



International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournals.com>

© Serials Publications Pvt. Ltd.

Volume 15 • Number 25 • 2017

Implementation of TQM to Improve Work Motivation

Agatha Rinta Suhardi

Widyatama University, Cikutra 204A, Bandung, Indonesia, E-mail: agatha.rinta@widyatama.ac.id

Abstract: The survival of the company depends on how fast and responsive the company to respond to dynamism. In an organization, TQM implementation requires leadership and management are complementary and must realize valuable asset, namely mental comprehensive insight and creative imagination. TQM can be raised in corporate strategy and implemented in cross-functionality between employees. This research is a study to look at the role of corporate strategy and cross-functionality in the improvement of employee motivation. The purpose of this paper is to analyze the factors that play a role in the improvement of work motivation as a form of evidence that the company has implemented TQM exactly as evidenced by using resources efficiently and effectively. The method is performed by distributing questionnaires and respondents were given the opportunity to provide feedback to the company. The hope that the company can make continuous improvements in order to improve work motivation. Implementation of TQM to improve work motivation.

Keywords: total quality management, corporate strategy, cross-functionality, work motivation.

INTRODUCTION

The survival of the company depends on how fast and responsive the company to respond to dynamism. Total Quality Management (TQM) is a modern management concepts appropriate to respond to the changes. TQM is a challenge to traditional management theory that has been established. TQM is more focused on the company's goal to serve the needs of customers by providing maximum service to consumers through increased work motivation of the employees. TQM implementation requires leadership and management are complementary and must realize valuable asset, namely mental comprehensive insight and creative imagination.

The emergence of TQM for their shortcomings or mistakes in running a business with a traditional approach. Some shortcomings or errors among others focused on the short term, tend to be arrogant so it does not focus on the customer, look down on the potential contribution of employees, considers that better quality can only be achieved with higher costs, prioritize bossmanship not leadership. TQM is the application of quantitative methods and knowledge of humanity for:

1. Improve material and services input into the organization,
2. Fix all key processes in the organization, and
3. Improve the efforts to meet the needs of users of products and services today and in the future.

Any changes will lead to rejection and is common in all companies. Some things to note with regard to the change, namely:

1. Change is hard succeed if top management does not inform the process of continuous change of the employees.
2. The employee perception or interpretation of the changes affect their resistance to change. Employees will support change if they feel that the benefits of the changes will be greater than the costs incurred (mainly personal cost).

According Soewarso in his book *Total Quality Management* (2004: 2), TQM have a philosophy among others a chain reaction for quality improvement, organizational transformation, the essential role of leadership, management practices to avoid adverse.

CONCEPTUAL FRAMEWORK

TQM is defined as a combination of all functions of the company to a holistic philosophy that is built on the concept of quality, teamwork, productivity, and understanding as well as customer satisfaction (Ishikawa in Pawitra, 1993: 135). TQM is a management system that elevates the quality as a business strategy and satisfaction oriented customers by involving all members of the organization (Santosa, 1992: 33). For ease of understanding, understanding of TQM can be divided into two aspects: the first outlines of what TQM and the second aspect to discuss how to achieve it.

Development is the second operational functions of personnel management. Employee development both existing and new employees need to be done in a planned and sustainable. Employee development programs as a form of TQM implementation should be drafted carefully and based on scientific methods and are guided by the skills that the company needs now and in the future. Development should aim to improve the technical skills, theoretical, conceptual, and employee morale in order to increase his motivation, job performance and achieve optimal results. (Malayu, 2016: 68). Malayu in his book (2016: 70) states that the purpose of development essentially involves work productivity, efficiency, damage, accident, service, moral, careers, conceptual, leadership, remuneration, and consumers.

Motivation comes from the Latin, *movere*, which means a push or move. Motivation in the management only shown in human resources in general and especially subordinates. Motivation questioned how direct the power and potential of subordinates, to cooperate productively managed to achieve and realize its intended purpose. Importance of motivation because motivation is a cause, distribute, and support of human behavior, so that they work hard and enthusiastically to achieve optimal results. Motivation is increasingly important for managers to share the work on his subordinates to be done well and integrated the desired goal. (Malayu, 2016: 141). According to Malayu (2016: 146), the motivation has several objectives:

1. Increase employee morale and job satisfaction.
2. Improve employee productivity.

3. Maintaining the stability of the company's employees.
4. Improve discipline employees.
5. Streamline the procurement employees.
6. Create an atmosphere and a good working relationship.
7. Increasing loyalty, creativity, and employee participation.
8. Increase the level of employee welfare.
9. Enhance employee sense of responsibility towards their duties.
10. Improving the efficiency of use of tools and raw materials.

The principles of motivation include:

1. The principle of participation, encouraging subordinates to participate and give them the opportunity to put forward ideas, recommendations in the decision-making process.
2. The principle of communication, clearly informed about the objectives, how to do it, and the obstacles encountered.
3. The principle of recognition, rewarding and recognizing the right reasonably to subordinates on work performance are achieved.
4. The principle of delegated authority, delegate some of its authority and the freedom of employees to make decisions and creativity in performing the tasks your boss or manager.
5. Principle of mutual concern, motivating subordinates to express a desire or hope in addition to trying memebuhi needs that are expected to subordinate to the company.

The principle of motivation should be used that increase labor productivity and give satisfaction to the employees.

METHODOLOGY AND DATA

This research method using descriptive analysis. The independent variables in this study are Corporate Strategy (X1), Cross-Functionality (X2) and the dependent variable is work motivation (Y). The next step these data will be processed through inferential statistics, often also called inductive statistics or statistical probability, is a statistical technique used to analyze the sample data and the results apply to the population. These data do test the classical assumption of normality test, multicollinearity, autocorrelation test, and heteroskedasticity test. Then the data were analyzed using regression.

The data used in this study are primary data. Primary data is data obtained from the first source either from an individual or individuals. Primary data in this study were obtained from the results of questionnaires were distributed to the respondents as well as observation and interviews with respondents.

Overall the data obtained was measured using a Likert scale with a score range of 1-5, where 1 indicates the lowest score and 5 indicates the highest value and coded with letters of the alphabet a, b, c, d, e, with scale interval 5, 4, 3, 2, 1. for the purposes of quantitative analysis, the answers were scored as follows:

- a) Strongly Agree (SA), weighted value = 5
- b) Agree (A), weighted value = 4
- c) Doubtful (D), weighted value = 3
- d) Disagree (DA), weighted value = 2
- e) Strongly Disagree (SDA), weighted value = 1

RESULTS AND DISCUSSION

Respondents choose dimensional planning system has been implemented so far as an implementation of TQM in the company in the amount of 70.6%. When compared to other dimensions in corporate strategy, respondents chose the current planning system has a considerable role in implementing TQM in the corporate strategy. While the views of variable categories Corporate Strategy, more than 52% of respondents agreed and 6.4% of respondents disagreed. In dimension of Planning System as much as 60.4% of respondents agreed, dimensions Control Management, 56% of respondents agreed that implementation of TQM in the corporate strategy. While the dimensions of Information and Communication System as much as 45.9% of respondents agreed, the dimensions of Organizational Structure as much as 42.9% of respondents agreed, the dimensions of corporate culture as much as 47.4% of respondents agreed, the dimensions of Corporate Image as many as 58.3% of respondents agreed, the dimensions of technology as much as 40.6% of respondents agreed, the dimensions of procurement as much as 53.8% of respondents agreed, the dimensions of procurement as much as 53.8% of respondents agreed, dimension of Automation as much as 52.7% of respondents agreed, the dimensions of integration as much as 60.8% of respondents agreed, as well as the dimensions of location and Total Building as much as 53.6% of respondents agreed. The accumulated value of the respondents' perceptions of Corporate Strategy is 8918 and is located at the position of perception agree. This shows that the respondents agree with the Company Strategy that has been implemented by the company as a form of implementation of TQM.

Respondents choose the dimensions of labor relations that have been implemented in the framework of the implementation of TQM so far is 76%. When compared to other dimensions in the cross-functionality, respondents choose labor relations now have a considerable role in implementing TQM in the cross-functionality. While the views of variable categories Cross-Functionality, more than 51.9% of respondents agreed and 5.7% of respondents disagreed. In the dimension of labor relations as much as 52% of respondents agreed, Human Resources Organization dimension as much as 52.2% of respondents agreed that implementation of TQM in the cross-functionality. While the dimensions of Marketing Organization as much as 51.8% of respondents agreed, and this dimension of labor as much as 53% of respondents agreed. The accumulated value of the respondents' perceptions of Cross-Functionality is 2328 and is located in a perceptual position strong agreed. This indicates that respondents strongly agree with the Cross-Functionality has been implemented by the company.

Respondents assess the ability of leadership exercised by the company as the implementation of TQM well enough that affect the work motivation. Dimensions of leadership ability is considered the most influential of work motivation that is equal to 71.4% of respondents. When viewed from each category, it amounted to 50.7% of respondents agreed with the leadership capabilities. Dimensions of selection of human resources in general are in a category agreed that is equal to 49.8% of respondents. While the

dimensions of the promotion of human resources, 46.0% of respondents agreed and as much as 45.6% of respondents agreed to the dimensions of the placement of human resources. The accumulated value of the respondents' perceptions of Work Motivation is 3890 and is located at the position of perception agree. This shows that the respondents agree with the work motivation as the implementation of TQM has been implemented by the company.

The relationship between corporate strategy, cross-functionality and motivation can be described in the regression equation as $Y = 0179 X1 + 0.247 X2 + 10,739$. Based on the regression equation was obtained that the correlation between the implementation of TQM in terms of corporate strategy with employee motivation, namely 0179, the value of cross-correlation functionality to work motivation at 0.247 and the coefficient of determination of 10.1%. This suggests that the major effect of the performance management system on the performance of the company amounted to 10.1%.

CONCLUSIONS

Respondents agreed with the implementation of TQM in terms of corporate strategy and cross-functionality that has been applied by the company. A total of 52.0% of respondents agreed with the implementation of TQM in the company's strategy has been implemented by the company and 51.9% of respondents agreed with the implementation of TQM in the case of cross-functionality that can improve employee motivation. A total of 47.7% of respondents agreed with the motivation of existing work and 71.4% of respondents choose the leadership ability as a dimension that reflects the work motivation. Values influence the implementation of TQM in terms of Corporate Strategy and Cross-Functionality to Work Motivation of 10.1%. Any increase in one unit of the Company Strategy will increase Work Motivation by 0179 units and each increase of one unit Cross-Functionality then Work Motivation will increase also amounted to 0247 units.

REFERENCES

- A. R. Suhardi (2015), "Renewal of Performance Management System in Family Company". *Journal of Procedia-Behavioral and Sciences*, vol. 211, pp. 448-454.
- Drs. H. Malayu S.P. Hasibuan (2016), *Human Resource Management*, Jakarta, Bumi Aksara Publisher.
- Fandy Tjiptono and Anastasia Diana (2003), *Total Quality Management*, Yogyakarta, ANDI Publisher.
- Soewarso Hardjosoedarmo (2004), *Selected Readings About Total Quality Management*, Yogyakarta, ANDI Publisher.