Transformational Leadership on Organizational Performance through the Total Quality Management variable gets significant results, while the direct effect of Transformational Leadership on Organizational Performance without involving Total Quality Management variables gets significant results, with a larger path coefficient value (Diekola, 2016; Ellis and Castle, 2010). This means that the mediating nature of Total Quality Management on the relationship between Transformational Leadership and Organizational Performance is not a mediating variable. This study warns about the generalizability of findings obtained from large organizations to expand to small organizations. (Lim,2008; Cheong, 2014; Musadiek, 2018; Fajrin et al., 2018; Morales et al., 2008). The results of testing the Transformational Leadership hypothesis have a positive significant effect on Quality Assurance, Quality Assurance has a positive significant effect on Organizational Performance, the direct effect of Transformational Leadership on Organizational Performance through Quality Assurance variables gets significant results, while the direct influence of Transformational Leadership on Organizational Performance without involving Quality Assurance variables get significant results, with a larger path coefficient value. That is, the nature of the mediation of Quality Assurance on the relationship between Transformational Leadership and Organizational Performance is a partial mediating variable. (Lim, 2008; Cheong, 2014; Musadiek, 2018; Marthania et al., 2019 ). The result of testing the variable role of Altruism in moderating the effect of Total Quality Management on Organizational Performance is the potential for moderation (Homological Moderation). The results showed that it was not significant, the variable so the role of Altruism (moderation) did not function as a moderating variable nor did it act as an explanatory variable. The altruism variable is only due to theoretical reasons or research results, as moderation. So it can be said that the Altruism variable is said to be a potential moderating variable. (Khan & Ismail, 2017; Christofi, Sisaye & Bodnar., 2008; Catalin, Bogdan & Dimitrie, 2014 ; Mutahar, Rasli & Alghazali, 2015). The result of testing the variable role of Altruism in moderating the effect of Transformational Leadership on Organizational Performance is pure moderation. The results of the hypothesis show that it is significant, the variable so the role of Altruism (moderation) is purely only a moderating variable and does not act as an explanatory variable. So it can be said that the Altruism variable is said to be a pure moderating variable. (Alrowwad, Obeidat, Tarhini & Aqqad, 2015; Ortvqvist, 2019).

## 6. Conclusion

The increase in the spread of the Covid-19 pandemic has had a considerable impact on various aspects of people's lives, both from the health, social, economic, and financial aspects. LKSAs continue to provide services for children in various fields who have to struggle during the Covid-19 pandemic to maintain their services and support national recovery. Various impacts caused by the spread of the Covid-19 virus must be faced by several work units. The purpose of this research was to find out the basic learning distribution problems faced by organizations related to Child Welfare Institutions which were disrupted when the COVID-19 pandemic hit the world in early 2020. The findings of the study found the following conclusions:

Organizational learning strengthens transformational leadership, the relationship will improve organizational performance. Organizations shouldn't just rely on ancient coaching distribution patterns. Instead, they should look at the method of organizational learning systems that are updated, even though aspects of the learning process are quite challenging in the organizational sustainability process. While Total Quality Management is not able to strengthen the relationship between Transformational Leadership and Organizational Performance, where the findings show that Total Quality Management has no effect on transformational leadership on the distribution of organizational performance. Meanwhile, Quality Assurance can strengthen the relationship between Transformational Leadership and Organizational Performance, which shows that good Transformational Leadership can improve organizational performance by strengthening Quality Assurance following the overall standards of activities in this institution. Likewise, strong Quality Assurance is also able to improve organizational performance through strengthening Quality Assurance itself which of course has been carried out by the leadership on an ongoing basis and can be implemented in institutional operations.

On the other hand, Altruism is not able to increase the role between Total Quality Management and Organizational Performance. This finding shows that altruism toward Total Quality Management is not able to improve organizational performance even though altruism has been included as a counterweight, meaning that it increases the welfare of others without realizing it for one's benefit. It should be expected that the altruistic individual cares and wants to help even when no benefits are offered or there is no hope of getting them back. The effects of this pandemic have also caused changes in various structures of organizational life in a short time, this strategic change occurred spontaneously, not planned by anyone, which occurred beyond the reach of all administrators and caregivers and would lead to undesirable social consequences by stakeholders. In addition, Altruism can bridge the power of Transformational Leadership on Organizational Performance at LKSAs in Indonesia. These findings suggest that the benefits are more than altruistic when transformational leadership

exhibits high levels of altruism. Altruistic behavior is judged relative to the norm and has the potential for much better organizational performance.

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