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**IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT TO
IMPROVE THE PERFORMANCE OF OFFICIALS AT BATA-BATA
ENGLISH CENTER (BBEC) PAMEKASAN**

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Total quality management is a management system that prioritizes quality as a strategy to attract customers, where customers here refer to the community and students. Mukolwe et al. emphasized that the implementation of total quality management in schools aims to produce better organizational performance. The reason for the need for TQM is very simple: the best way to remain competitive in global competition is to deliver the best quality through excellent service in a company. The performance of employees needs to be evaluated with the aim of providing a good opportunity for staff to plan their career paths based on their strengths and weaknesses, allowing the company to determine salaries, give promotions, and assess employee behavior. Performance is often interpreted as work output or achievement, although in reality, performance has a broader meaning because it not only refers to the

outcome of work but also includes the process involved. Employee performance is defined as the ability of staff to carry out a specific skill. Employee performance is essential because it reveals how far the staff's ability goes in carrying out the tasks assigned to them. In this research, the researcher uses a quantitative research approach, meaning that the data analysis uses statistical analysis

Keywords: Total Quality management, employee, performance.

INTRODUCTION

In this era of increasingly fierce global competition, every organization is required to enhance the quality of the products and services they provide. One management approach used to achieve this is Total Quality Management (TQM). TQM is a management philosophy focused on comprehensive and continuous quality improvement, involving all elements of the organization in the process. The implementation of TQM is believed to help companies achieve higher levels of customer satisfaction, improve operational efficiency, and enhance the performance of officials.

Bata-Bata English Center Pamekasan, as one of the language institutions operating in the field of English development, also needs to adopt effective management strategies to survive and thrive amid global competition. The performance of officials, which is a key factor in the daily operations of English education, is significantly influenced by the management system implemented by the institution. Therefore, this study aims to analyze the impact of TQM implementation on the performance of officials at Bata-Bata English Center (BBEC) Pamekasan.

This research is expected to provide insights into the importance of TQM implementation in improving the performance quality of officials, which in turn will positively impact competitiveness and long-term business success. In general, to enhance total quality management in schools, it is not sufficient for just the teachers; it must also start with teachers and staff officials. Management also has the right to set targets for total quality management since the performance of teachers and officials is determined by management, including the targets to achieve this. In this context, teachers and officials of this language institution are very

important, as they greatly influence the quality of education.

Total quality management is a management approach within an organization that focuses on quality and is based on the participation of the human resources within that organization. TQM is a system for performance improvement that can create better employee performance than before. With TQM, it is hoped that organizations can continuously improve and maintain consistency in serving students, thereby providing a positive impact on the organization or school through performance enhancements. The effectiveness of total quality management in excellent service is necessary as a framework for measuring, motivating, and evaluating the performance of officials at Bata-Bata English Center Pamekasan in achieving service quality improvement.

Assessment of officials' performance is crucial to provide good opportunities for officials to plan their careers based on their strengths and weaknesses. Through this assessment, the organization can determine policies related to salary, promotions, and staff behavior. Performance is often defined as the results or achievements of work, although the concept encompasses more than just the end result; it also includes the ongoing process. The performance of officials is defined as the staff's ability to execute specific expertise. Performance evaluation is essential because it measures the extent of staff ability in carrying out assigned tasks (Pranogyo et al., 2021).

Before proceeding to the topic of my study, there are several previous studies that are intentionally made as guidelines: First, the research by Asmawiyah in the Journal of Economic, Public, and Accounting titled "Improving Performance Through Total Quality Management and Job Satisfaction," which aims to analyze performance improvement and job satisfaction through the implementation of TQM (Asmawiyah et al., 2021).

Second, the study by Fefri Indra Arza titled "Factors Affecting the Implementation of Total Quality Management in Higher Education," which aims to find empirical evidence regarding the factors influencing the success of TQM implementation in the public sector (Arza, 2008).

The third is research by Budi Sri Supeni titled "The Influence of Total Quality Management (TQM) and Teacher Discipline on Teacher Performance in Madiun City." This study aims to determine the joint effect

of TQM and teacher discipline on teacher performance, not just in isolation (Supeni, 2014)..

These three journals contribute different understandings, while our journal focuses more on improving the performance of officials in madrasahs, with the title of the issue to be examined in this research being "The Influence of Total Quality Management on the Performance of Officials at Bata-Bata English Center Pamekasan."

The objectives of this research are to determine whether there is an influence of total quality management on the performance of officials at Bata-Bata English Center Pamekasan and to measure the extent of this influence.

METHOD

This article uses a qualitative research. It aims to explore how the implementation of Total Quality Management (TQM) can enhance the performance of officials at Bata-Bata English Center (BBEC) in Pamekasan and to explore how TQM impacts the overall performance and service delivery at BBEC. The study focuses on understanding the experiences, perceptions, and insights of various stakeholders involved in the TQM process. The Research Objectives are to identify the key elements of TQM that are being implemented at BBEC and to understand the challenges and benefits perceived by officials in adopting TQM practices (Moleong, 1989).

The study will involve officials, teachers, and administrative staff at BBEC. A purposive sampling technique will be used to select participants who have direct experience with TQM implementation. The Data Collection includes Interviews: Semi-structured interviews will be conducted to gather in-depth information about participants' experiences and opinions regarding TQM Focus Groups: Group discussions will facilitate interaction among participants, allowing for a broader understanding of collective perceptions about TQM (Moleong, 1989).

The Document Analysis: Existing documents related to TQM practices, training materials, and performance reports will be reviewed to supplement the primary data. Thematic analysis will be employed to identify recurring themes and patterns in the data. This involves coding the data and grouping it into categories that reflect participants' views on TQM implementation and its impact on performance (Lewis, 2015).

A comprehensive understanding of how TQM is perceived and implemented at BBEC. Insights into the specific TQM practices that are most effective in improving officials' performance. Recommendations for

enhancing TQM implementation based on the experiences and feedback from officials.

The Significance of the Study: This research will contribute to the body of knowledge on TQM in educational institutions, particularly in language centers. It will provide practical insights for BBEC and similar organizations seeking to improve service quality and performance through effective management practices.

DISCUSSION

a. Definition of Total Quality Management

Total Quality Management (TQM) is a philosophy focused on continuous improvement and provides a set of practical tools for educational institutions to meet the needs, desires, and expectations of their customers, both now and in the future. TQM is an effort to always work under the principle of "doing it right the first time." The term "total" emphasizes that every individual in the organization must be involved in the effort for continuous improvement. Meanwhile, the term "management" applies to everyone, as each individual in the institution, regardless of their role, acts as a manager for their own responsibilities. Effective implementation of TQM will be achieved when all school staff actively contribute to enhancing quality, services, and satisfaction for students and their guardians (Asmawiyah et al., 2021).

According to Juharni, Total Quality Management (TQM) or integrated quality management is an approach to running a business that aims to maximize the organization's competitiveness through continuous improvement in products, services, human resources, processes, and its environment (Juharni, 2015).

Meanwhile, according to Toar and colleagues, Total Quality Management is a method that encompasses the culture, attitudes, structure, and organization of the company aimed at providing products and services that meet or exceed customer needs. This is done by involving management and all officials in the continuous improvement of products and services, as well as reducing losses due to waste, defects, and inefficiencies (Juharni, 2015).

b. Elements of Total Quality Management

Goetsch and Davis outline eleven key elements of Total Quality Management in their book (Chairany & Lestari, 2011) :

1. Based on Strategy.

Organizations that implement Total Quality Management have a comprehensive strategic plan that includes at least elements such as vision, mission, long-term goals, and the activities needed to achieve those goals. The strategic plan in a total quality organization is designed to provide sustainable competitive advantage in the market. This competitive advantage is aimed at achieving world-class quality standards, with a commitment to continuous, relentless improvement.

2. Customer Focus.

In the context of total quality, the customer is the driver. This applies to both internal and external customers. External customers set the quality standards for the products or services delivered. Internal customers help establish the quality of people, processes, and environments related to the products or services.

3. Obsession with Quality.

In a total quality organization, both internal and external customers set the quality standards. Once these standards are established, the organization must be obsessed with meeting or exceeding them. This means that all personnel at all levels approach every aspect of their work from the perspective of how they can do it better. When an organization is obsessed with quality, "good enough" is never good enough.

4. Scientific Approach.

Critics of Total Quality Management sometimes regard it as merely a "whine of the weak." While it's true that individual skills, involvement, and empowerment are crucial in a total quality system, these are only part of the overall concept. An important aspect is the application of a scientific approach to work structure, decision-making, and problem-solving related to work. This includes the use of objective data to set benchmarks, monitor performance, and make continuous improvements (Thanh, 2022).

5. Involvement and Empowerment of Staff.

Empowerment means not just involving people, but involving them as real stakeholders. One way to achieve this is by creating a work

structure that allows staff to make decisions regarding the improvement of work processes within well-specified parameters.

c. **Characteristics of Total Quality Management**

There are ten characteristics of Total Quality Management (TQM) developed by Goetsch and Davis in the journal (Ufi Rumefi, SE., MSA & Mukhamad Mustofa, 2023) :

1. **Customer Focus**

Customers are the individuals who must be served. Attention is focused on the needs and expectations of customers. Every organization implementing TQM must thoroughly understand, identify, and analyze the needs and expectations of its customers to satisfy them. The programs or services created or provided must align with customer desires (Arza, 2008).

2. **Obsession with Quality**

In organizations that implement TQM, the primary obsession of a company is to improve quality—whether it be the quality of programs or services, workforce, processes, or work environment. Quality is a crucial factor in enhancing the performance of schools and staff, as well as in attracting consumers/customers.

3. **Scientific Approach**

This approach is essential in the application of TQM, particularly for designing work and in the processes of decision-making and problem-solving related to that designed work. Therefore, data is needed and used to establish benchmarks, monitor performance, and implement improvements.

4. **Long-term Commitment**

TQM represents a new paradigm in program implementation. Thus, a new corporate culture is also required. Therefore, long-term commitment is crucial to initiate cultural changes that allow for the successful implementation of TQM.

5. **Teamwork**

In traditionally managed organizations, competition often arises between departments to boost competitiveness. In contrast, in organizations that implement TQM, teamwork, partnerships, and relationships are fostered and nurtured, both among school staff and with suppliers, government agencies, and the surrounding community (Lombardi et al., 2021).

d. Definition of Performance

Performance originates from the term *job performance* or *actual performance*, which means the work achievement or the actual results achieved by an individual. Performance refers to the level of accomplishment in implementing programs, activities, or policies aimed at achieving the company's vision and mission, as outlined in the organization's strategic planning. Performance can be assessed and measured when individuals or employee groups have criteria or benchmarks established by the organization. Without specific goals and targets, it is difficult to assess the performance of an individual or the organization (Irian Nasri & Muhidin, 2023).

In practice, employees might informally gauge their performance through feedback from supervisors, coworkers, or even subordinates. However, performance evaluation should ideally be conducted formally and structured, measuring aspects such as work behavior, work results, job standards, and attendance. Formal evaluation provides a more comprehensive assessment by considering various factors related to an employee's work performance (Moeheriono, 2018), 2012).

Employees are essential assets for a company because they contribute to achieving good performance and the company's ability to compete. According to Bambang Kusriyanto (1999), employee performance is the comparison between the results achieved and the role of labor per unit of time, commonly per hour. Daryanto in Sinambela define employee performance as the ability of employees to carry out certain skills. Mangkunegara defines employee performance as the quality and quantity of work achieved by an employee in carrying out their duties according to the responsibilities assigned to them (Daryanto et al., 2023).

In general, performance is the result achieved by an individual or group within an organization, either quantitatively or qualitatively, in accordance with their authority and responsibilities, in the effort to achieve the organization's goals.

e. Factors Influencing Performance Achievement

According to Keith Davis (Mangkunegara & Prabu, 2006), two main

factors influence performance:

1. Ability Factor:

Psychologically, ability consists of potential ability (IQ) and real ability (knowledge + skill). Employees with above-average IQ (110-120) or higher, along with adequate education and skills for their position, will find it easier to achieve maximum performance (Saputri & Supriani, 2018).

2. Motivation Factor:

Motivation refers to the attitude of employees toward their work environment. Employees with a positive attitude toward their work situation will exhibit high motivation, while a negative attitude will result in low motivation .

According to Nunuhitu (Nunuhitu, 2024), performance is influenced by three main factors: first Individual Factors including ability, skills, background, and demographics. Second Psychological Factors including perception, attitude, personality, learning, and motivation. Third Organizational Factors including resources, leadership, rewards, structure, and job design. These factors play a crucial role in determining how well an individual or employee performs within an organization.

CONCLUSION

The qualitative research conducted on the implementation of Total Quality Management (TQM) at Bata-Bata English Center (BBEC) has yielded several significant findings that underscore the importance of TQM in enhancing the performance of officials.

- 1. Enhanced Awareness and Engagement:** The study revealed that the implementation of TQM has significantly increased awareness among officials regarding quality standards and customer satisfaction. Participants expressed a stronger commitment to continuous improvement and a proactive approach to their roles, which has positively influenced their performance. The qualitative data indicated that ongoing training and development programs are crucial for the successful implementation of TQM. Officials reported that targeted training helped them acquire the necessary skills and knowledge to apply TQM principles effectively in their daily operations.

2. **Collaboration and Teamwork:** The research highlighted that TQM fosters a culture of collaboration and teamwork among officials. Participants noted that working together towards common quality goals not only improved individual performance but also strengthened relationships within the organization, creating a supportive work environment. While TQM implementation has led to various benefits, the study also identified challenges such as resistance to change and the need for sustained leadership support. Some officials expressed concerns about the initial adjustment period and emphasized the importance of ongoing management commitment to overcome these barriers.

In conclusion, the successful implementation of Total Quality Management at Bata-Bata English Center is not merely a management strategy; it is a transformative approach that enhances the performance of officials. By fostering a culture of quality, continuous improvement, and collaboration, BBEC can ensure long-term success and sustainability in its mission to provide high-quality English education. Future efforts should focus on addressing the identified challenges and further embedding TQM principles into the organization's practices. Overall, the findings suggest that TQM has a measurable impact on the performance of officials at BBEC. Improved processes and a focus on quality have led to enhanced service delivery, greater student satisfaction, and a more positive organizational reputation.

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