

# Human Resources based on Total Quality Management

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## ABSTRACT

Human resources owned by a company is the strength it has in order to be able to compete with other companies. company management will always create strategies to be able to create quality human resources. The strategy carried out will continue to move dynamically along with technological advances. One way to improve the quality of human resources is by implementing Total Quality Management or TQM. The application of TQM will provide many benefits for the company and the employees themselves. With TQM all aspects of the company such as leadership and employee training will be well planned and supervised. This study aims to determine the role of TQM in empowering human resources in companies. All expert opinions say that the implementation of TQM will have a positive impact on empowering the human resources they have. The disadvantage of implementing TQM is that the costs incurred are quite high. Management needs to think of more strategies in order to get a lot of benefits but not interfere with the company's financial situation.

## INTRODUCTION

The current era of globalization has an impact on all aspects of human life. Many changes have occurred in the human way of life. One aspect that has changed is the economic aspect. As a result of globalization in the economic aspect, namely the occurrence of business competition. To face the existing competition, every company will adapt to the changes that occur due to globalization. If the company is not able to adapt, the company will be eliminated from the existing business competition.

According to Aliyu (2015) to adapt to existing changes, company management will increase all available resources. The increase in resources is carried out as capital to survive the ongoing competition. Companies need to improve quality. Currently the big name of the company will not have any impact if the resources owned are not of high quality. To face the competition requires the ability to compete with other parties objectively. One of the resources that need to be improved is human resources.

Improvement of human resources is an important action taken by management. It is no longer an open secret that high-quality human resources will affect the company's performance. Therefore, increasing human resources is the right strategy to be carried out by a company. There are many ways to improve

human resources. In general, management will provide training so that its human resources can improve their skills and abilities. Skills and abilities not only related to work but also leadership and how to adapt to the environment. This is done to empower human resources in the company.

The form of human resource empowerment can use Total Quality Management (TQM). By using TQM HR development will be more measurable and can be evaluated at the end of the period. The application of TQM is a form of strategy to compete with the improvement of all aspects of the company such as products, people, and the environment. By implementing TQM, company management will focus more on implementing continuous improvement so that the company will become better.

When doing TQM on the company's strategy, there are still many mistakes that occur. Some of the problems that occur, for example, are the strategies that are applied to achieve short-term goals. So the strategy will always change every period. Changes in strategy that are too frequent will cause confusion for existing HR. In addition, management will always change its work system and retrain it according to the goals to be achieved. Thus the company will always incur costs for continuous and sometimes unsustainable HR development. In addition, the form of leadership that is formed is also a mistake in the

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implementation of TQM in the company. Leadership is generally done on the basis of seniority. Leaders in the company sometimes act arbitrarily to subordinates. This causes employees to feel uncomfortable which results in job dissatisfaction. This research was conducted to determine the steps for implementing TQM in companies for the empowerment of Human Resources.

## RESEARCH METHOD

The method of literature as the basis of this study. This method systematically and explicitly identifies and evaluates the writer's ideas and critical thinking results. Writing in the form of a literature review to analyze and synthesize existing knowledge related to scientific topics as a form of contribution to thinking and developing knowledge on related topics. Meanwhile, the purpose of this paper is to provide readers with an understanding of the application of TQM in HRM.

## RESULT AND DISCUSSION

### Total Quality Management

Total Quality Management (TQM) is a variety of techniques that are implied in a company that provides benefits for increasing company profits and will improve the quality of resources in the company (Mardikaningsih, 2020). TQM is said to be an approach to consumers regarding changes that occur in management in a systematic way and these improvements are made from various aspects such as products, or services in the organization. The main goal of TQM is continuous improvement to get results, namely getting good performance. According to Al-Qahtani and Al-Methheb (2013), TQM is a form of effort to increase the company's competitiveness against other companies by improving the workforce, products, environment, and operational processes in the company. Meanwhile, according to Bhat and Rajashekhar (2009), TQM is a management system that focuses on people and aims to continuously improve customer satisfaction at real costs on an ongoing basis. The main focus of TQM is quality. TQM is carried out by integrating all existing functions in the company which is formed based on the concept of teamwork, productivity, and understanding and customer satisfaction.

The benefits of TQM can be grouped into two, namely improving the production process that minimizes errors and strengthening its position in market competition. Companies that can implement TQM will benefit. These benefits include improving quality, minimal production

errors, and continuous improvement in management so as to improve the quality of the company.

There are principles that need to be applied to TQM. These principles are 1) customer satisfaction; 2) respect for everyone; 3) management based on facts; and 4) continuous improvement. By applying the TQM concept, it is necessary to have a form of support from the owner of the company. The commitment of all company employees will strengthen the TQM concept that is carried out. The concept of implementing TQM has 3 elements, namely 1) customer value strategy; 2) organizational system; 3) continuous quality improvement.

Some companies experience failure when implementing TQM in their companies. The failure to apply the TQM concept is influenced by several factors. These factors are for example 1) inappropriate leadership and prioritizing seniority; team formation that is not accompanied by knowledge of the team's work; 3) lack of HR involvement when implementing the strategy; 4) Inappropriate approach; 5) Expectations that are not in accordance with the company's circumstances.

### Human Resources Empowerment

Empowerment is a strategic tool to improve, update and improve company performance. Human empowerment is an effort made to encourage, motivate and raise awareness of one's own potential and increase the will to always improve his abilities. Human empowerment is also defined as the ability of a group to motivate someone to explore their own abilities. Empowerment is giving responsibility and authority to work to make decisions regarding all product development and decision making (Glover & Noon, 2005).

Empowerment of human resources is a mandatory effort carried out by management in order to create human resources who have quality capabilities and have benefits for applying science and technology used in the company. This is done to meet the increase in human resources and be able to compete with rapid development (Darmawan *et al.*, 2020). Human resource empowerment is also carried out so that company processes are more productive and efficient. Human empowerment needs to be done continuously in order to always survive in the competition.

Empowerment of HR will create employees who have an attitude of responsibility in the work that is their duty. It will directly impact its performance. HR empowerment can be done by job rotation. Employees will feel the work in other parts. Thus the ability of employees will increase. Empowerment aims to remove obstacles that may come from systems and procedures that are not in line

with organizational goals. Human resource empowerment is expected to encourage and motivate employees to improve their abilities to achieve company goals (Wilkinson *et al.*, 1994).

Improving the quality of human resources can be measured from the success of increasing theoretical abilities in the form of individual capacity to do various tasks in a job, increasing technical abilities in the form of methods or systems for doing a job, increasing conceptual abilities in the form of being able to predict everything that has to do with the target to be addressed, increasing conceptual ability in the form of being able to predict everything that has to do with the target to be addressed, increasing conceptual ability in the form of being able to predict everything that has to do with the target to be addressed, increasing morale in the form of being able to coordinate, able to cooperate, always avoiding bolting despicable and willing to develop themselves, as well as improve technical skills (Robbins, 2001).

Empowerment of human resources is explained as a crucial strategy because human resources must be able to play a role in translating resources to other resources in a management order that is the goal of the organization (Jahroni *et al.*, 2021).

### **TQM in Human Resource Empowerment**

The purpose of human resource development is to increase the effectiveness and efficiency of work in implementing and achieving the goals of the organization's work programs that have been set (Edwards & Collinson, 1998). HR development can be done by implementing TQM. The implementation of TQM will change the management system from command and control to commitment, communication and cooperation. For that we need the stages of implementing TQM (Jensen & Wruck, 1997).

The first stage is the preparation stage. This stage is done to find information about the state of employees at the company. At this stage a Total-Quality Steering Committee will be formed. This group is the leader of the company or the leader of the employee organization. Next, a team is formed to plan and design the TQM concept that will be used. Next will be training for the TQM team. Furthermore, a guideline that contains the company's goals is made. At this stage, the goals and ways to achieve the company will be written. This stage is also notified of the company's strengths and weaknesses. At this time, communication is carried out to employees and managers to be able to overcome the company's weaknesses and increase the company's advantages. At this stage an estimate of employee attitudes is also carried out and measuring customer satisfaction at the company.

The next stage is the preparatory stage. At this stage, implementation planning is carried out. At this stage, changes and divisions of the previous concept are carried out. At this stage, identification of the work carried out is also carried out so that the company's goals can be achieved. Furthermore, the composition of the team that will be the supervision of the implementation of TQM is carried out. This team is top managers from various divisions. This team will be trained to be able to apply the prepared TQM concepts.

The next stage is the implementation stage. At this stage the team formed as supervision will carry out the TQM concept in its division. In practice, the team leader will provide a report to the Total-Quality Steering Committee as evaluation material. Next, the team will conduct a survey to customers and employees to evaluate whether there is progress or not (Kulenur & Nagesh, 2016).

The results of quality improvement are not obtained in a short time. The results of this increase will be felt if the strategy is carried out continuously for a long time (Soltani *et al.*, 2003). To oversee these activities for a long time requires a leadership system that is applied by the TQM concept.

In the TQM concept, the expected leadership is leadership that has high integrity. A leader is expected to be able to provide encouragement to employees in order to improve their performance. In addition, leaders in the TQM concept are expected to be able to know the potential of employees and develop it for company goals (Prajogo & Sohal, 2002). Leaders in the TQM concept must have a vision to direct employees to the same goal. In the context of TQM, the creation of a clear vision will foster employee commitment to quality by focusing all organizational efforts on satisfying customer needs, fostering a sense of team in work life, fostering standards of excellence, and bridging the current and future state of the company.

Appropriate leadership will be able to empower the human resources they have. Employees will feel valued and supported to do a better job. In addition, leadership with the TQM concept will make employees with self-awareness to develop their abilities and always explore the potential that exists in themselves.

### **CONCLUSION**

The application of Total Quality Management in a company is very much needed. The application of TQM will improve products, people and the environment in the company. TQM is believed to be a good strategy in order to excel in market

competition. With the application of TQM, HR empowerment can also be carried out. There are still many employees at the company who do not know the potential that exists within them. employees also work only based on their duties without wanting to improve their abilities. With the implementation of TQM employees will be motivated to always develop their abilities (Edwards & Collinson, 1998).

The TQM concept that is applied must be in accordance with the circumstances of the company. Companies must contain long-term goals that are possible to achieve. With the TQM concept, the company's goals will be achieved with an orderly system (Ardelean, 2014). TQM will create an effective and efficient leadership system. Employee no longer feels only a subordinate and working but also a part of the company. This can happen because leadership in the TQM concept is carried out without the dominance of seniority (Harris, 2000). In the TQM concept, a leader is not tasked with giving jobs or ordering employees only. Leaders must also be able to motivate their subordinates to work well. It is time to replace the traditional 2C (command and control) oriented HRM policy with a new policy based on 3C (commitment, cooperation, and communication) principles. With the application of leadership like this, employees feel they have the company so that they will develop their abilities and find ways so that company goals can be achieved in a short time.

Errors that occur when implementing TQM need to be watched out for. The trick is to routinely evaluate the TQM concept applied to the company. The progress of the human resource empowerment system can be known by surveys conducted on employees and customers from the company. If the defined TQM concept does not progress, it is necessary to improve the TQM concept.

To improve the TQM concept, company managers need to involve representatives from interested parties in the company. With this improvement, it is hoped that a better TQM concept can be applied so that the company's goals will be achieved so that the company's performance will increase. With increased performance, the company will survive and excel in the competition.

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