

## **IMPLEMENTATION OF TQM BASED HUMAN RESOURCES MANAGEMENT DEVELOPMENT**

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### **Abstract**

This paper presents the development of human resources based on total quality management carried out at MIN 1 Nagan Raya Aceh. Total quality management is an approach offered so that institutions can survive and be able to win the competition between existing institutions. This research uses a qualitative case study approach. The data collection technique is done through; observation, interview and documentation. Furthermore, the research data is presented in the form of descriptive narrative. The results showed that; MIN 1 Nagan Raya Aceh implements several stages in human resource management, namely planning, recruiting, and developing human resources which are carried out in a planned, systematic and quality-oriented manner on an ongoing basis. Through the implementation of human resource development based on total quality management,

**Keywords:** HR development; implementation of development; HR management; TQM.

### **Abstrak**

Paper ini menyajikan tentang pengembangan sumber daya manusia berbasis total quality management yang dilakukan di MIN 1 Nagan Raya Aceh. Total quality management merupakan pendekatan yang ditawarkan supaya lembaga dapat survive dan mampu memenangkan persaingan antar lembaga yang ada. Penelitian ini menggunakan pendekatan kualitatif jenis studi kasus. Teknik pengumpulan datanya dilakukan melalui; observasi, wawancara dan dokumentasi. Selanjutnya data hasil penelitian disajikan dalam bentuk deskriptif naratif. Hasil penelitian menunjukkan bahwa MIN 1 Nagan Raya Aceh menerapkan beberapa tahapan dalam manajemen sumber daya manusia, yaitu perencanaan, perekrutan, dan pengembangan sumber daya manusia yang dilakukan secara terencana, sistematis dan berorientasi pada perbaikan mutu secara berkelanjutan. Melalui implementasi pengembangan SDM berbasis total quality management, MIN 1 Nagan Raya Aceh berhasil menjadi sekolah yang unggul dan mendapatkan kepercayaan dari masyarakat atau publik.

**Kata Kunci:** Pengembangan SDM; Impelementasi pengembangan; manajemen SDM; TQM

## **Backgrounds**

Human resources (HR) is a core factor in an organization. Therefore, the management and development of human resources are very important for the organization (Krismiati 2017). Human resource management is carried out to develop and utilize all existing potential to support the achievement of the desired organizational goals. Human resource development is part of an important topic to study, considering that human resource development is an urgent aspect in efforts to increase an institution's competitive advantage (L. Marlina 2015). The development of human resources is the development of a workforce that is oriented towards increasing knowledge and skills, the ultimate goal of which is the productivity and quality of the institution (A. Widiyansyah 2018).

Educational institutions require effective management of human resources in improving their performance. Efforts to improve quality have implications for the need for schools to have human resources to work optimally, resulting in the need to develop human resources so that they have a creative and innovative attitude in facing competition (W. Walidin 2016). The discrepancy between output at the educational level and social demands in the world of work is homework in the world of education that must be addressed. Education still shows as a burden rather than a strength in development. When viewed from the perspective of human capital theory, education is faced with the problem of under investment in human capital, namely the lack of development of potential human resources, so the impact on education has not shown a rate of return which can be measured by the number of graduates absorbed in the world of work.

One of the factors that influence the success or failure of an educational institution is the performance of the resources in it. The resources owned by schools cannot provide maximum results if they are not supported by human resources who have optimal performance as expected (Bunjarto 2015). Many researchers conduct research on human resource development, including; Krismiati conducted research on the importance of developing human resources in achieving organizational goals. Dynamic environmental conditions, staffing, do not always lead to success. Environmental conditions tend to require organizations to make adjustments and developments according to organizational needs

(Krismiati 2017).

Other research was also conducted by Warisno who stated that quality can be achieved if human resources, in this case, educators and educational staff, are optimized through reliable management (A. Warisno 2018). One of the management carried out is by "buy" and "make" (recruitment and coaching). Development and improvement of the quality of human resources should be a priority. One of the efforts that can be made to improve the quality of human resources is to apply the principles of Total Quality Management (TQM). The application of TQM to improving the quality of human resources is proven to make a major contribution to achieving goals (E.Supardi 2006).

Total quality management is an approach and offers a simple concept of how institutions can compete and excel in competition and produce the best quality among existing institutions (ARSyam 2017). To be able to produce the best quality, it is necessary to continuously and continuously improve the human resources (S. Suhermanto & A. Anshari 2018). In addition, the concept of total quality management also has characteristics, which are oriented toward satisfying customer needs and long-term achievement (R. Hirawan 2019). The process of developing human resources based on total quality management has conditions that must be met, namely the full commitment of all elements to carry out measurements as an evaluation. Evaluation and improvement are carried out on an ongoing basis to improve quality, starting from planning, recruitment, selection, development, performance appraisal up to the termination of the work contract (Rachmawati 2008).

Madrasah Ibtidayah Negeri 1 Nagan Raya Aceh is a school that is classified as advanced and has a competitive advantage because it is able to read and see the opportunities that exist. In addition, the institution always carries out activities to develop the quality of human resources in a planned, systematic and sustainable manner. From the results of initial observations, information was obtained that the school always improves the abilities of its educators and education staff in a planned manner as contained in the School Work Plan (RKS), as well as providing rewards and punishments to educators and education staff. The development of skills and capabilities of human resources owned by schools continues to be carried out in order to respond to community demands and intense

competition between educational institutions (Hartatic 2014). The human resources in educational institutions include teaching staff (teachers) and educational staff which include administrative staff, laboratory assistants, librarians, technicians, and implementing assistants (cleaning staff).

Human resource management is understood as the process of planning, organizing, directing, and supervising, starting from procurement, development, compensation, to workforce maintenance with the intention of helping achieve the goals that have been formulated (MTHasan 2003). Research on human resources has been carried out a lot. However, the time and place of research is different. In this case, this research comes with the internalization of the concept of total quality management in human resource management in educational institutions, especially at Madrasah Ibtidayah Negeri (MIN) 1 Nagan Raya Aceh, bearing in mind the uniqueness and uniqueness of these institutions in managing their human resources so that they are of high quality. and increase the competitiveness of the institution.

## **Research Method**

The method used in this research is a qualitative case study type research. Qualitative research methods are scientific research that aims to understand a social phenomenon by prioritizing a process of in-depth interaction and communication between the researcher and the phenomenon being studied (Sugiyono 2017). Thus, in qualitative research the researcher becomes the source of the instrument, namely the direct data collector. This research is descriptive analysis in nature, in which data collection is carried out through; observation, interviews and documentation, then the researcher conducted an analysis until the research was declared complete.

## **Research and Discussion**

Human resource management is theoretically a person who is bound or has a bond with the organization. However, in practice it is often referred to as employees. If explored in detail, the designations of employees vary, depending on the type of work, such as: (1) HR is called an employee if he has permanent employee status, (2) HR is termed an employee if he works in a private company, (3) HR is called labor if working in a factory or

manufacturing company, (4) HR is termed a teacher or lecturer if working in educational organizations, etc (Imas Masriah sarwani. Had Supratikta 2022).

Madrasah Ibtidayah Negeri 1 Nagan Raya is a public school located in Jeuram, sub-district. Seunagan, kab. Nagan Raya, Prof. aceh. Led by Mr. Samsul Rizal, MA, with approximately 35 teachers, the school principal, Mr. Samsul Rizal, MA, is aware of his function and role as a leader/manager, so he needs to develop himself and his subordinates, this is in accordance with the discussion in Sarwani's book "Human Resource Development and Performance Management".

Human resource management also functions/plays a role in an organization while taking into account the background and inherent attributes, such as: (1) HRM function in making decisions or policies in HR planning. HRM creates manpower policies and guidelines for HR management, including procedures and techniques. (2) HRM functions as mapping or division of work groups and HR arrangements such as; as what, what to do, and to whom to coordinate. (3) HRM functions in guiding, directing, motivating and assisting. (3) HRM functions as employee control, such as discipline, work order, teamwork, and order (Imas Masriah sarwani. Hadi Supratikta 2022).

Improving the quality of education at MIN 1 Nagan Raya Aceh is carried out through appropriate management. Namely Total Quality management (TQM). In every activity and activity of the organization, especially in the management and development of the quality of human resources in it. This can be seen from the results of research findings in the field which show that in order to improve the quality of education, in order to have competitiveness and superiority, strengthening and developing the quality of human resources at MIN 1 Nagan Raya Aceh is carried out. Therefore, MIN 1 Nagan Raya uses a total quality management approach in developing the quality of its human resources. We can see this in the image below.



## **Figure 1: Stages of HR Development at MIN 1 Nagan Raya**

### **Human Resource Planning**

MIN 1 Nagan Raya has experienced a lot of development and renewal towards better quality improvement. One of the concepts applied by Mr. Samsul Rizal as the principal of the MIN 1 Nagan Raya school, applies the concept of total quality management in carrying out human resource planning. Human resource planning begins with an assessment of the availability of human resources starting with an assessment of the availability of human resources in MIN 1 Nagan Raya as a whole. What is done at the leadership meeting in particular, starting from the number of existing human resources, educational qualifications, competencies possessed, performance, skills, and so on. This evaluation is carried out to understand the challenges in terms of human resources in institutions, as well as skills, competencies,

The Head of HR MIN 1 Nagan Raya stated that, MIN 1 Nagan Raya carried out a plan which included a needs analysis for qualified educators and educational staff, certain specifications required by the institution. This needs to be done as an effort to find out the strengths and weaknesses of the school's human resources, what needs are needed by the school, and analyze what is lacking so that improvements can be made.

As for the way to find out what the school needs, then all the human resources it has the school holds a special meeting with the foundation to discuss the programs that have been designed and those that have been implemented, so that the performance of its resources can be known. Thus, it can be seen the programs that have been implemented and programs that have problems. Through this, schools can determine alternatives and strategic steps that can be used to achieve the expected school goals (Erlina Yuliyati 2020).

### **Human Resources Recruitment**

Recruitment carried out by MIN 1 Nagan Raya is aimed at finding and attracting applicants who have the competence and skills to be selected to become educators and education staff according to the position needed. The HR recruitment process at MIN 1 Nagan Raya according to the school

principal is carried out to recruit and select the teachers and employees needed, to fill in certain positions in accordance with the results of the decisions of meetings held together with the foundation. Filling in certain positions, of course, is based on the results of very mature human resource planning, which is carried out at the level of policy makers.

According to the teacher at the MIN 1 Nagan Raya school, the steps taken by MIN 1 Nagan Raya in the process of recruiting educators and education staff, the school first formed a committee to recruit the required human resources, starting from information providers, recipients of registration, to the selection team. Furthermore, the team will work according to their respective duties, in order to recruit new prospective employees who will fill the empty space. The selection technique is usually carried out openly and the selection material includes a written test and an oral test (interview).

Recruitment activities usually begin with looking for potential applicants and end with the submission of a job application letter by the applicants to the selection team. After Recruitment, the next process is the process of selecting applicants, until the job applicants are elected as employees, in order to fill the positions needed at MIN 1 Nagan Raya. Applicants who are accepted by them will meet the standard criteria required. The thing that distinguishes MIN 1 Nagan Raya from other elementary schools in the technique of recruiting Educators and Education Personnel is; Educators and educational staff who are declared passed/accepted will first be included in the training program. In addition to being included in the training, newly accepted teachers will carry out a 1-month trial (training), before being decided as educators and permanent education. This is done to get the quality of educators and educational staff who are superior and established. Through this training program, new employees will receive material from instructors on a number of matters, so that they can adapt to the organizational culture at school and continue to hone and improve their competencies and skills, according to the expectations of the institution.

## **Human Resource Development**

To improve the quality of Educators and Education Personnel (PTK) who join MIN 1 Nagan Raya, they are included in regular training

activities, workshops and so on, which is every two months, the aim of which is to improve their abilities and skills. The school sent several PTK people to take part in the training program, so that there was follow-up from the training they attended and they were able to guide other PTK (peer tutors), who had not been included in the training. (Results of Interview with MIN 1 Nagan Raya Teacher) MIN 1 Nagan Raya Education Quality Assurance explained; In developing human resources, the school also provides opportunities for educators and education staff to continue their studies to a higher, higher stage. in order to improve their knowledge, competence and skills respectively. In this case, the principal also provides support and encouragement for this, through providing motivation which is carried out at each meeting held at school with teachers and education staff. Based on the above, MIN 1 Nagan Raya carries out planning, recruitment, and human resource development based on total quality management, so that the quality of its human resources is superior and able to provide the best for the institution. The concept of human resource management based on total quality management focuses on efforts to improve the quality of human resources, fulfillment of human resource needs desired by customers, both internal and external customers and continuous improvement of existing human resources. so that the vision and mission of the institution can be achieved optimally. The development of human resources based on total quality management at MIN 1 Nagan Raya can be explained as follows.

No	Element	Information
1	Default setting (Input)	HR development planning at MIN 1 Nagan Raya, includes analysis of the needs of educators and education staff (inventory process), predictions or forecasts of HR (forecast), and preparation of HR needs and setting

No	Element	Information
		standards for teaching staff in accordance with the areas covered.
2	Monitoring Performance (Process)	<p>Development of human resources at MIN 1 Nagan Raya, namely:</p> <ol style="list-style-type: none"> <li>a. Training, seminars, workshops and so on periodically, namely once every two months.</li> <li>b. Providing opportunities for educators and education staff to continue their studies to the next, higher stage so that they have the competence and skills as expected</li> <li>c. Establish cooperation with institutions of higher education to obtain human resources for teachers and other educational staff</li> <li>d. Conducting study tours every 1 to 2 times a year to various regions.</li> </ol>
3	Correcting for Devoting (Output)	The development of human resources for educators and education staff owned by MIN 1 Nagan Raya is in the good category. Existing educators and educational staff are in accordance with the standards and qualifications

No	Element	Information
		set by the Prambanan Muhammadiyah Vocational School
4	Standard News (Outcome)	<ul style="list-style-type: none"> <li>a. The principal as the captain of the institution is able to read the wishes and needs of its members.</li> <li>b. Schools are able to respond to customer needs as users of educational services.</li> <li>c. Utilizing technological advances for the development of human resources owned by MIN 1 Nagan Raya.</li> </ul>

Table 2: TQM-based human resource development

Departing from the above, it can be seen that; human resource development is part of efforts to maximize competitiveness with continuous improvement to obtain optimal value or quality (ANCahyo 2017). The process of improving the quality of education will be effective and efficient, if followed by competent human resources with high loyalty and morale.(M. Waiganjo, E. Mukulu 2012) so that it will produce high performance as well and lead to customer satisfaction. The most important asset an organization has is human resources, while effective management is the key to organizational success (D. Budi Soetjipto 2012). Human resources are the potential to use the thoughts and works that are owned to be used optimally for the success of individuals or organizations after this potential is developed (S. Notoatmodjo 1992). The application of total quality management has an influence on human resource development. This influence is related to the role of employees or HR in demonstrating their performance through tenacity building creativity, sincerity in carrying

out programs, as well as the ability to develop themselves, confidence and the benefits of integrated quality management. In addition, leaders play an active role, are open, not indifferent, are close to members of the organization and have leadership qualities (MFR Syadzili 2019). On the other hand, all personnel must feel equally owned and involved in running the system (AZA Suseno 2014).

Human resource management is an effort to plan, develop, motivate, and evaluate all the human resources needed by a school in achieving its goals (L. Marlina 2015). This includes starting from selecting anyone who has the qualifications and deserves to occupy a position in an organization (the right man in the right place) as required by an educational institution to how this qualification can be maintained and even improved and developed from time to time. . Human resources is a human investment movement. Human investment is a long-term educational effort to produce human resources (MNAlmasri 2016). Human resource development is not an easy matter because it requires thinking, systematic and serious action steps (EN Caliskan 2010). In addition, human resource management (HR) is needed in order to realize activities in educational institutions, which are included in the RENSTRA (Strategic Plan), RENOP (Operational Plan), and the school's annual program. Islam also encourages the development of human resources through training of employees with the aim of developing competencies and abilities so that they can carry out their job responsibilities (Nuraeni 2019).

Professional HR is HR that is kafa'ah (has expertise), amanah (trusted), and himmatul amal (has a high work ethic). Therefore, guidance and development is needed which is based on three aspects, namely (1) syahsiyyah islamiyah (Islamic personality), (2) skills or abilities and skills, (3) leadership and cooperation in teams (HIANwar 2012). Through this, the utilization of human resources in educational institutions is able to increase the contribution of human resources to organizations in order to achieve the productivity of educational institutions. In addition, appropriate management of human resources can also achieve the vision and mission of the institution effectively and efficiently (A. Widiansyah 2018).

## Conclusions

Human resource development based on total quality management, always adheres to the principle of continuous improvement and is customer oriented. The characteristics of the implementation of total quality management in human resource development focus on customers, both internal and external, have a long-term commitment, always make improvements, and provide education and training.

MIN 1 Nagan Raya Aceh has implemented the concept of total quality management and still adheres to the principle of always making continuous improvements and increasing quality and productivity in responding to market demands. The strategies carried out by the school include; planning, recruiting, and developing human resources to achieve optimal quality education. This strategy was developed by adopting the customs, culture (based on local wisdom) of the community, so that it does not conflict with the real conditions of the surrounding community.

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