

The Importance of Application Total Quality Management at Higher Education

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Abstract—This study entitled “The Importance of Application Total Quality Management (TQM) at Higher Education”. The objective of this research is to know the implementation and the importance of application Total Quality Management (TQM) at higher education, also the benefits and barrier of application Total Quality Management (TQM) at higher education. This research used qualitative method. The data were gained from Department at Universitas Pendidikan Indonesia through observation, interview, and study documentation. The result of this study reveals that TQM is a vision, which the educational institution can only achieve through long-term planning, by drawing up and implementation annual quality plans, which gradually lead the firm towards the fulfillment of the vision. Through the application of TQM at higher education system that is carried out continuously and consistently, the higher education institutions will be able to win global competition that is very competitive and obtain the benefits that can be used to develop and improve the quality of higher education.

Keywords—higher education; total quality management; quality

I. INTRODUCTION

Development of community more competitive requires everyone to compete in a healthy manner. Similarly, with an educational institution. The educational institutions of today are concerned with quality [1]. Competition to seize the market requires every institution to prioritize quality or quality in managerial processes and learning. To produce quality education is needed quality management education. That is, quality and management are well-designed, well controlled and implemented to achieve quality education with improvement and development carried out in a systematic and continuous manner. For this reason, Arcaro declared that today, quality is the single most important issue in education, business, and government [2].

In relation to quality issues, an approach has now developed, especially in managerial processes, namely Total Quality Management (TQM). TQM was originally developed and applied to the business world. Philosophically, this concept emphasizes the consistent search for continuous improvement to achieve customer needs and satisfaction [3]. TQM means handling of all the components of organization principles and procedures, pattern, arrangement, and all those who are

affected in any way with the quality of the product or service [4]. The main objective of TQM is to generate within the organization an environment in which all assets are used ingeniously and effectively in order to provide quality service the institution needs to adapt in this fast paced world [5].

The serious challenge of Higher Education in Indonesia is Quality [6]. Being a shared responsibility, especially for all higher education stakeholders in this country. The challenge of the world of higher education in Indonesia in the future will indeed be even harder, because it is required to be able to answer so many problems at once. Both the challenges that arise as an implication of the process of globalization that is rolling, and the challenges resulting from the emergence of various problems faced by the nation and state.

The problems and challenges of improving quality are not only caused by the demands of the development of science, but also in relation to the function of higher education institutions which are required to be able to play the role of agents of change. In an effort to develop a quality of higher education, needed an integrated strategic plan and budget to implemented Tri Dharma of Higher Education can be carried out optimally.

State Universities and Private Universities must continue to organize and improve themselves so that the process of organizing the activities of the Tri Dharma of Higher Education, which includes education, research and community service activities can be more synergic and optimally implemented. These efforts must also be supported by facilities, infrastructure, improving the quality and competence of teaching staff, improving the administration system and academic services, and structuring and strengthening the conditions of the campus that are increasingly conducive, both for the implementation of academic lecture processes and activities of student activity units.

As one form of service that involves a high level of interaction between providers and service users, there are 5 main dimensions that determine the quality of higher education (based on the degree of relative importance in the eyes of customers) [7]:

- Reliability
- Responsiveness

- Assurance
- Emphatic
- Tangibles

Another challenge relates to the readiness and ability of universities to carry out their vision and mission to produce graduates who are not only technologically literate, knowledgeable, and have broad access to information, but also have high morality and humanistic spirit. Thus technology is utilized as optimally as a supporting infrastructure for a quality Higher Education process, without having to leave a touch of humanity.

From the problems mentioned above, the researchers tried to observe one of the Departments at Universitas Pendidikan Indonesia. One solution that can be used to respond to various educational challenges is Total Quality Management (TQM) which aims to maximize organizational competitiveness through continuous improvement of products, services, human resources, processes and organizational environment [8].

The general purpose of this study is to know the implementation and the importance of application Total Quality Management (TQM) at higher education, also the benefits and barrier of application Total Quality Management (TQM) at higher education.

II. RESEARCH METHODOLOGY

This study used qualitative descriptive method in conducting this study in order to provide systematic and deep data description. The characteristic of qualitative research is collecting data based on words (for example from interview or photo) from a small number of individuals so that the participants' view is obtained [9].

Data collecting technique in this study used observation, interview, and documentation. In this study, used matrix analysis from Miles and Huberman by using some activities in analyzing the data, such as data reduction, data display, and conclusion drawing/verification [10].

III. RESEARCH FINDINGS AND DISCUSSION

A. Findings

The objective of this study is to know the implementation and the importance of application Total Quality Management (TQM) at higher education, also the benefits and barrier of application Total Quality Management (TQM) at higher education.

After extracting data in a representative and systematic manner, here are some findings that the researchers got in the field:

First, the implementation of TQM at Art Dance Education Department are that all employees must understand fully and be sure why the organization will achieve total quality, namely to ensure the survival of the organization in a competitive climate. Each employee at Art Dance Education Department needs to have the same understanding of the meaning of the

quality itself, and also how good and bad service to the customer.

Leaders provide examples in terms of patterns of attitudes, thought patterns, and action patterns that reflect the quality philosophy that has been instilled. In other words, leaders must behave, think and act about quality in all decisions and activities.

Another thing that is not less important in implementing TQM is infrastructure. Infrastructure or facilities available at Art Dance Education Department are: Dancing Laboratory 2 unit, Appreciation Art Dance Room, Theory Lecture Room 2 unit, Dance Practice Room 3 unit, Gamelan Practice Room, Studio Room, Library Room, Clothing Room.

According to chief of Art Dance Education Department, the achievement of vision and mission already 60%. By seeing graduates who not only become teachers but are able to become entrepreneurs who are able to grow their business. Art Dance Education Department also has collaborated with the Foreign Affairs to be able to attract foreign students to be interested in studying in the Art Dance Education Department. This is one of the efforts made to continue to improve the quality of education.

In addition to cooperating with Foreign Affairs, the Art Dance Education Department has been awarded three accreditations A (Very Good) and ISO 9001: 2008. Because of that, the University submits an Art Dance Education Department for international accreditation called ASIC (Accreditation Service for International Colleges). Art Dance Education Department gets the "premiere" value. By focusing on facilities and infrastructure that support teaching and learning activities, it aims to provide comfort to students without excluding other aspects in the accreditation assessment process.

To maintain and improve the quality of education at the Art Dance Education Department, they often conduct periodic evaluations to see performance improvements that are based on predetermined targets. The evaluation was carried out in an unwritten manner but carried out by observation and also by the holding of a monthly meeting.

Second, the rationale for the need for TQM is very simple, namely that the best way to compete and excel in global competition is to produce the best quality. To produce the best quality, efforts are needed to continually improve human capabilities, processes, and the environment. The best way to continuously improve the ability of these components is to implement TQM. The purpose of implementing TQM is to improve the quality, efficiency and effectiveness of production. With continuous improvement and quality improvement, it will improve the competitive position and of course it will increase the output too. That way the department will get the benefits of increasing profits. If in an educational institution or it can be called a non-profit organization, the benefits are more students who continue their studies at Art Dance Education Department.

Third, with all the advantages and excellent values that have been obtained, there are still a few obstacles experienced by the Art Dance Education Department. Because it has obtained an international certificate the constraints that are

owned are some lecturers who are still having difficulties in making an administration that has international standards. To overcome these obstacles, the chief of the Art Dance Education Department provided motivation to the lecturers concerned.

B. Discussion

TQM is a management system that elevates quality as a business strategy and is oriented to customer satisfaction by involving all members of the organization. To facilitate understanding, the definition of TQM can be distinguished in two aspects. The first aspect describes what is TQM and the second aspect discusses how it is achieved. "Total Quality Management (TQM) is an approach in running a business that tries to maximize the competitiveness of an organization through continuous improvement of its products, services, people, processes, and environment".

Total Quality Management (TQM) is an approach that can only be achieved by taking into account the following characteristics of TQM:

- Focus on customers, both internal and external customers.
- Having a high obsession with quality.
- Using a scientific approach to decision making and problem solving.
- Having a long-term commitment.
- Requires teamwork.
- Continuous improvement.
- Organizing education and training.
- Provides controlled freedom.
- Having unity of purpose.
- Empowering employees.

TQM originally came from the United States, then developed more in Japan and later developed into North America and Europe. So TQM integrates American technical and analytical skills, Japanese implementation and organizing expertise, and traditions of expertise and integrity from Europe and Asia [11].

TQM Implementation Phases

1) Preparation phase

- Step A: Form Total Quality Steering Committee
- Step B: Team Building
- Step C: Total Quality Training
- Step D: Create Vision Guiding Principles
- Step E: Set Broad Objectives
- Step F: Communicate and Publicize
- Step G: Identify Strengths and Weakness
- Step H: Identify Advocates and Resistors

Step I: Baseline Employee Attitudes

Step J: Baseline Customer Satisfaction

2) Planning phase

- Step K: Plan Implementation Approach => Plan Do Check Adjust (PDCA Cycle)
- Step L: Identify Project
- Step M: Team Composition
- Step N: Team training

3) Execution phase

- Step P: Team Activation and Direction => (PDCA Cycle)
- Step Q: Feedback to Steering Committee
- Step R: Customer Feedback
- Step S: Employee Feedback
- Step T: Modify Infrastructure as Necessary

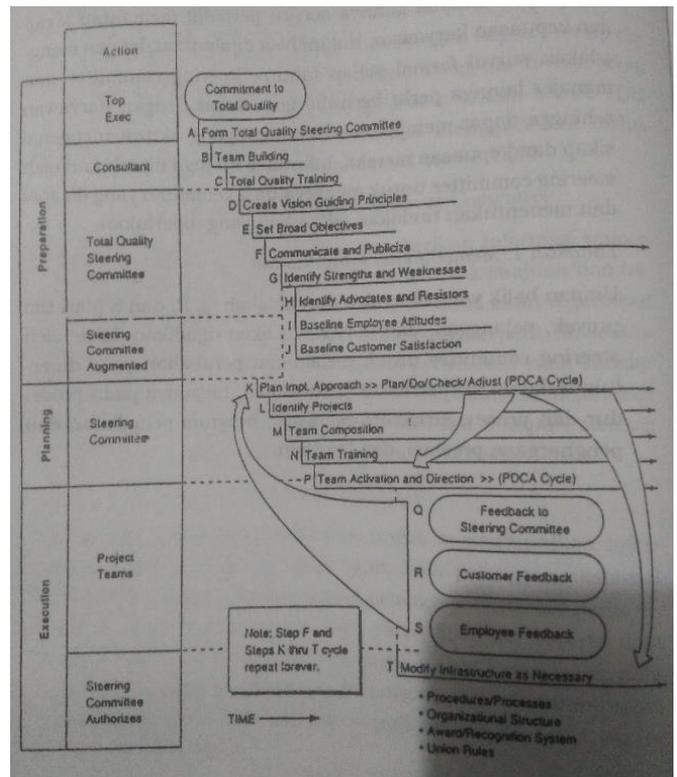


Fig. 1. TQM implementation phases [8].

There are three generic approaches to TQM in higher education. First, there is a customer focus where the ideas of services to student are supported through staff coaching and development, which encouraged student's preference and self-reliance. The second approach is staff focus which pertains to appraise and heighten the share of all members of staff to the potency of an institution's procedure, to the setting of rules and priorities. This implies a blandish management structure and the acceptance of obligation for action determined by working

groups. The third approach focuses on service agreement positions and attempt to guarantee compliance to stipulation at sealed access measurable degree of the educational procedures. Evaluation of assignments by faculty within a period of time is an example [12].

C. BS5750 and ISO9000

BS5750 is an English quality standard, while ISO9000 is an international quality standard. Both are world industry standards, and rarely touch the quality of education. Only a small number of universities and private training organizations have succeeded in meeting these standards [13].

BS5750 is identical to the European standard EN29000, ISO9000 International quality standard, and United States Q90 quality standard. There are many advantages or benefits achieved by educational institutions registered with these quality organizations, including seeking discipline and documenting their quality system by obtaining accreditation from third parties.

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Factors that can cause if an organization applies TQM in the same way that they carry out other management innovations, or even if they consider TQM a miracle medicine or a fast healing tool, then the effort has failed since the beginning. TQM is a new and comprehensive approach that requires total changes to the traditional management paradigm, long-term commitment, unity of purpose, and special training.

Apart from being due to a half-hearted effort and unrealistic expectations, there are also some mistakes that are generally made when the organization starts a quality improvement initiative. Some common mistakes include:

- Delegation and leadership that is not good from senior management.
- Team collaboration that is not running well.
- Uneven dissemination process, so that they do not get the same understanding.
- Using a limited and dogmatic approach.
- Expectations that are too excessive and unrealistic.
- Empowerment that is premature

There are still many other mistakes that are often made relating to the application of TQM to an institution or organization. If an institution or organization truly understands

the concept of TQM before trying to implement it, then these errors can be avoided.

IV. CONCLUSION

The result of this study reveals that TQM is a vision, which the educational institution can only achieve through long-term planning, by drawing up and implementation annual quality plans, which gradually lead the firm towards the fulfillment of the vision. Through the application of TQM at higher education system that is carried out continuously and consistently, the higher education institutions will be able to win global competition that is very competitive and obtain the benefits that can be used to develop and improve the quality of higher education.

The purpose of implementing TQM is to improve the quality, efficiency and effectiveness of production. With continuous improvement and quality improvement, it will improve the competitive position and of course it will increase the output too. That way the department will get the benefits of increasing profits. If in an educational institution or it can be called a non-profit organization, the benefits are more students who continue their studies at those Department.

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