

TOTAL QUALITY MANAGEMENT



TQM

Disampaikan pada kuliah GD8014 Metodologi Penelitian

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Pokok Bahasan

1. Pendahuluan
2. Definisi TQM
3. Konsep TQM
4. Contoh Penerapan TQM
5. Keterkaitan TQM dengan Penelitian



PENDAHULUAN

- ❖ Kekalahan Jepang pada Perang Dunia II, membangkitkan budaya Jepang dalam membangun sistem jaminan kualitas.
- ❖ Kehadiran W. Edward Deming di Jepang pada tahun 1950 menjadi pemicu semangat ilmuwan Jepang dalam membangun dan memperbaiki sistem kualitas.
- ❖ Keberhasilan dan kemajuan yang sangat pesat di bidang kualitas pada perusahaan Jepang menjadi perhatian perusahaan di negara maju lainnya. Perusahaan kelas dunia kemudian mempelajari kultur/perilaku perusahaan Jepang dalam mengembangkan konsep kualitas. Hasil studi menunjukkan bahwa salah satu penyebab keberhasilan perusahaan Jepang adalah dengan diterapkannya **Total Quality Management (TQM)**.



PENDAHULUAN

The use of quality management has become widespread among organizations during the last decades.

The type of organizations that use TQM varies from large to small, private to public and from manufacturing to service organizations.

The aims of the businesses may differ, but the importance of customers is a matter of common interest and the ability of organizations to adapt to new customer requirements on a global market is of vital importance for long-term success.

Quality management has been recognised as a major edge for competitiveness and long-term profitability.

TQM is not merely a tool or method that is ready for use, but there is a set of underlying principles and philosophies that must be applied in the unique organizational context.



PENDAHULUAN

What we today call Total Quality Management, or TQM, is the outgrowth of a long line of developments dating back to Frederick Taylor's efforts in the 1920s to evaluate and improve the quality of manufactured goods.

Following Taylor's efforts, the next major improvement came with the introduction of statistical quality control procedures as pioneered by the Bell Telephone Labs in the 1940s.

This effort was, in turn, followed by Deming's work with quality assurance (1950). Deming focused on continuous improvement and the elimination of waste. Ultimately, quality assurance efforts began to broaden so that they became a concern of all management and led to the Total Quality Management approach used today.



DEFINISI TQM

What is quality?

A frequently used definition of quality is “*Delighting the customer by fully meeting their needs and expectations*”.

These may include performance, appearance, availability, delivery, reliability, maintainability, cost effectiveness and price. → *total customer satisfaction*.

Quality starts with market research – to establish the true requirements for the product or service and the true needs of the customers. So, at this stage the focus of quality is *on the end product*.

However, for an organisation to be really effective, quality must span all functions, all people, all departments and all activities and be a common language for improvement.



DEFINISI TQM

What is total quality?

The concept of quality has extended from physically core products into the total value delivered to customers.

Deming (1988) suggested that care of quality should be focused on the process rather than on the end product. After Deming proposed his ideas on quality management, people began to recognize that quality of product requires quality of “*everything*” in the organization. This has brought a significant change in respect of the responsibility on quality.

Traditionally, the QC/QA Department was the one that bears all consequences (especially problems) resulted from quality performance of products or services delivered to customers. Today, management must realize that everybody in the organization has a contribution directly or indirectly for producing quality products or services; hence quality demands corporate responsibilities.

Quality must be viewed in a total context of an organization: quality of the process, quality of the people, quality of the organizational structure and system, quality of leadership and other aspects of the organization.

A decorative header featuring a blue-toned map of the United States and parts of Canada, with a dark blue diagonal bar on the right side. The title 'DEFINISI TQM' is written in yellow on the left side of the bar.

DEFINISI TQM

What is total quality?

Total quality is called total because it consists of 3 qualities :

***Quality of return* to satisfy the needs of the shareholders,**

***Quality of products and services* to satisfy some specific needs of the consumer (end user) and**

***Quality of life* to satisfy the needs of the people in the organization.**



DEFINISI TQM

Management

Management is concerned with five basic activities, namely planning, organizing, directing, controlling, and improvement (Stoner, 1990; Joiner 1993). This has been sharpened by Deming who introduced the concept of Plan-Do-Check/Study-Act (PDSA).



DEFINISI TQM

1. TQM is described as **the mutual cooperation of everyone** in an organization and associated business processes, in order to produce products and services which **meet and hopefully exceed the needs and expectations of customers**, (Dale, 1999).
2. TQM is an approach to **improve competitiveness, efficiency and flexibility for a whole organization**, (Oakland, 1989).
3. TQM is an evolving system, consisting of practices, tools, and training methods for managing organizations in a rapid changing context. The system provides **customer satisfaction** and **improves the performance** of organizations by **eliminating product defects and speeding service delivery**, (Shiba *et al.*, 1993)
4. TQM is a corporate culture that is characterised by increased **customer satisfaction** through **continuous improvement, involving all employees** in the organization, (Dahlgaard *et al.*, 1999).



DEFINISI TQM

5. TQM is a management philosophy that seeks to **integrate all organizational functions** (marketing, finance, design, engineering, and production, customer service, etc.) to focus on **meeting customer needs and organizational objectives**, (Khurram Hashmi, 2007)*

TQM is a method by which management and employees can become involved in **the continuous improvement** of the production of goods and services. It is a combination of quality and management tools aimed at increasing business and reducing losses due to wasteful practices

6. TQM is a management approach for an organization, centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and to society, (ISO – International Organization for Standardization).

One major aim is to reduce variation from every process so that greater consistency of effort is obtained.

Sumber : Jonas Hansson, 2003, Doctoral Thesis, Lulea University of Technology, Sweden.

*<http://www.isixsigma.com/library/content/c031008a.asp>



DEFINISI TQM

7 factors were the most frequently addressed withing TQM definitions :

- 1. Customer focus and satisfaction**
- 2. Improvement Employee's Competency**
- 3. Leadership and top management commitment**
- 4. Teamwork**
- 5. Employee involvement**
- 6. Continuous improvement and innovation**
- 7. Quality information and performance measurements**



KONSEP TQM

4 langkah TQM di Jepang :

Kaizen – Focuses on "Continuous Process Improvement", to make processes *visible, repeatable and measurable*.

Atarimae hinshitsu – The idea that "things will work as they are supposed to" (for example, a pen will write).

Kansei – Examining the way the user applies the product leads to improvement in the product itself.

Miryokuteki hinshitsu – The idea that "things should have an aesthetic quality" (for example, a pen will write in a way that is pleasing to the writer).



KONSEP TQM

TQM views an organization as a collection of processes. It maintains that organizations must strive to continuously improve these processes by incorporating the knowledge and experiences of workers.

The goal of TQM is :

- increased customer satisfaction with a reduced amount of resources.**
- to deliver the highest value for customer at the lowest cost, while achieving sustained profit and economic stability for the company.**

Increased profitability and decreased cost are results of an increasing customer satisfaction, and the work with continuous improvements.

This implies that TQM is relevant in all fields of our society, not only in private companies but also in health care, schools, defence authority, etc.

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KONSEP TQM

A core concept in implementing TQM is Deming's 14 points :



Dr. W. Edwards Deming:
(1900-1993)

is considered to be the
Father of Modern Quality



Total Quality Management (TQM) Deming's 14 Point Plan for TQM

1	Create constancy of purpose	8	Drive out fear
2	Adopt the new philosophy	9	Eliminate boundaries
3	Cease inspection, require evidence	10	Eliminate the use of slogans
4	Improve the quality of supplies	11	Eliminate numerical standards
5	Continuously improve production	12	Let people be proud of their work
6	Train and educate all employees	13	Encourage self-improvement
7	Supervisors must help people	14	Commit to ever-improving quality



KONSEP TQM

A core concept in implementing TQM is Deming's 14 points :

- Point 1:** Create constancy of purpose toward improvement of the product and service so as to become competitive, stay in business and provide jobs.
- Point 2:** Adopt the new philosophy. We are in a new economic age. We no longer need live with commonly accepted levels of delay, mistake, defective material and defective workmanship.
- Point 3:** Cease dependence on mass inspection; require, instead, statistical evidence that quality is built in.
- Point 4:** Improve the quality of incoming materials. End the practice of awarding business on the basis of a price alone. Instead, depend on meaningful measures of quality, along with price.
- Point 5:** Find the problems; constantly improve the system of production and service. There should be continual reduction of waste and continual improvement of quality in every activity so as to yield a continual rise in productivity and a decrease in costs.
- Point 6:** Institute modern methods of training and education for all. Modern methods of on-the-job training use control charts to determine whether a worker has been properly trained and is able to perform the job correctly. Statistical methods must be used to discover when training is complete.



KONSEP TQM

A core concept in implementing TQM is Deming's 14 points :

- Point 7:** Institute modern methods of supervision. The emphasis of production supervisors must be to help people to do a better job. Improvement of quality will automatically improve productivity. Management must prepare to take immediate action on response from supervisors concerning problems such as inherited defects, lack of maintenance of machines, poor tools or fuzzy operational definitions.
- Point 8:** Fear is a barrier to improvement so drive out fear by encouraging effective two-way communication and other mechanisms that will enable everybody to be part of change, and to belong to it. Fear can often be found at all levels in an organization: fear of change, fear of the fact that it may be necessary to learn a better way of working and fear that their positions might be usurped frequently affect middle and higher management, whilst on the shop-floor, workers can also fear the effects of change on their jobs.
- Point 9:** Break down barriers between departments and staff areas. People in different areas such as research, design, sales, administration and production must work in teams to tackle problems that may be encountered with products or service.



KONSEP TQM

A core concept in implementing TQM is Deming's 14 points :

- Point 10:** Eliminate the use of slogans, posters and exhortations for the workforce, demanding zero defects and new levels of productivity without providing methods. Such exhortations only create adversarial relationships.
- Point 11:** Eliminate work standards that prescribe numerical quotas for the workforce and numerical goals for people in management. Substitute aids and helpful leadership.
- Point 12:** Remove the barriers that rob hourly workers, and people in management, of their right to pride of workmanship. This implies, abolition of the annual merit rating (appraisal of performance) and of management by objective.
- Point 13:** Institute a vigorous program of education, and encourage self-improvement for everyone. What an organization needs is not just good people; it needs people that are improving with education.
- Point 14:** Top management's permanent commitment to ever-improving quality and productivity must be clearly defined.

A decorative header banner featuring a blue-toned map of the United States and parts of Canada. The map shows major cities like San Francisco, New York, and Los Angeles, along with state boundaries and geographical features. The title 'KONSEP TQM' is overlaid on the left side of the map in a bright yellow, bold, sans-serif font.

KONSEP TQM

Principles of TQM :

Top Management Commitment

Focus on Customer

Fact Based Decision Making

Focus on Processes

Continuous Improvement

Everybody's Commitment

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KONSEP TQM

Top Management Commitment

The management must initiate planning for implementation and participate in the work including evaluation of processes and results. All senior leaders in the organization must create a customer orientation.

Focus on Customer

A central principle in TQM is that all products and processes should always have a customer focus. Quality should be valued by the customers and should always be put in relation to their needs and expectations.

The organizations need to be dedicated to satisfying customers. This effort must be long-term and continuous.

To focus on the customer means, therefore, that one tries to find out the customers' needs and value by conducting market analysis and then trying to fulfill the market expectations while systematically developing and manufacturing the product.

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KONSEP TQM

Fact Based Decision Making

An important principle in TQM is to make decisions based on facts that are well founded and to not allow random factors to be of decisive importance. This calls attention to the importance of knowledge regarding variation and ability to handle and control variation.

Focus on Processes

Much of the work within an organization can be looked upon as a process, which means a repetitive sequence of activities. The goal of the process is to produce products or services, which should satisfy the customer. The process generates data that indicates how well the process is satisfying its customers. This means that we should not look upon every single piece of data, for instance a customer complaint, as something unique but instead as a part of the statistics, which can give information about how well the process is working and how it can be improved.

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KONSEP TQM

Continuous Improvement

It is not enough for an organization to do better than it did previously. The external demands an organization faces are continuously increasing. Consequently, an organization needs to continually try to improve the quality of its product and process. The continuous improvement of the process leads to customer satisfaction, also leads to fewer defect. The Deming cycle, or the PDSA-cycle, is a model for process analysis and serves as a symbol for continuous improvement. The PDSA-cycle consists of the four phases; plan, do, study and act.

Everybody's Commitment

All of the organization's employees should be engaged in the work of satisfaction the customer with a continuously improved quality. Everybody's commitment means that continuous improvement should be practiced everywhere in the processes and that the involvement of all employees at every level should be facilitated. Educating and training all employees provides the knowledge needed on the mission, vision, direction, and strategy of organization.

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KONSEP TQM

To be successful implementing TQM, an organization must concentrate on the eight key elements:

- Ethics
- Integrity
- Trust
- Training
- Teamwork
- Leadership
- Recognition
- Communication





KONSEP TQM

Ethics is the discipline concerned with good and bad in any situation. It is a two-faceted subject represented by organizational and individual ethics.

Integrity implies honesty, morals, values, fairness, and adherence to the facts and sincerity. The characteristic is what customers expect and deserve to receive. People see the opposite of integrity as duplicity. TQM will not work in an atmosphere of duplicity.

Trust is a by-product of integrity and ethical conduct. Without trust, the framework of TQM cannot be built. Trust fosters full participation of all members. It allows empowerment that encourages pride ownership and it encourages commitment. It allows decision making at appropriate levels in the organization, fosters individual risk-taking for continuous improvement and helps to ensure that measurements focus on improvement of process and are not used to contend people. Trust is essential to ensure customer satisfaction. So, trust builds the cooperative environment essential for TQM.



KONSEP TQM

Training is very important for employees to be highly productive. Supervisors are solely responsible for implementing TQM within their departments, and teaching their employees the philosophies of TQM. Training that employees require are the ability to function within teams, problem solving, decision making, job management performance analysis and improvement, business economics and technical skills.

Teamwork - To become successful in business, teamwork is also a key element of TQM. With the use of teams, the business will receive quicker and better solutions to problems. Teams also provide more permanent improvements in processes and operations. In teams, people feel more comfortable bringing up problems that may occur, and can get help from other workers to find a solution and put into place.



KONSEP TQM

Leadership in TQM requires the manager to provide an inspiring vision, make strategic directions that are understood by all and to instill values that guide subordinates.

For TQM to be successful in the business, the supervisor must be committed in leading his employees. A supervisor must understand TQM, believe in it and then demonstrate their belief and commitment through their daily practices of TQM. The supervisor makes sure that strategies, philosophies, values and goals are transmitted down through out the organization to provide focus, clarity and direction. A key point is that TQM has to be introduced and led by top management. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the company and in creating and deploying well defined systems, methods and performance measures for achieving those goals.



KONSEP TQM

Communication means a common understanding of ideas between the sender and the receiver. The success of TQM demands communication with and among all the organization members, suppliers and customers. Supervisors must keep open airways where employees can send and receive information about the TQM process. Communication coupled with the sharing of correct information is vital. For communication to be credible the message must be clear and receiver must interpret in the way the sender intended.

Recognition is the last and final element in the entire system. It should be provided for both suggestions and achievements for teams as well as individuals. Employees strive to receive recognition for themselves and their teams. Detecting and recognizing contributors is the most important job of a supervisor. As people are recognized, there can be huge changes in self-esteem, productivity, quality and the amount of effort exhorted to the task at hand. Recognition comes in its best form when it is immediately following an action that an employee has performed.

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KONSEP TQM

Five Main Advantages of TQM

- ❖ Encourages a strategic approach to management at the operational level through involving multiple departments in cross-functional improvements and systemic innovation processes
- ❖ Provides high return on investment through improving efficiency
- ❖ Works equally well for service and manufacturing sectors
- ❖ Allows organizations to take advantage of developments that enable managing operations as cross-functional processes
- ❖ Fits an orientation toward inter-organizational collaboration and strategic alliances through establishing a culture of collaboration among different departments within organization

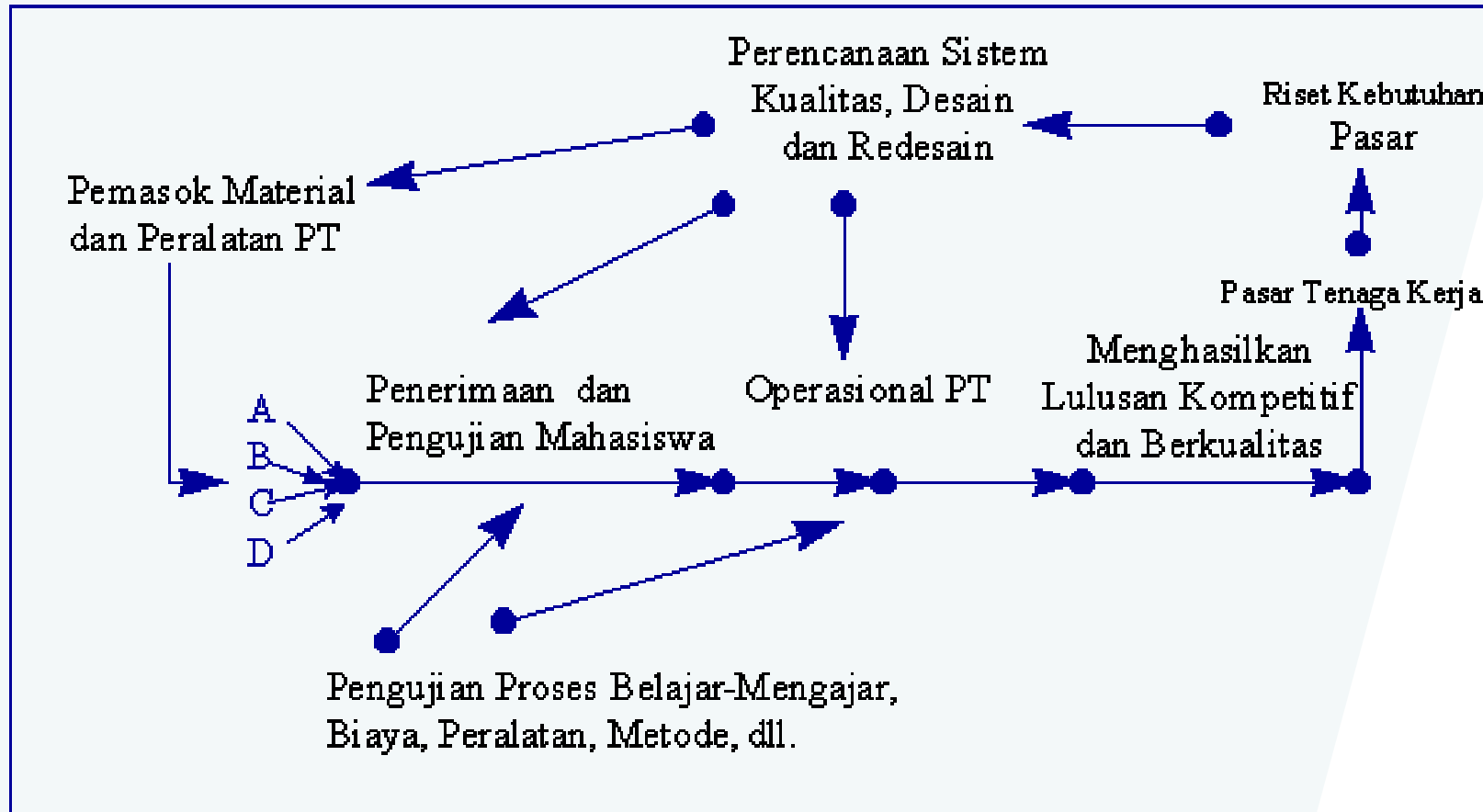
A decorative header banner with a blue background and a faint world map. The text 'KONSEP TQM' is written in bold yellow letters on the left side.

KONSEP TQM

Praktek-praktek yang menghambat dalam TQM :

- ❖ Leaders not giving clear direction
- ❖ Not understanding, or ignoring competitive positioning
- ❖ Each department working only for itself
- ❖ Confusing quality with grade
- ❖ Accepting that a level of defects or errors is inevitable
- ❖ Firefighting, reactive behaviour
- ❖ The *“It’s not my problem”* attitude

PENERAPAN TQM : TQM PADA PENDIDIKAN TINGGI → TQME



Manajemen Sistem Pendidikan Tinggi

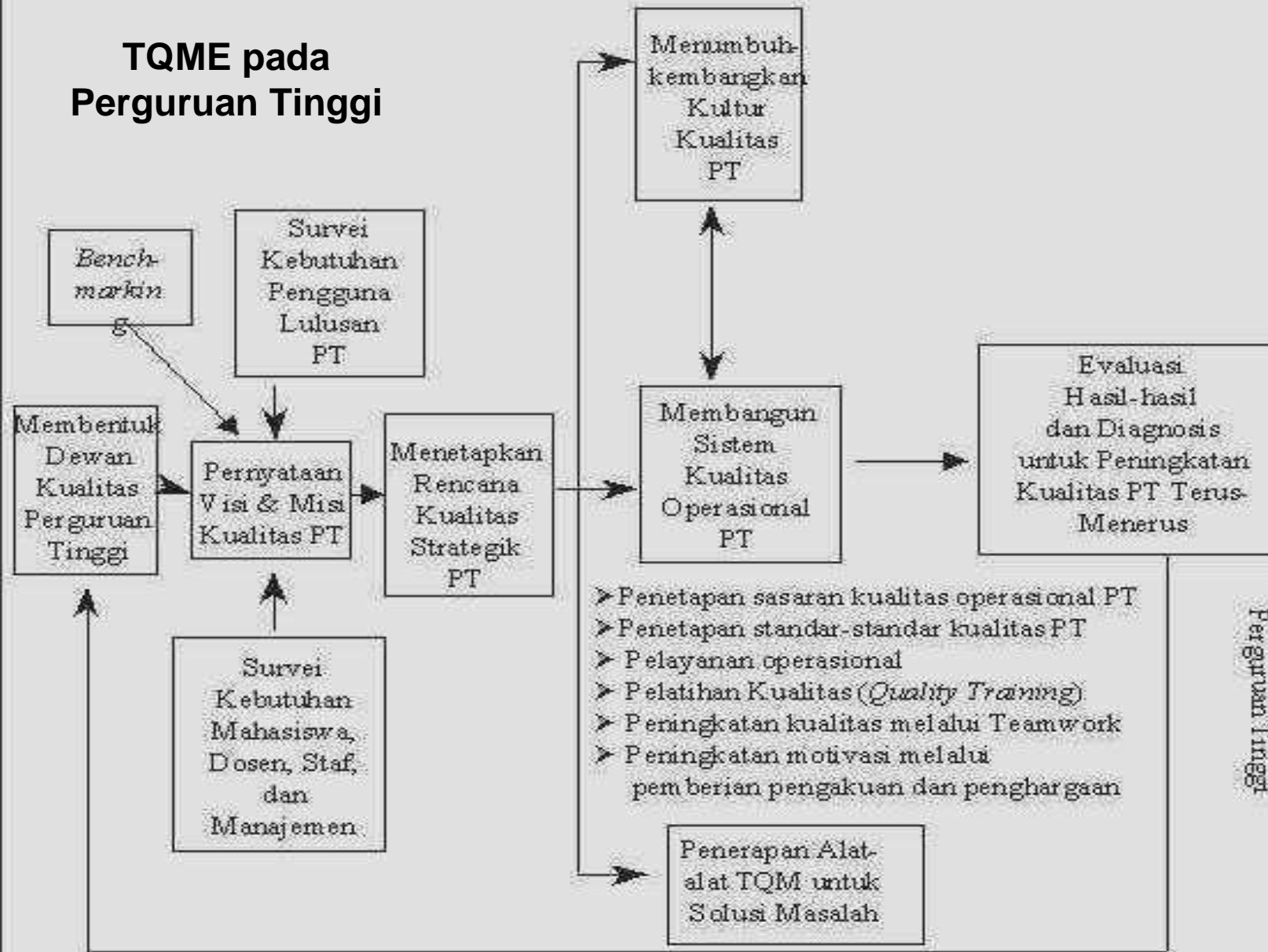


PENERAPAN TQM : TQM PADA PENDIDIKAN TINGGI → TQME

The evidence of quality for higher education :

- 1. Successful and timely completion by students of their educational programmes.**
- 2. Placement and performance of graduates in the work place, and their effective involvement in civic and community life.**
- 3. Performance and further education, relevant licensing and certification examination.**
- 4. Results of direct assessments of students' abilities on exit consistent with both institutional and societal goals, and the value added to these abilities by the institution given entering student characteristics.**
- 5. Reported satisfaction of student with the contributions made by higher education toward the attainment of their own goals relative to the costs incurred**

TQME pada Perguruan Tinggi



Komitmen pada Informasi
 ✓ Anggaran
 ✓ Sumberdaya
 ✓ Arah Tujuan

Rencana
 (Plan = P)

Laksanakan
 (DO = D)

Studi dan Bertindak
 (Study = S and Act = A)

Umpan-Balik
 Kepada Dewan Kualitas
 Perguruan Tinggi

Keterkaitan TQM dengan Penelitian

Riset sebagai komponen dari TQM :

Continuously Quality Improvement

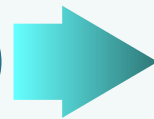
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Keterkaitan TQM dengan Penelitian

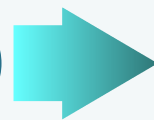
Riset berorientasi TQM :

Quality Improvement



Identifikasi masalah
Material
Prosedur
Metode
Peralatan
Kompetensi Peneliti
Diseminasi

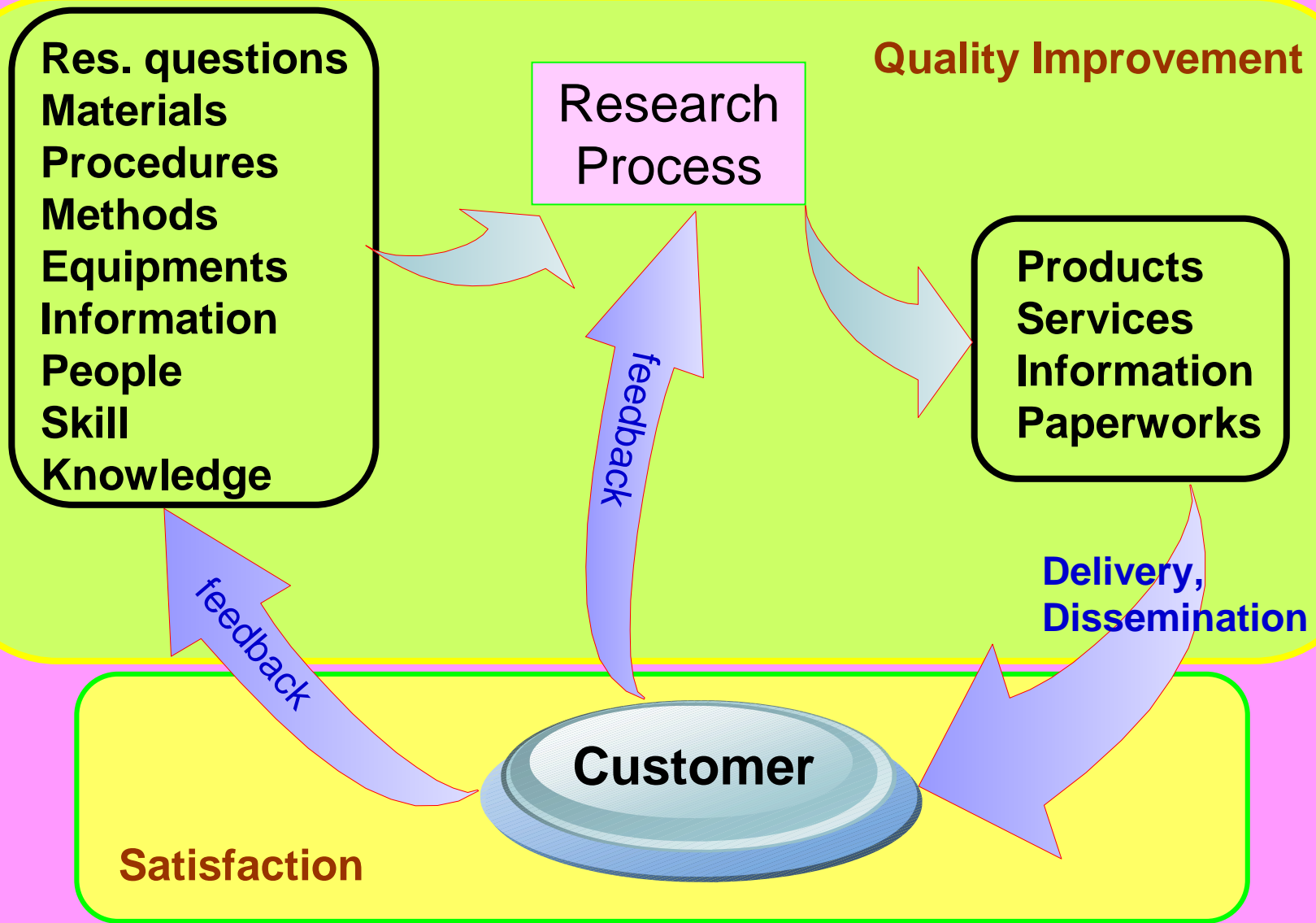
Customer



Peneliti & Supervisor
Komunitas Ilmiah
Pengguna hasil penelitian
Penerima manfaat
Penyandang dana penelitian

Keterkaitan TQM dengan Penelitian

Teamwork Commitment





Thank You !