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Human Resource Development Based on Total Quality Management (TQM)

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Abstract: Total Quality Management for human resource development is a planned, continuous effort. The purpose of this research is for the institution to survive and be able to win competition between institutions. A literature review of some previous research results was used in this research, journal search sources, namely Google Scholar and Scopus. The results of this research prove that the stages in human resource management are planning, recruiting, and developing human resources in a planned, systematic manner and oriented toward continuous quality improvement.

Keywords: Human Resource Development, Total Quality Management

INTRODUCTION

In tight competition to be the best in technology, science, legal systems, and even human resources in this era of industrialization, companies or institutions must be able to resolve obstacles quickly and accurately. Human resources as a core aspect of the organization [1]. can realize the goals of the institution to the fullest if the human resources are qualified and able to adapt to all industrial changes. Human resource development, which often has different interests between organizations and workers, is the focus of human resources [2]. Efforts in human resource development in addition to improving knowledge, skills, and organizational behavior, also include providing careers supported by organizational flexibility in achieving organizational goals [3][4]. Training to improve skills commonly offered by management for human resource development is not only related to work but also leadership and how to adapt to the environment [3]. Human resource development in higher education can be done by implementing total quality management (TQM). Total quality management (TQM) is a management approach through continuous improvement to achieve customer satisfaction and the long-term success of an organization [5]. The right skills and behaviors can prevent defects and satisfy customer users at all times [6]. Total quality management (TQM) is a process of continuous improvement in totality for employees and organizations, which focuses on 4 principles, namely pleasing customers, management based on facts & figures, people-orientation, and continuous process improvement. 8 core concepts are customer satisfaction, employee satisfaction, process management, measurement & feedback, teamwork, recognition & reward for quality, continuous improvement, and better prevention [5]. The multidimensions of total quality

management (TQM) are leadership, continuous improvement, learning and training, resources, work-life balance, and teamwork. TQM refers to the quality of practice[7].

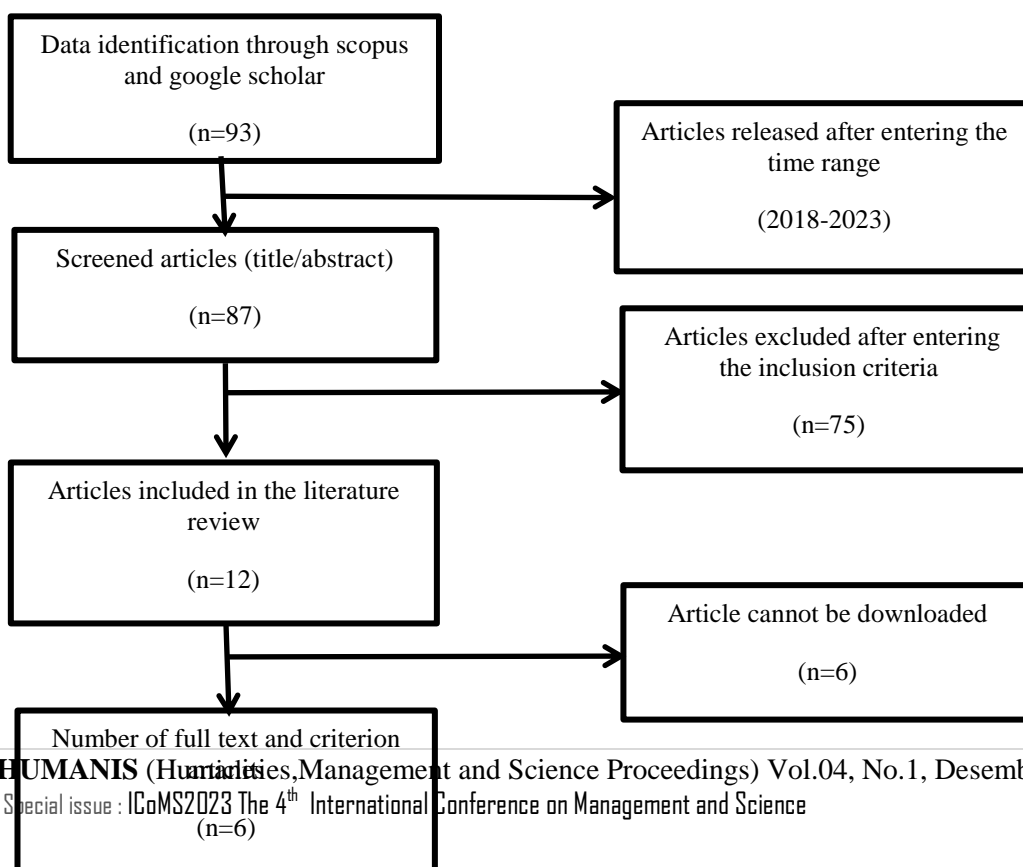
Total quality management (TQM) and human resource management are closely related to quality[8]. The importance of human resources is based on all levels of management including education management[9]. The total quality management approach in educational institutions is not limited to achieving high quality alone but also has an impact on segments of the educational process such as organization, management, interpersonal ties, material and human resources, and the promotion of team spirit, this matter indirectly urges employees to play an active role in sharing quality learning, and allows employees to know the obstacles and methods of resolution[10]. Human resource empowerment starts from planning with position analysis, recruitment, selection, development, performance evaluation, to termination of employment contracts. The whole process requires the role and contribution of all elements in the successful development of human resource management based on Total Quality Management (TQM), especially in educational institutions[11].

The purpose of this research is to analyze the development of human resources based on total quality management so that universities are expected to be able to exist, trusted by the community as a place to improve their quality, be able to compete globally, and have quality output.

METHODS

This research uses the literature review method. A literature review is a synopsis of previous research. A literature review is a presentation, classification, and assessment that other researchers have written about a particular subject (Taylor D, 2001). So that it can be used as a basis for further research[12]. Researchers use the results of other researchers on total quality management-based human resource development in several places.

Journal search sources use Google Scholar, and Scopus and are also assisted by Connected Paper. in the period 2018 - 2023 or the last 5 years. The keywords that researchers use in finding articles on human resource development and total quality management. The inclusion criteria set by researchers are articles using Indonesian or English, articles published in 2018 - 2023, and articles available open access / free in the database. The exclusion criteria set by researchers are articles without abstracts.



RESULT AND DISCUSSION

Research with this literature review on human resource development based on total quality management uses 6 previous research results, as follows:

YEAR	RESEARCH TITLE	RESEARCH METHODS	RESULTS	SUGGESTIONS
Samsul Arifin dkk (2022)	Human Resources based on Total Quality Management	Qualitative, descriptive	The implementation of TQM has a positive effect and provides many benefits for the company and its employees. With TQM all aspects of the company such as leadership and employee training will be planned and monitored properly. The disadvantage of implementing TQM is that the costs incurred are quite high.	Management needs to think of more strategies to get more profitable results while not disrupting the company's financial situation.
Lilis Wati (2022)	Implementation Of Tqm Based Human Resources Management Development	Qualitative, descriptive	<p>MIN 1 Nagan Raya Aceh has implemented the concept of total quality management and sticks to the principle of always making continuous improvements and enhancing quality and productivity in response to market demands. Strategies undertaken by the school include; planning, recruiting, and developing human resources to achieve the goal of</p> <p>optimal quality of education. This strategy is developed by adopting the customs, and culture (based on local wisdom) of the community so that it can be carried out without contradicting the real conditions of the surrounding community.</p> <p>not contradict the real conditions of the surrounding community. By developing human resources based on total quality management, MIN 1 Nagan Raya Aceh has succeeded in becoming a superior school and gaining</p>	

			the trust of the community and public.	
M. Haikal Imam, dkk (2022)	The Effect of Total Quality Management (TQM) on the Quality of Human Resources Human Resources at PT Telkomsel Banda Aceh Branch	qualitative and quantitative using simple linear regression equation analysis. Hypothesis testing using the t-test statistical test, with the help of the SPSS V.22.0 For Windows computer program.	shows a positive linear relationship and a fairly close relationship between Total Quality Management (TQM) on the quality of human resources in PT. employees of PT Telkomsel Banda Aceh Branch, this is by looking at the count value (4.965) greater than the t table value (1.689), and with a significance of 0.000 or a probability of below $\alpha = 5\%$. This shows that there is a positive and significant influence of Total Quality Management (TQM) on the quality of human resources employees of PT Telkomsel Banda Aceh Branch.	the management should maintain the concept of TQM that has been implemented, as well as by increasing the quality control of employees, so that the quality of human resources of employees. quality control of employees, so that the quality of human resources employees will increase.
Erlina Yuliyati (2020)	Human Resource Development Based on Total Quality Management At Smk Muhammadiyah Prambanan	Qualitative. The data collection technique is through; observation, interviews, and documentation. Furthermore, the research data is presented in descriptive narrative form.	The results showed that; SMK Muhammadiyah Prambanan applies several stages in human resource management, namely planning, recruitment, and development of human resources which are carried out in a planned, systematic, and oriented towards continuous quality improvement. Through the implementation of total quality management, SMK Muhammadiyah Prambanan has succeeded in becoming a superior school and gaining the trust of the public.	-
Nasser Abdul Ghani Al-Saffar, dkk (2020)	The effect of total quality management practices on employee performance: The	Quantitative. Data processing using multiple regression and gradient regression	that TQM practices with its dimensions have an impact on employee performance through knowledge sharing. The results of this study contribute to developing and implementing various strategic directions that	There has been no similar research in Qatar. For this reason, other studies are needed with different variables, so that

	moderating role of knowledge sharing		improve employee performance through the implementation of TQM and the spread of knowledge-sharing culture.	they can help solve problems in each Qatari ministry and in other organizations
Jorge Luis García-Alcaraz, dkk (2019)	Human Resource Abilities and Skills in TQM for Sustainable Enterprises	Qualitative and quantitative. using multiple linear regression equation analysis.	The results show that human factors play an important role in the success of TQM, due to the direct, indirect, and total effects of managerial commitment, employee integration and training, and educational processes on the benefits obtained from implementing TQM are statistically significant at the 95% confidence level.	Future researchers are expected to examine other variables.

According to Edwards & Collinson, 1998. Human resource development aims to increase the effectiveness and efficiency of work in implementing and achieving the goals of the organization's work program that has been set[3]. Human resources (HR) play an important role in the implementation of TQM, which ensures operational benefits as measured by the quality index in a product, continuous improvement, cost reduction, and waste, and better job security for employees, it is to ensure the sustainability of the institution[13]. In research conducted by Radit Hijrawan, 2019, TQM-based human resource development implemented in educational institutions shows positive results and has a very good effect on institutions, this is evidenced by the increase in the number of students, the quality of education, the increasing skills of teachers, and being able to immediately solve existing problems[14], [15], [19].

The total quality management approach in developing its human resources to improve the quality of education, to have competitiveness and excel, strengthening and developing the quality of human resources is necessary[15]. This is by research from M. Haikal Imam et al, 2022, which states that there is a positive and significant effect of Total Quality Management (TQM) on the quality of human resources[16]. The essence of developing human resource management based on Total Quality Management, namely: focusing on customers, having a high obsession with quality, using a scientific approach in making decisions and solving problems, having a long-term commitment, requiring teamwork, improving processes continuously, organizing education and training, provide controlled freedom, have a goal, and the involvement of participants[16]. There are 3 stages of human resource development, namely: human resource planning, recruitment/selection, and development[19]. Employee empowerment in research conducted by Wati, 2022; Radit Hijrawan, 2019; and Yuliyati, 2020, in the process of using TQM is carried out with several points, namely standard setting (input), Performance Monitoring (Process), Correcting For Development (Output), Out Come News Standards[14], [15][19].

Setting standards (input) includes analyzing the needs of educators and educational staff, predicting or assessing human resources, as well as preparing human resource needs (HR), and setting standards for educators according to their fields. Monitoring performance (process) includes human resource development carried out in educational institutions, namely: a. Training, seminars, workshops, internships, and so on regularly for educators, educational staff, and students. b. Providing opportunities for educators and education personnel to continue their studies to a higher level so that they have the competencies and

skills as expected c. Establishing cooperation with other higher education institutions to obtain qualified and highly dedicated teachers and education personnel.

Correcting for Deveting (Output) includes human resource development for educators and education personnel, students who are in the good category. Educators and education personnel are by the standards and qualifications set. News Standards (Outcome) include: a. the highest dreamer as the captain of the institution, can read the desires and needs of its members. b. The school can respond to customer needs as users of educational services. c. Utilizing technological advances as the development of human resources owned. This is also in line with the research of Jorge Luis García-Alcaraz, et al, 2019, which states that employee integration and employee training have a positive and important effect on obtaining operational benefits from implementing TQM on human resources[13]. Other research results also show that the practice of total quality management (TQM) with its dimensions affects employee performance through knowledge sharing[17]. Knowledge sharing can improve a person's insight, skills, way of thinking, how to work properly and correctly, a person's behavior, and also increase a sense of leadership and a sense of belonging to an institution that is being undertaken[18].

Implementing TQM is not always easy[19]. in his research revealed the obstacles experienced while implementing TQM, namely educators and education staff who have been trained decide to move to other schools or leave for personal reasons. In addition, in his research also stated that the application of TQM has a positive impact, but the costs incurred are large[3]. The implementation of TQM in human resource development requires high commitment from all human resources. Stated that commitment is of high value to the leader of an educational institution, where the leader must participate in regular supervision of programs to improve existing human resources[18]. This is in line with the results of research which reveal that the success of the institution to be able to exist and be able to compete with other competitors is the direct supervision by the leadership in every human resource development process that all existing problems can be resolved immediately[14], [15],[19]. This is also in line which states that commitment is the most important variable among other variables[13]. High-value and highly influential commitment is also shown from the results of Ghani Al-Saffar & Obeidat's research, 2020[17]. However, the opposite result was found by Salem, 2019 who stated that not all TQM practices positively contribute to the organizational development dimension. Salem did not find positive contributions from leadership, stakeholder vision, and focus on commitment[20].

Human resource development that must be done in higher education is: In the world of education, TQM directs to customer satisfaction both internal customers and external customers. Internal customers are principals, teachers, staff, and institutional organizers. While external customers are society, government, and industry. So an educational institution or institution is said to be of quality if it can provide satisfaction to internal customers and external customers for the services provided [19]. The hypothesis results show that TQM practices affect employee performance, where the moral impact is shown in both (Continuous Improvement, Employee Participation, and Operations Management), while the impact is not seen at all in several other components, namely: (Customer Focus, good leadership, and vision), but this perishable does not negate the importance of these dimensions[13]. organizations or institutions can shape employee attitudes by implementing TQM practices, namely providing training and development, setting up better working conditions, visionary leadership, focusing on employees, and fair recognition and reward systems. Institutions should also set standards that will help evaluate employee performance, by optimizing quality assurance at the university. Experiential change has proven effective in reforming the management of the world's leading universities[21].

CONCLUSIONS

In developing human resources based on Total Quality Management (TQM) in higher education institutions requires strategic and operational plans and quality management. For the quality process to run well, total quality management is needed, and regular quality

audits are needed to improve performance and competitiveness and have quality output. The commitment of both leaders and all staff and students is needed because, with a strong commitment, human resource development will be maximized so that the institution can produce good quality and meet customer needs and expectations.

Research on human resource development in higher education mostly only highlights leadership, teaching, and education staff, although teaching and education staff are very important because, without quality teaching and education staff, it is impossible to produce quality graduates. but students as human resources are also a very important aspect. For this reason, the encouragement of human resource development for students is very necessary and must be carried out intensively, by the direction of PERMENDIKBUDRISTEK number 28 of 2021 Article 297 so that the development of HR talents with a roadmap that encourages innovation and creativity of human resources becomes the formation of specialist and adaptive human resources (HR) in the Industrial Revolution 4.0. Universities that aggressively and fully encourage development programs, one of which is from KEMENDIKBUD, are expected to have quality graduates who can compete so that the absorption of labor can be maximized in the world of work. This is also expected to increase satisfaction with the community.

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