

JEs (2025), E-ISSN 3031-4232

**JEs****Journal of Educational Studies**<https://ejournal.baleliterasi.org/index.php/JEs>

## The Role of Leadership in Encouraging Quality and Performance

Fitrah Amaliah Hasibuan<sup>1</sup>, Nurfadlila Amalina<sup>2</sup>, Nurul Alvi Chindi Fadhilah<sup>3</sup>, Nuriyah<sup>4</sup>

Master of Da'wah Management Study Program,  
Syarif Hidayatullah State Islamic University Jakarta, Indonesia  
fitrahamaliahhasibuan07@gmail.com<sup>1</sup>, amalinanurfadlila@gmail.com<sup>2</sup>,  
nurul.alvi25@mhs.uinjkt.ac.id<sup>3</sup>, nuriyah@uinjkt.ac.id<sup>4</sup>

### Abstract

This research is motivated by the need for organizations to improve quality and performance in a sustainable manner during increasingly complex competition dynamics. Leadership is seen as a key factor in building a quality culture and optimizing the implementation of Total Quality Management (TQM) in the organization. The purpose of this study is to analyze the role of leadership in encouraging organizational quality and performance through a quality culture approach and TQM implementation. The research method used is a qualitative approach with literature study techniques against various relevant scientific sources, including books and articles from national and international journals. The results of the study show that effective leadership has a strategic role as a vision director, agent of change, and role model in the organization. Transformational leadership and servant leadership have been shown to contribute more to supporting the success of TQM implementation than authoritarian leadership. In addition, quality leadership has a significant impact on the formation of high-performing teams through delegation, coaching, empowerment, and constructive feedback-based performance evaluation. The implications of this study confirm that strengthening leadership capacity oriented to a culture of quality and continuous improvement is the main prerequisite in increasing organizational productivity and competitiveness.

**Keywords:** *Transformational Leadership, Servant Leadership, TQM, Organizational Performance*

### 1. Introduction

The development of an increasingly dynamic organizational environment, characterized by global competition, acceleration of innovation, and the uncertainty of change, requires organizations to improve quality and performance on an ongoing basis. Competitive advantage is no longer only determined by physical resources, but also by the organization's ability to manage the quality of performance, and human resources effectively. In this context, leadership is a strategic factor that determines the direction of the organization in responding to change

and achieving long-term goals (Robbins, S. P.; Judge 2020).

The role of leadership in encouraging quality and performance is a crucial aspect for the success of the organization and the institution. Effective leadership not only directs operational effectiveness, but must also be able to form a quality work culture and be able to increase the productivity of all elements within the organization. In the midst of global competition and the dynamics of rapid change, the demands on quality and performance are increasingly urgent. Without the support and example of leaders, the implementation of integrated quality management (TQM) tends to become ceremonial and lose its momentum. Visionary, participatory, and consistent leaders will be able to create a work culture that is oriented towards continuous improvement, increase employee intrinsic motivation, and strengthen synergy between work units. Therefore, a deeper understanding of how leadership can serve as a driving force for achieving organizational goals is crucial to be strategically examined and published.

Various studies show that leadership has a central role in shaping a work culture that is oriented towards quality and performance. Leaders not only function as decision-makers, but also as shapers of organizational values, norms, and behaviors. Effective leadership can encourage employee engagement, increase organizational commitment, and create a work environment conducive to increased productivity. Empirical research in various sectors proves that transformational and participatory leadership styles have a positive effect on individual and organizational performance through strengthening an adaptive and collaborative organizational culture (Hikmah et al., 2023).

Although there are a number of studies that show a positive relationship between leadership styles, especially transformational leadership, and organizational performance, as well as the role of organizational culture as a mediator, these studies have certain limitations that open up space for further study. For example, in a study on the service sector in Indonesia, it was found that leadership style and organizational culture significantly affect employee performance (Prasetyo et al., 2023). However, most of the research is quantitative and focuses on the relationship between variables, without comprehensively exploring the mechanisms of how leadership styles internalize quality values and form a quality culture that then has an impact on long-term performance. In other studies, while paying attention to the application of Total Quality Management and leadership, they tend to focus on a specific case or organization,

making it difficult to generalize the results. For example, case study research on corporate transformation in Indonesia shows that transformational leadership supports the successful implementation of TQM through a clear vision and employee empowerment (Novitasari & Janah 2025). However, the study also did not systematically combine the theoretical and empirical literature to build a stronger conceptual framework regarding the relationship between leadership styles, quality culture, and organizational performance in various contexts.

Meanwhile, a recent literature review shows that transformational leadership has a positive correlation with overall company performance, and mediation by dynamic capabilities and organizational innovation is an important pathway (Agazu et al., 2025). However, most of this literature only focuses on performance in general and has not specifically explored the role of quality culture and TQM practices as intermediate variables, especially considering the organizational context in Indonesia or developing countries. Thus, there is a gap in this literature where there are still few studies that comprehensively integrate leadership styles, quality culture, and the implementation of TQM theoretically and empirically, as well as little cross-contextual research that pays attention to the variability of organizational characteristics.

This research is here to fill this gap by combining an analysis of reputable current literature as well as a theoretical framework that combines leadership concepts, organizational culture, and TQM. Thus, the new contribution of this research includes presenting a comprehensive conceptual framework that explains the mechanism of how leadership style can shape a quality culture and encourage the consistent application of TQM to improve organizational performance, integrating empirical findings from various sectors and contexts (both public, private, and educational sectors) so that the results of the study are more representative and generalizable and provide practical guidance for the study practitioners and stakeholders to develop leadership and quality management models that are adaptive to the challenges of the times, while remaining relevant in the local culture. With this focus, it is hoped that this research will not only strengthen the theoretical basis of leadership and organizational quality but also offer real empirical and practical contributions to organizational development in Indonesia and other developing countries.

## 2. Method

### 2.1 Participants

In this study, participants did not refer to individuals directly but were linked to the unit of analysis in the form of scientific literature sources. The participants of this study consist of scientific works relevant to the topics of leadership, Total Quality Management (TQM), quality culture, and organizational performance. These sources include books, articles of accredited national journals (SINTA), reputable international journals (Scopus), and other scientific documents that have gone through a peer review process. The literature was chosen as the material for analysis because this research focuses on the conceptual integration and mapping of theoretical thinking as well as the results of previous research.

### 2.2 Data Collection

#### 2.2.1 Instrument of Collecting Data

The primary instrument for data collection in this study was a structured literature review protocol developed to examine the role of leadership in Total Quality Management (TQM) and its implications for quality culture and organizational performance. Relevant literature was identified through systematic searches using keywords such as leadership, Total Quality Management, quality culture, and organizational performance. The selected sources consisted of peer-reviewed journal articles and accredited academic publications that provided theoretical frameworks or empirical findings related to leadership and organizational quality management.

#### 2.2.2 Techniques for Collecting Data

The data collection process was conducted through a library research method with a descriptive qualitative approach. The selection of literature followed specific inclusion criteria: (1) conceptual relevance to the research focus, (2) publication in reputable or accredited journals, and (3) significant theoretical or empirical contributions to discussions on leadership and organizational quality. Sources that were not peer-reviewed, irrelevant to the research objectives, or duplicated were excluded. The screening process began with an examination of titles and abstracts, followed by an in-depth reading and analysis of the full texts to ensure their suitability for inclusion in the study.

### **2.3 Data Analysis**

Data analysis was carried out using content analysis techniques with a descriptive qualitative approach. The analysis stage includes data reduction, namely the selection of main information relevant to the focus of research, the presentation of data through the grouping of literature based on the main theme such as leadership style. The principles of TQM implementation, quality culture, and organizational performance and concept synthesis are the integration of various theoretical views and previous research findings in order to gain a comprehensive understanding of the relationship between leadership, quality culture, and organizational performance improvement. Through this process, a comprehensive understanding of the role of leadership in building a quality culture oriented towards continuous improvement and improvement of organizational performance is obtained. This analysis is strengthened by a theoretical framework of research prepared based on leadership theory (transformational and servant leadership), the concept of Total Quality Management, and the theory of organizational culture and behavior. This framework is used as a cornerstone of analysis to explain the role of leadership in forming a quality culture that is oriented towards continuous improvement and improvement of organizational performance.

## **3. Results**

### **3.1 Leadership as a Driver of Quality Culture**

Leadership holds a central position in the formation of a quality culture because leaders are the link between the organization's strategic commitments and daily work practices. Various studies show that without producing sustainable behavioral changes (Retnomurtiningsih et al., 2024). Leaders not only design policies, but also shape values, create a work climate that facilitates quality, and ensure that quality practices truly become the identity of the organization.

The success of TQM is greatly influenced by the leader's ability to create a collaborative work environment, build a shared vision, and involve all members of the organization in the quality improvement process. Without consistent and participatory leadership, the culture of quality is easily trapped in a purely administrative approach. Therefore, leadership is the main foundation in strengthening a culture of sustainable quality.

A leader's strategic responsibilities include the formulation of a clear quality vision, the translation of the vision into operational policies, and the alignment of the reward system, procedures, and organizational structure with quality indicators. A study conducted by Putra et al. (2024) shows that leaders who initiate continuous training, organize quality monitoring mechanisms, and align rewards with quality performance can turn quality programs into organizational routines.

The supervising coaching approach and employee involvement have been proven to increase trust and sense of ownership, which is important for internalizing a quality culture. Studies in various schools and madrassas show quality improvement when school principals involve teachers in quality planning and implement supervisory in a coaching nature (Mission & Nurhasanah 2023). On the other hand, organizations that only focus on the completeness of documents without the example of leaders tend to fail to foster a culture of quality.

Culture is a key element in quality transformation. All members of the organization must change their beliefs and attitudes about what is considered acceptable (Peli, et al., 2024). Therefore, leaders need to integrate strategic and socio-psychological aspects in the form of behavior examples, sustainable coaching, creating innovative climates, and providing space for dialogue. Research by Hakim et al. (2022) confirms that collaborative relationships and openness of leaders increase trust and member participation in quality efforts.

Empirical examples from the industrial world show a similar pattern. The Six Sigma transformation at GE in the Jack Welch era put quality as a business strategy, not a technical project, resulting in great efficiencies within a decade. The transformation not only changed the way the Company managed quality but also repositioned the discipline as the foundation of work culture and strategic decision-making. Jack Welch ensures that Six Sigma is integrated into all lines of the organization through massive training, Green Belt and Black Belt certification structures, and direct linking of the program to the promotion and executive compensation system. This top-down approach makes Six Sigma a common operating language across GE divisions and encourages the creation of strong organizational discipline. The increase in operating profit margin from 13.6% in 1995 to 16.7% in 1999 shows how a strategic focus on quality can result in a long-term competitive advantage for GE (Research 2004).

In the public sector, BPJS Kesehatan satisfies participants through the implementation of the Service Quality Transformation program, which involves improving operational procedures, service standards, and continuous monitoring. Studies show that the dimensions of service quality

such as reliability, responsiveness, assurance, assurance, tangibles, and empathy have a significant effect on participant satisfaction (Prasetyo et al. 2020).

Boston Consulting Group data shows that organizations with leaders who are actively involved in quality transformation are 3.5 times more likely to achieve significant productivity gains than organizations that rely solely on quality teams. Thus, strategic leadership demands the integration of vision, work systems, behaviors, and culture. Without the presence of leaders in all stages, planning, implementing, and evaluating quality transformation will be difficult to adhere to (Nuriyah 2025).

#### Participatory Communication of Vision and Values

Participatory communication is an important mechanism so that quality values are not only understood but also lived by members of the organization. Research shows that principals/madrasas who implement two-way communication, dialogue forums, and documented feedback mechanisms can increase the involvement of teachers/staff in quality practices (Retnomurtiningsih 2024). In the context of other organizations, the involvement of work in the preparation of quality procedures encourages the formation of shared meaning that accelerates the adoption of qualities (Pukada et al. 2025).

Two-way communication is not just the delivery of information, but the process of creating collective meaning. Leaders who open dialogue spaces obtain more accurate field information and have stronger legitimacy in making changes. It also minimizes resistance and builds learning cultivation. The study conducted (Apriyani & Hegiarto 2024) shows that dialogical communication increases value congruence which has a direct impact on pro-quality behavior. Findings of Hakim et al. (2022). Reinforcing that teachers' involvement in developing quality programs creates a collaborative climate that supports quality learning.

Organizations with dialogue-based communication have a 2.6 times higher engagement rate than organizations that rely solely on top-down communication. When employees feel listened to, they are more likely to maintain and improve quality voluntarily. Effective communication is also able to connect quality targets with their impact on customers, service quality, and organizational reputation. So that it touches more on the rational and emotional aspects of members. Thus, participatory communication is the foundation for the formation of a vibrant and sustainable quality culture (Nuriyah 2025).

Participatory communication of vision and values is an important part of encouraging organizational quality and performance. Leaders need to convey the vision and values of the

organization openly, clearly, and easily understood by all members. This clarity of communication aims to prevent misunderstandings about the direction of organizational change, while ensuring that everyone understands the common goals to be achieved. In addition, vision communication is not one-way but needs to be accompanied by the involvement of members in constructive dialogue. Leaders need to open a discussion space for members to ask questions, express their views, and discuss the meaning of the organization's vision and values in relation to their respective roles and responsibilities. Through this dialogue, members become not only recipients of messages, but also active subjects in organizational processes. The dialogue process further encourages the creation of a common meaning for the organization's values. It is not enough to just declare values, but they need to be interpreted collectively so that the direction of the organization's culture becomes clearer and the relationship between members is closer. When values are understood and agreed upon, these values will be easier to internalize in daily work behavior.

Communication of vision and values is also dynamic, so leaders need to pay attention to the feedback that arises from members of the organization. This feedback becomes the basis for leaders to adjust the message, but it continues to evolve along with the dynamics of the organization. Strengthening vision and value communication will be more effective if supported by the example of leaders. Consistency between the words and actions of leaders is a key factor in building communication credibility and accelerating the process of internalizing values among organizational members. This example makes vision and values not just a narrative that is echoed but reflected in daily leadership practices (Hadziahmetovic & Salihovic 2022).

### **3.2 Effective Leadership Style in Implementing TQM**

Leadership style is a collection of skills, characteristics, and attitudes that are often used to try to influence the people it leads. According to Stoner, leadership style is a collection of different types of behaviors that leaders favor when they seek to influence their employees. (Waedoloh et al., 2021). Strong leadership not only determines strategic direction but also instills quality values at all levels of the organization. Without the support and example of leaders, the implementation of integrated quality management (TQM) tends to become just a formality and lose its momentum. Visionary, participatory, and consistent leaders can create a work culture that is oriented towards continuous improvement, increase employee intrinsic motivation, and strengthen synergy between work units (Nuriyah 2025).

To implement TQM effectively, the right leadership style is essential. A leadership style that supports a culture of quality will encourage employee engagement and build a productive environment for continuous improvement. Some leadership styles that are relevant in the context of TQM include First, Transformational Leadership, Synthesis of a literature review found that transformational leadership is one of the most relevant leadership models in supporting the implementation of TQM and the formation of a sustainable quality culture. Transformational leadership is understood as a leadership style that is visionary, inspiring, and oriented towards organizational change through strengthening employee values, commitment, and engagement. In contrast to the transactional leadership approach that emphasizes control and compliance, this leadership directs employees to go beyond individual interests towards achieving higher organizational goals.

On the other hand, the current literature defines this leadership as a leadership style that can encourage changes in attitudes, behaviors, and work orientations of employees through charismatic influence and value motivation (Handoko & Tjiptono 1996). In the context of organizations facing the demands of renewal and global competition, this leadership is believed to be able to increase employees' focus on superior and sustainable performance. This synthesis of leadership theory emphasizes four main dimensions known as the Four I's, namely Idealized influence, reflecting the role of leaders as role models in implementing quality values, thereby building trust and a sense of responsibility of employees towards organizational quality goals. Inspirational motivation functions to clarify the vision of quality and unite individual goals into a collective commitment that is in line with the principle of shared vision in TQM. Intellectual stimulation encourages employees to think critically, creatively, and innovatively in solving work problems in line with the principles of continuous improvement and organizational learning. Individualized consideration emphasizes leaders' attention to the development of individual competencies as the main quality asset that is in line with the principle of employee involvement in TQM.

These four dimensions are directly related to the main principles of TQM. So it can be understood that this leadership style functions as the main driving mechanism for internalizing quality values in daily work behavior. In TQM's perspective, quality cannot be achieved through technical instructions or formal procedures but requires the emotional involvement and moral commitment of all members of the organization. Therefore, this leadership is seen as very relevant because it places empowerment (sharing of power) and the development of employee potential as the core of the change process. Such empowerment increases employee confidence, sense of

belonging, and ability to complete complex tasks and contributes to improving organizational performance (Handoko & Tjiptono 1996).

The findings of the latest study also confirm that this leadership plays a significant role in creating sustainable organizational culture changes, including quality culture. A culture of quality cannot be imposed through a formal structure, because it grows through the example of leaders and the collective belief that quality is a shared responsibility. When leaders are present as a source of inspiration and facilitator of development, quality values will transform into part of the organization's work identity, not just an administrative obligation. Thus, this literature synthesis confirms that transformational leadership is a strategic foundation in the implementation of TQM. Organizations that are oriented towards quality and sustainable performance need to invest in this leadership development at all managerial levels to be able to ensure that quality values are internalized systemically and sustainably.

Second, Servant Leadership, based on the synthesis of a literature review, servant leadership is understood as a leadership model that departs from a service orientation, by placing the needs, welfare, and development of employees as the top priority over the leader's personal interests or the use of structural authority. This leadership model developed in response to a crisis of trust in leadership that is too power-oriented and lacks moral exemplary (Putri & Nugrohoseno 2021). In the framework of Total Quality Management, this leadership style has strong conceptual relevance, especially in supporting the principles of employee involvement, respect for people, and continuous improvement. TQM emphasizes that the achievement of quality is not only determined by procedural standards but is highly dependent on the active involvement of human resources in every work process. Therefore, servant leaders function as quality facilitators that create a supportive, psychologically safe work environment, and encourage employee participation in continuous improvement (Zarkani & Lubis 2022).

The results of a synthesis of literature from various empirical studies show that servant leadership has a positive effect on individual and organizational performance through increased work motivation, organizational commitment, and trust in leadership. Studies in the public service and health sectors in Indonesia found that servant leadership strengthens the success of TQM implementation because it can build deeper employee involvement to maintain the quality of services and work processes (Nisauzakiyah & Bastian 2024). These findings confirm that the success of TQM requires a humanistic and empowerment-based approach to leadership.

Behaviorally, leaders with this style are characterized by a willingness to listen to the aspirations of subordinates, provide emotional support, prioritize a persuasive approach in decision-making, and play an active role in developing employee competencies. This behavior is in line with the principle of total participation in TQM, where everyone is positioned as a quality agent who has responsibility for the quality of the process and work output (Utami & Ardiyanti 2023). Thus, this leadership not only contributes to the relational aspect, but also strengthens the operational foundation of TQM. Furthermore, servant leadership has a long-term impact on the formation of an organizational quality culture. Through ethical examples, empathy, and concern for employee welfare, servant leaders foster loyalty and work engagement which is an important social capital in maintaining quality consistency. The work culture that is formed tends to be more collaborative, open to feedback and adaptive to change, which is the main character of a quality-oriented organization (Nuriyah 2025).

Thus, this literature review synthesis confirms that this leadership plays a strategic role in the implementation of TQM by strengthening the human dimension of quality management. This leadership does not emphasize bureaucratic control, but encourages the internalization of quality values through empowerment, example and collective commitment. In the context of modern organizations that demand quality and sustainability, servant leadership is one of the important foundations in building a culture of quality and improving organizational performance in a sustainable manner.

Third, Authoritarian Leadership, In the synthesis of the current literature, authoritarian leadership is defined as a leadership style in which decisions are made entirely by the leader, followed by strict control over subordinates, without involving members in decision-making or process improvement. This style emphasizes compliance and discipline and often prioritizes the control structure over member participation. This makes authoritarian leadership a style that risks lowering intrinsic motivation, inhibiting innovation and creating a work environment that is less supportive of stakeholder involvement.

In TQM's perspective, authoritarian style leadership methods have the potential to conflict with its fundamental values. In this system, the achievement of quality and optimal performance depends not only on structure, procedures, and control, but also on the active participation, initiative, innovation, and collaboration of each member of the organization. When authoritarian forces limit the space for dialogue, criticism, and ideological contributions from subordinates, then the potential for process flawed identification, continuous improvement and innovation is

hampered. Several studies have found that dictatorship in leadership in modern organizations tends to cause work stress, low motivation, and decreased productivity (Amalia et al., 2025).

Furthermore, recent quantitative research shows that authoritarian leadership style has a negative effect on employee performance, especially when combined with variables such as job role clarity, trust in leaders, and power distance as moderators/mediators (Edilpatriz et al., 2025). This study reinforces the argument that in the context of organizations that adopt the principles of TQM, authoritarianism should be considered as a leadership style that is less suitable for long-term and strategic performance. However, other literature states that authoritarian leadership is not always negative in all contexts. In certain situations, such as crises, organizations with a high regulatory structure, or when quick and decisive decisions are needed, this leadership style can be situational. Narrative studies show that under such conditions, centralized decisions are sometimes able to facilitate short-term stability and efficiency (Amalia et al., 2025). However, to support a culture of quality and sustainable performance as desired by the TQM principles, this leadership style should not be used as the main pattern.

This synthesis of literature shows that authoritarian leadership conceptually and empirically more often shows limitations in supporting the implementation of TQM than participatory or transformational leadership styles. Therefore, in organizations that want to develop a culture of quality and sustainable performance, the use of this leadership style needs to be limited only to emergencies and if used, it should be balanced with control mechanisms against its negative effects, such as increased transparency, communication, and feedback.

### **3.3 Building High-Performance Teams Through Quality Leadership**

Quality leadership has an important role in forming a team that can achieve high performance. Leadership is not only about the ability to direct, but also about creating a safe, supportive work environment and encouraging collaboration. Inclusive and transformational leadership styles have been shown to encourage team engagement, creativity, and effectiveness through increased psychological safety and member empowerment (Fu et al., 2022; Published in 2024). Leaders play a central role in building healthy, productive, and collaborative team dynamics. Inclusive leadership in particular shows high effectiveness in encouraging proactive behavior and member engagement because leaders demonstrate an open, accessible, and responsive attitude to team contributions (Fu et al., 2022).

The quality of leadership greatly determines the level of psychological safety in the team. When leaders provide space for dialogue, value ideas, and be supportive, team members feel safe to voice their opinions, experiment, and engage in the problem-solving process. Research shows that psychological safety mediates the influence of inclusive leadership on employee engagement and performance (Wibisana 2024). Thus, quality leadership is the main foundation of high-performing team building.

In quality leadership, delegation is an important component. Effective delegation not only moves tasks, but also provides trust, autonomy, and space for team members to make decisions. Transformational leaders can increase employee confidence so that the delegation process becomes more effective (Satryo & Prasetyo 2023).

In addition to delegates, employee empowerment plays a big role in encouraging team performance. Empowerment increases resilience, internal motivation, and the ability of team members to complete work independently. Studies show that empowerment carried out through message clarity and leader support has an impact on improving individual and team work (Setiadi 2023).

In addition, coaching is also an important part of a quality leadership strategy, as it helps team members develop competencies, prevent problems, and evaluate self-performance. Coaching becomes more effective when supported by a 360-degree feedback system that has been proven to improve leadership skills and work quality, especially in healthcare organizations (Emam et al., 2024; Das & G 2023). Thus, delegation, coaching and empowerment are elements that support each other in building an autonomous, adaptive and high-performance team.

Evidence of the success of this approach can be found in companies such as the Ritz Carlton that place coaching as part of the culture of service quality. Frontliner employees, such as receptionists or housekeepers, are accompanied by quality coaches who regularly help them evaluate service standards and find solutions to customer complaints. As a result, the Ritz Carlton has had consistently high levels of customer satisfaction for more than a decade, with employee turnover that is much lower than industry standards.

Empowerment also means giving the right to make decisions at the operational level, especially in the context of quality. This encourages quick reactions to problems and avoids biogration that slows down repairs. In the Health sector, this approach is starting to be implemented through empowered teams in private hospitals, where nurses are given the authority to perform certain actions without waiting for approval from doctors, based on agreed quality

protocols. This kind of innovation is only possible if leaders trust and actively support the capacity of their team (Nuriyah 2025).

To ensure work effectiveness and support continuous improvement, team performance evaluation is necessary. Good evaluation is not only through results, but also through the work process, collaboration, communication, and contribution of each member. In the context of quality leadership, evaluations must be conducted objectively, transparently, and developmentally. The evaluation emphasizes the process, not just the results. Leaders must be able to assess performance based on indicators such as work process discipline, participation in improvement, and innovation, not merely quantitative outputs such as the number of units produced or serviced.

The feedback given by the leader must also be constructive. This means encouraging improvement without causing fear or embarrassment. Constructive feedback is an important aspect of evaluation. Clear, specific, and solution-oriented feedback helps team members understand strengths and areas for improvement. Supervisors who provide developmental feedback have been shown to increase employee engagement, motivation, and performance (Fu et al., 2022).

Research by Zenger and Folkman shows that 92% of employees prefer to receive honest and constructive feedback rather than no feedback at all. In the context of quality culture, effective feedback will foster a culture of continuous learning and improvement, if it is delivered in a fair, specific, and solution-oriented way (Nuriyah 2025).

Evaluation and feedback are not only important for team members, but also for the leader himself. A culture of quality requires leaders who are ready to receive input from below and reflect on their leadership. In many modern organizations, the 360-degree feedback process has become the standard in measuring leadership effectiveness based on the perceptions of subordinates, colleagues, and superiors. The use of 360-degree feedback also provides great benefits in the evaluation of leadership and team dynamics. This model involves input from various sources, making the assessment more objective and comprehensive. Recent studies show that this mechanism can improve the ability to self-reflect, communicate, and practice leadership more effectively (Emam et al., 2024; Das & G. 2023). Thus, evaluation becomes a two-way practice that strengthens trust, improves the quality of working relationships, and accelerates the overall team quality improvement cycle.

#### 4. Discussion

The findings of this literature review confirm that leadership is not merely a structural function but a transformative force in embedding TQM principles into organizational culture. The consistent evidence across educational, industrial, and public sectors demonstrates that quality culture emerges through leadership behaviors that integrate strategic direction with socio-psychological engagement.

Participatory leadership and communication are shown to be fundamental in translating abstract quality values into shared organizational meaning. This supports TQM theory, which emphasizes employee involvement, continuous improvement, and shared responsibility as core principles. Leaders who foster dialogue and exemplify quality values create legitimacy and trust, which are critical for sustaining quality initiatives.

The dominance of transformational and servant leadership in the findings reinforces the argument that TQM requires leadership styles that emphasize empowerment, ethical behavior, and long-term development rather than control. While authoritarian leadership may offer short-term efficiency in specific contexts, it contradicts the human-centered philosophy of TQM and poses risks to innovation and sustainability.

Furthermore, the discussion of team-based quality leadership highlights that high performance is achieved not through individual authority but through collective capability. Psychological safety, empowerment, and constructive feedback emerge as essential mechanisms that enable teams to adapt, learn, and continuously improve.

Therefore, this synthesis strengthens the theoretical position that effective TQM implementation depends on leadership that integrates vision, participation, and human development. Organizations seeking sustainable performance must therefore invest in leadership development models that prioritize quality values, employee engagement, and collaborative learning.

#### 5. Conclusion

This research confirms that leadership has a strategic role in building quality and improving organizational performance, especially through the implementation of Total Quality Management (TQM). Transformational leadership styles and servant leadership have been proven to be more

effective in fostering commitment, motivation, creativity, and participation of organizational members, so that quality values can be internalized in a sustainable manner. In contrast, authoritarian leadership tends to limit dialogue and innovation, thus being less aligned with the principles of a quality culture that demands the full involvement of all members of the organization.

These findings also show that the success of TQM implementation is strongly influenced by leaders' ability to build high-performing teams through open communication, proper delegation mechanisms, ongoing coaching, psychological safety, and providing constructive feedback. The example of leaders in practicing quality values is an important foundation that forms a collaborative, adaptive, and continuous improvement-oriented work climate.

This research has relevance because it is completely biblically based so that it has not directly photographed the dynamics of leadership implementation and quality culture in the field. The variety of contexts of the literature analyzed can also limit the generalization of findings to the entire organization.

Practically, this study emphasizes the importance of strengthening leadership capacity oriented towards empowerment, dialogical communication, continuous learning, and the formation of a constructive and improvement-based performance evaluation system. Investing in adaptive leadership development is an important step to improve competitiveness and quality culture in real practice.

For further research, it is recommended that empirical studies be conducted that go directly to the field, either through observation, in-depth interviews, surveys, or case studies on specific organizations, in order to produce a more concrete understanding of leadership dynamics and quality culture in the form of real practices. In addition, further research needs to take other approaches such as quantitative approaches or mixed methods to test the relationship between leadership style, quality culture, and organizational performance in a more measurable way. Research in the public sector is also important to gain a more contextual and relevant understanding of quality management practices in various organizational situations.

## References

- Agazu, B. G., Kero, C. A., & Debela, K. L. (2014). Transformational leadership and firm performance: A systematic literature review. *Journal of Innovation and Entrepreneurship*, 1(29).

- Alan, M., Pukada, H., Relmasira, S. C., Manongga, D., & Satya Wacana Christian University. (2025). Implementation of total quality management (TQM) for sustainable quality improvement in educational institutions. *WARRIOR: Journal of Character Education*, 3(4), 45–57.
- Amalia, R. N., Daulay, G. S., & Kuswandi, A. (2025). Authoritarian leadership style on work stress and employee performance. *Journal of Academic Multidisciplinary Sciences*, 2(4). <https://doi.org/10.61722/jmia.v2i4.5744>
- Apriyani, N., & Hegiarto, A. S. (2024). The role of leadership style and organizational culture on employee performance at CV Zinnia Indonesia. *Scientific Journal of Management, Business Economics, Entrepreneurship*, 12(1), 552–560.
- Das, B. K., & G., R. (2023). Leadership development through 360-degree multi-rater feedback: An experience sharing of need, approach, rollout, and impact. *Environment and Social Psychology*, 9(2). <https://eps.as-pub.com/index.php/esp/article/view/2000>
- Edilpatriz, E., Syahrizal, & Siregar, T. R. Y. (2025). Authoritarian leadership and employee job performance: A moderated mediation of job role clarity, trust in leaders, and power distance. *Journal of Business and Management Applications*, 11(2), 1–16. <https://doi.org/10.17358/jabm.11.2.614>
- Emam, S. M., Fakhry, S. F., & Abdrabou, H. M. (2024). Leaders development program by 360-degree feedback: Reflection on head nurses' leadership practices.
- Fu, Q., Cherian, J., Ahmad, N., Samad, S., & Comite, U. (2022). Inclusive leadership to foster employee creativity: The role of psychological safety. *International Journal of Environmental Research and Public Health*, 19(8), 4519. <https://www.mdpi.com/1660-4601/19/8/4519>
- Hadziahmetovic, N., & Salihovic, N. (2022). The role of transparent communication and leadership in employee engagement. *International Journal of Academic Research in Economics and Management Sciences*, 11(2), 558–571.
- Hakim, A., Gunawan, A., & Kamal, Y. (2022). The influence of leadership and organizational culture on madrasah quality. *Journal of Basic and Social Education Humanities*, 1(8), 1501–1514.
- Handoko, T. H., & Tjiptono, F. (1996). *Transformational leadership*. BPFE.
- Hikmah, L., Mujaya, A., & Triatmanto, B. (2023). The role of transformational leadership and organizational culture on employee performance. *Business Management Research*, 2(2), 142–156. <https://jurnal.unmer.ac.id/index.php/bismar/article/view/11367>

- Peli, M., Ariani, V., Khadavi, & Roza, F. (2024). Framework for the development and leadership of quality culture in construction in Indonesia: A literature review. *Talenta Sipil*, 7(2), 725–736. <https://doi.org/10.33087/talentasipil.v7i2.511>
- Nisauzakiyah, D., & Bastian, E. (2024). The influence of total quality management (TQM), servant leadership, and organizational commitment on organizational performance in hospitals. *Innovative: Journal of Social Science Research*, 4(5), 445–452. <https://doi.org/10.31004/innovative.v4i5.14179>
- Nuriyah. (2025). *Integrated quality management and employee performance*. PT Rajawali Buana Pustaka.
- Prasetyo, I., Ali, H., & Rekarti, E. (2023). The role of leadership style and organizational culture in improving employee performance. *Journal of Information Systems Management Economics (JEMSI)*, 5(2), 142–155. <https://dinastirev.org/JEMSI/article/view/1666>
- Prasetyo, R. F., Wibhawa, H., Anggraeny, K., Gadistina, W., Nurcahyo, C., Nugraha, M. S., Arma, S., Muhammad, & Gani, Y. S. (2020). Effectiveness of BPJS Kesehatan service quality transformation implementation. *Journal of National Health Insurance*, 5(4), 14–34. <https://jurnal-jkn.bpjs-kesehatan.go.id/index.php/jjkn/article/view/309>
- Putra, B. N., Mulyono, & Soedjono. (2024). Analysis of the implementation of total quality management (TQM) in improving product quality at Conneight Studio Malang City. *E-Business Management*, 2(3).
- Putri, A. A., & Nugrohoseno, D. (2021). The effect of servant leadership on employee performance through job satisfaction and employee engagement. *Journal of Management Science*, 13, 297–315.
- Retnomurtiningsih, E., Haryati, T., & Wuryandini, E. (2024). The role of principal leadership in building a quality culture at SMA N 1 Jepon Blora. *Innovative: Journal of Social Science Research*, 4(6), 4743–4751.
- Robbins, S. P., & Judge, T. A. (2020). *Organizational behavior* (18th ed.). Pearson Education. <https://www.pearson.com/en-us/subject-catalog/p/organizationalbehavior/P200000006939>
- Satryo, M. A., & Prasetyo, Y. (2023). Psychological well-being in employees: The role of transformational leadership. *INNER: Journal of Psychological Research*, 3(1). <https://aksiologi.org/index.php/inner/article/view/856>

- Setiadi, B. (2023). The determination of psychological safety, resilience, and transformational leadership on employee performance. *International Journal of Psychology and Health Science*, 1(4). <https://greenpub.org/IJPHS/article/view/286>
- Utami, A. R., & Ardiyanti, N. (2023). Servant leadership's impact on adaptive performance: The mediating role of work engagement and trust in leaders. *Asian Journal of Technology Management*, 16(2), 109–120. <https://doi.org/10.12695/ajtm.2023.16.2.3>
- Wibisana, D. (2024). The influence of inclusive leadership on employee engagement with psychological safety as a mediator. *Journal of MEA (Management, Economics & Accounting)*, 9(1). <https://jurnal.stiemb.ac.id/index.php/mea/article/view/5184>
- Yona, M., Nurhasanah, & Rajab, L. (2023). Principals' leadership in improving the culture of education quality at early childhood institutions. *Eureka: Journal of Islamic Education Management Thought and Research*, 1(1), 30–43.
- Zarkani, Z., & Lubis, T. A. (2022). The influence of servant leadership on employee performance through work motivation as a mediating variable. *Journal of Applied Management and Finance*, 11(4), 993–1007. <https://doi.org/10.22437/jmk.v11i04.16238>