

## HUMAN RESOURCES ANALYSIS BASED ON TOTAL QUALITY MANAGEMENT IN IMPROVING MANAGEMENT EDUCATIONAL PROCESS

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### Abstract

This research aims to analyze human resources based on Total Quality Management in improving management educational process. Total Quality Management (TQM) is an approach that focuses on quality in all aspects of an organization's operations, including human resources. In an educational context, this can help improve the effectiveness of the learning process and overall school management. This research uses qualitative research with a focus on Library Research. The data collection method is carried out through documentation. The data used is secondary data with data sources obtained from books and journals that discuss human resources, Total Quality Management and education management. Data analysis was carried out using Content Analysis. Based on the description, research results show that human resource analysis based on Total Quality Management (TQM) is important in improving the management educational process in educational institutions seen from the aspects of recruitment and selection, professional development, performance assessment, quality awareness, performance awards. The contribution of TQM in improving management educational processes is also very important from customer aspects (stakeholder) orientation, process understanding, continuous improvement, fact-based management, training and development, and systems approach. Based on these findings, it can be concluded that improving educational management requires good management so that educational goals are achieved. Apart from good management, adequate human resources are also needed so that they can carry out the existing educational vision and mission.

### Keywords

Education Management, Human Resources, Total Quality Management



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## INTRODUCTION

The management education process in Indonesia's human resources (HR) plays a key role in determining the quality and effectiveness of the education system. However, there are still several problems that need to be addressed to improve the education management process in Indonesia. There are still limitations in educational qualifications between teachers in urban and rural areas. Many remote areas still have difficulty attracting quality teachers (Ihsany and Arsyad, 2024). There is a need for ongoing professional development programs for teachers to keep them up to date with the latest knowledge and skills in education. Apart from that, there is still a shortage of teachers, especially in remote areas and in certain fields such as mathematics, science, and foreign languages, so it is necessary to increase the number and quality of educational staff, including administrative staff, library staff, and other support staff. Apart from the problems above, there are still problems related to the welfare of teachers and educational staff. Inadequate incentives can reduce their motivation and performance (Ihsany and Arsyad, 2024). Some schools still have inadequate working conditions, including poor facilities and heavy workloads, so managerial training is needed for school principals and administrative staff to improve the efficiency and effectiveness of school management. The use of information technology in school management is still not optimal in many areas. There is a need to adapt the curriculum to the demands of the times and local needs. The availability and accessibility of quality learning materials need to be considered, especially in remote areas; it is necessary to increase the parent's participation and the community in the education management process, including through school committees and other voluntary activities. It is necessary to improve the objective and sustainable performance evaluation system for teachers and educational staff. By addressing these problems and improving human resource management in education, Indonesia can improve the overall quality of education and achieve better educational development goals (Taridala and Anwar, 2023).

Problems that often occur in the education management process influence several factors, including human resources. Some problems that may arise are that educational staff may not fully understand the concept of TQM or how to apply it in an educational context. This can cause obstacles in implementation and affect the effectiveness of managing the education process. In addition, changes in leadership or violations of consistency in school policies can disrupt the implementation of TQM and affect human resource performance (Rahmah et al., 2023). Budget, time, or personnel limitations may be barriers to obtaining the training necessary to implement TQM effectively or to

providing the necessary infrastructure. Changing an organizational culture to one that focuses on quality and continuous improvement is often not easy and can cause resistance from staff or other members of the organization. TQM implementation often requires changes in existing practices, habits, and procedures. Incorporating these changes effectively can be challenging. Sometimes, the data required to perform a TQM analysis may be difficult to obtain or incomplete, especially in educational settings.

Management of the educational process in educational institutions in Indonesia includes a series of steps and activities to ensure the educational process runs effectively and efficiently. One of the steps is designing a curriculum that is in accordance with national standards and local needs, including adapting to the latest educational developments, preparing a comprehensive learning plan, including selecting learning methods, learning materials and evaluation, implementing the learning process in accordance with the plan that has been prepared, taking into account student needs and characteristics and implementing effective classroom management strategies to create a conducive learning environment (Rahmat 2021). Apart from this, it also evaluates student learning outcomes periodically to ensure the achievement of learning objectives, evaluates teacher performance to ensure the quality of teaching and provides constructive feedback, recruits and selects quality teachers in accordance with the educational needs of the institution, and provides training and development. Professionals to teachers to improve their skills in teaching and leading. Manage school administration, including finances, facilities, and student records, and conduct regular evaluations of the effectiveness of the entire educational system at the institution, including identification of deficiencies and necessary improvements. By managing the educational process well, educational institutions in Indonesia can improve the overall quality of education and prepare the younger generation to face future challenges (Apriyanti et al., 2023).

Implementation of Total Quality Management (TQM) in managing human resources (HR) in educational institutions in Indonesia requires a comprehensive and sustainable approach. These steps include: 1) Leaders of educational institutions must fully support the implementation of TQM and be role models in implementing its principles; 2) Define a vision and mission that is oriented towards quality and customer satisfaction (students, parents and the community); 3) Provide regular training to teachers and education staff on TQM concepts, quality management and best practices in education; 4) Encourage participation in professional development activities to improve skills and knowledge; 5) Involve teachers and staff in the decision-making process to increase commitment to

organizational goals; 6) Form an improvement team consisting of staff members from various levels and sections to analyze problems and find solutions; 5) Conduct regular evaluations of TQM implementation to identify successes and areas requiring improvement; 6) Conduct regular satisfaction surveys to identify customer expectations and needs, and responses to the services provided; 7) Use customer feedback to continuously improve the education process and services provided; 8) Build an organizational culture that is oriented towards quality, continuous improvement and teamwork; 9) provide awards and recognition to individuals and teams who achieve excellence in TQM implementation. By adopting this approach, educational institutions in Indonesia can increase the effectiveness of human resource management and produce better quality education in accordance with the principles of Total Quality Management (Muljawan 2020).

Human resource management is basically a description of educational administration or management that sets up administrative or educational management processes that are designed to interrelate individual and organizational goals (Sinambela 2021). According to Castetter, the administrative or management process includes planning, recruitment, selection, induction, assessment, development, compensation, bargaining, security, continuity, and information (Luwis 2020). Mujamil Qomar explained that Islamic education human resource management includes seven components, namely 1) human resource planning, 2) procurement of human resources, 3) training and development of human resources, 4) promotion and treatment of human resources, 5) termination of human resources, 6) payment for human resources, and 7) assessment of human resources. Total Quality Management is based on principles that can be adopted by organizations to improve overall performance and to achieve goals. Through the Total Quality Management process, real changes in organizational design in the implementation process, continuous experience, evaluation of needs, requirements, individual expectations, strategy improvements, and organizational compatibility can be achieved (Ritonga and Nasri 2021). All changes that occur must be acknowledged as things that are not easily realized by every organization that is trying to improve. The implementation of Total Quality Management is considered to be one of the more complicated projects for every organization to accept. The reason it is complex is that changing the culture of individuals working in an organization is not easy, and senior management patterns are still being formed. Total Quality Management includes all departments of the organization, all together and continuously developing joint development strategies (Malia 2021).

Research conducted by Erlina Yuliyanti in 2020 stated that human resource development is based on total quality management, always adhering to the principle of continuous improvement and being customer-oriented. Characteristics of implementing total quality management in developing human resources include a focus on customers, both internal and external, a long-term commitment, always making improvements, and providing education and training. Prambanan Muhammadiyah Vocational School has implemented the concept of total quality management and continues to adhere to the principle of always making continuous improvements and increasing quality and productivity in response to market demand. The strategies implemented by the school include planning, time period, and human resource development to achieve optimal joint education. This strategy was developed by adopting the customs and culture (based on local wisdom) of the community so that it does not conflict with the real conditions of the surrounding community (Yuliyati 2020). Further research conducted by Mia Sari in 2021 stated that the implementation of total quality management in developing human resources as an effort to improve quality is very necessary for an educational institution; this is because total quality management has the principle of sustainable improvement and human resources are an important asset. Owned by an educational institution, it must be maintained and developed as much as possible so that an institution can continue to survive in the face of competition and continue to develop (Sari 2021). Subsequent research conducted by Dianica Veronika in 2023 stated that human resource management, including planning, conservation, and development of human resources, is carried out in a planned, systematic manner and focuses on continuous quality improvement. The implementation of total quality management has helped the AMI Makassar Maritime Polytechnic gain the trust of the community, making it one of the recognized maritime universities (Veronika et al., 2023). Research conducted by Fajar stated that TQM must be implemented continuously in order to achieve educational goals that provide satisfaction to students, parents, and society. The three must work together to support the school so that it continues to develop and progress. This study recommends measuring TQM in education. When can an educational institution be said to be successful or not in implementing TQM? (Ihsany and Arsyad 2024). Based on relevant research, it can be concluded that human resource analysis is very necessary for maintaining the quality of education. TQM in educational management also needs to be sustainable so that the quality of education is maintained. In TQM-based human resource analysis, researchers want to focus on the most urgent problems in the education management process in order to maintain the quality of education.

This research aims to analyze human resources (HR) based on Total Quality Management (TQM) to improve the management educational process. Viewed from a theoretical perspective, TQM is a management approach that emphasizes the importance of quality in all aspects of an organization's operations. TQM theory emphasizes the role of all organizational members in improving quality, data-based decision-making, and continuous improvement. HR theories, such as motivation theory, job satisfaction theory, and organizational learning theory, can be used as a basis for understanding how HR can be managed effectively; focusing on employee development, empowerment, and welfare are important aspects of HR theory. Viewed from the practical side, applying TQM principles in HR management, such as customer focus, employee participation, data-based decision-making, and continuous improvement, as well as building and implementing a quality management system that ensures that all educational processes run in accordance with standards and procedures, which has been set. Through the integration of the theoretical side and the practical side, educational institutions can develop a strong HR management model focused on quality, participation, and continuous learning. HR management practices based on TQM and HR theory will help educational institutions achieve their goals of providing high-quality education for students and improving overall organizational performance.

## **METHOD**

This research type is qualitative with a library research approach (Agustianti et al., 2022). In the discussion, the researcher explained "Human Resource Analysis Based on Total Quality Management in Improving Management Education Process." The research data is in the form of secondary data, where the data source used takes data from articles and books that are relevant to human resources, Total Quality Management, and education management. Data analysis uses Content Analysis. Researchers analyzed data on human resources, total quality management, and education management and then compared them with relevant theories/discourses. Furthermore, researchers also compared it with several related studies (Fiantika et al., 2022).

## **FINDINGS AND DISCUSSION**

### **Findings**

TQM places quality as the main focus in every aspect of the organization. Through TQM-based HR analysis, educational institutions can ensure that the quality of human resources is a priority, thereby supporting the achievement of higher-quality education. By analyzing TQM-based

HR, educational institutions can identify inefficient processes and overcome problems such as wasting time, energy, or resources. This can help increase overall productivity and efficiency. By increasing efficiency and eliminating waste, educational institutions can reduce operational costs. TQM-based HR analysis helps allocate resources more effectively, which in turn results in long-term cost savings (Apriyanti et al., 2023). Thus, TQM-based HR analysis is not only about improving the quality of human resources but also about creating an organization that is more efficient, responsive, and focused on customer needs and strategic goals.

**Table 1.** Analysis of Human Resources Based on Total Quality Management in Improving the Management Education Process

| No. | Aspects of TQM-Based HR<br>Analysis in Improving Management<br>Educational Processes | Contribution of TQM in<br>Improving Management<br>Educational Process |
|-----|--|---|
| 1.  | Recruitment and Selection  | Recruitment and Selection   |
| 2.  | Customer Pay Orientation<br>(Stakeholders)   | Customer Pay Orientation<br>(Stakeholders)                            |
| 3.  | Professional Development<br>Understanding Process                                    | Professional Development<br>Understanding Process                     |
| 4.  | Continuous Improvement<br>Performance Assessment                                     | Continuous Improvement<br>Performance Assessment                      |
| 5.  | Management Quality Awareness<br>based on facts                                       | Management Quality<br>Awareness based on facts                        |
| 6.  | Performance awards Training and<br>development                                       | Performance awards Training and<br>development                        |

Human resources (HR) analysis has a very important role in the field of education because HR is one of the main assets in achieving educational goals. Quality teachers are a key factor in improving the quality of education. By conducting HR analysis, educational institutions can identify the need for professional development, skills improvement, and training to improve the quality of teaching. By ensuring human resources, educational institutions can ensure that they have a sufficient number of teachers who are trained and qualified according to student needs and the curriculum applied (Muharnis and Fadriati 2023). This helps optimize the use of resources and avoid excess or deficiency of energy. HR analysis helps initiate the performance of teachers and educational staff and identify areas that require improvement. Thus, educational institutions can take steps to improve overall organizational performance (Efendi and Sholeh, 2023). By understanding teacher needs and satisfaction, HR analysis can help educational institutions in designing career development programs, incentives, and supportive work environments, which in turn can increase teacher retention. Qualified teachers who monitor and actively participate in

learning will create a positive learning environment. This will increase student and parent satisfaction with the education provided by the institution. Through HR analysis, educational institutions can identify and overcome challenges or changes faced in the educational environment, such as technological developments, policy changes, or diverse student needs. By carrying out a good and well-planned human resource analysis, educational institutions can ensure that they have qualified and trained teaching staff so that they can provide optimal and sustainable educational services for all students (Isamuddin et al., 2021).

Total Quality Management (TQM) is a management approach that aims to continuously improve the quality of products, services, and organizational processes. In the educational context, the application of TQM has a significant impact on improving the education management process. The following are several aspects of TQM-based human resources (HR) analysis in improving the management educational process, including: 1) Recruitment and Selection, where TQM views human resources as the main asset in achieving quality (Idris and Nurnajamuddin 2023). In recruitment and selection, educational institutions need to ensure that they get qualified teaching staff who are committed to implementing the school's vision and mission. Through HR analysis, institutions can identify the key competencies needed and ensure that the recruitment and selection process is carried out appropriately and objectively. 2) Professional Development emphasizes TQM's development of skills and knowledge to achieve better quality. By conducting HR analysis, educational institutions can determine training and development needs for teachers and staff. Training programs designed based on identified needs will help improve the quality of teaching, classroom management, application of technology, and interpersonal skills. 3) Performance Assessment, which is an important part of the TQM process to ensure that service quality is well maintained. Through HR analysis, educational institutions can design performance assessment systems that are fair, transparent, and based on clear quality indicators (Akilah 2019). This helps in providing constructive feedback to teachers and staff, as well as in identifying areas that require improvement. 4) Quality Awareness, where TQM encourages awareness of quality and responsibility for quality. Through HR analysis, educational institutions can build an organizational culture that prioritizes quality, where every member of the organization feels responsible for the quality of the services provided. This involves building open communication, collaboration, and a proactive attitude toward improvement. 5) Reward for Performance TQM recognizes the importance of appreciation and recognition for quality achievements. Through HR analysis,



educational institutions can identify and appreciate the contributions of individuals and teams who contribute to improving the quality of education. This may include awards, incentives, or opportunities for career development (Riniwati 2016).

By applying Total Quality Management principles in human resource analysis, educational institutions can create a supportive environment to improve the overall quality of education. Planned and sustainable human resource analysis will help educational institutions manage the educational process more effectively and efficiently, as well as achieve the set educational goals. Apart from that, TQM greatly contributes to improving the management educational process (Wulogening and Timan 2020). The following are some of TQM's contributions to improving the management educational process: 1) Customer (Stakeholder) Orientation. Customer (stakeholder) orientation is one of the main principles of Total Quality Management (TQM). In the educational context, the main stakeholders involve students, parents, teachers, administrative staff, and other related parties. Customer orientation can improve educational process management including: a) TQM emphasizes the importance of fully understanding customer needs and expectations; b) Designing Relevant Learning Programs: By understanding students' needs and parents' expectations, educational institutions can design more relevant and effective learning programs; c) Customer orientation involves effective communication with all relevant parties. Teachers, staff, and management must engage in open dialogue with students and parents to understand their input and feedback; d) Schools or educational institutions should be considered as service providers, and students and parents as customers (Zohriah et al. 2024); 2) Process understanding is a key concept in Total Quality Management (TQM), which emphasizes analysis and in-depth understanding of each step in a process. In the educational context, understanding the educational process can help improve the efficiency, effectiveness, and overall quality of educational management. (Supangat and Delastri 2023); 3) Continuous Improvement. The concept of continuous improvement is a key element of TQM. Educational institutions can adopt an attitude that continually strives to improve learning processes and outcomes. Involving all stakeholders in the continuous improvement process can create a positive learning culture. Continuous Improvement is a key concept in Total Quality Management (TQM), which emphasizes continuous improvement in all aspects of the organization, including, in this case, the management educational process. Continuous Improvement can contribute to improving the management educational process. Continuous improvement is not an end goal but an ongoing process; 4) Fact-based management. Fact-based management is a key

principle in Total Quality Management (TQM), which emphasizes making decisions based on factual data that can be measured. In an educational context, this principle can be applied to improve the management educational process. Fact-based management can contribute to improving the management educational process, including:

- a) Fact-based management requires educational institutions to systematically collect and analyze data related to various aspects of education;
- b) This principle encourages educational institutions to measure process performance using relevant and measurable indicators. Measuring performance helps determine whether the educational process is operating according to established standards and provides a clear basis for making improvement decisions;
- c) Fact-Based Management includes a scientific approach in detecting, analyzing, and solving problems;
- d) The data collected and analyzed can help identify the root cause of the problem;
- e) This principle encourages educational institutions to continue to maintain and revive the educational process in a sustainable manner;
- f) Fact-Based Management supports transparency and accountability in the management of the education process. Data that is open and accessible to all stakeholders builds trust and strengthens the accountability of educational institutions. Transparency also allows parents, students, and staff to better understand and be involved in improvement efforts. Fact-based management plays a crucial role in helping educational institutions make informed decisions, understand and resolve problems effectively, and achieve continuous improvement in the education management process (Juharni 2017);

5) Training and Development is an important element in Total Quality Management (TQM), which focuses on improving the skills, knowledge, and abilities of personnel at all levels of the organization. In an educational context, P&P can help improve the management of educational processes by improving the qualifications and performance of teachers, administrative staff, and other stakeholders. Training and Development can contribute to improving the management educational process, including

- a) Through targeted training, teachers can improve teaching skills, classroom management, and the use of technology in learning. Skilled and well-trained teachers have a direct impact on the quality of learning and the effectiveness of the educational process;
- b) Training and Development provides opportunities for teachers to understand and apply the latest teaching methods, innovative learning strategies, and new approaches in delivering subject matter. This understanding can accommodate diverse learning needs and create a more dynamic learning environment;
- c) Training is not only focused on teachers but also on employees and administrative staff. Employees who have good administrative skills can help improve operational efficiency and school administration management. Skilled staff can

manage administrative tasks more efficiently, improving the overall education management process (Indadihayati and Hariyanto 2023); 7) The Systems Approach is a key concept in Total Quality Management (TQM), which emphasizes the view of the organization as a system consisting of interrelated elements. In an educational context, a systems approach can help improve the educational management process by understanding and managing the interactions between various system components. The Systems Approach can contribute to improving the management educational process, including: a) The Systems Approach allows educational institutions to view the educational process as a whole, starting from curriculum planning and classroom teaching to evaluating learning outcomes. Understanding the overall process helps in identifying relationships between parts and understanding how changes in one area can affect the entire system; b) The Systems Approach helps in identifying relationships and interrelationships between parts of educational institutions. For example, how variables can influence teaching methods or how student performance can be influenced by evaluation methods. Managing these relationships well ensures that each part of the system supports the overall goals (Zohriah et al., 2024).

## **Discussion**

Analysis of Human Resources (HR) based on Total Quality Management (TQM) in improving the management educational process is a very relevant topic in the context of improving the education system. Total Quality Management (TQM) provides a deeper understanding of how this principle can be applied in the context of educational process management principles. This principle emphasizes the importance of understanding and meeting the needs, expectations, and satisfaction of students and parents. More than simply providing services, educational institutions must strive to provide satisfying, relevant, and meaningful educational experiences for students. This is in accordance with what was stated in educational institutions: continuous improvement means looking for ways to improve teaching methods, curricula, facilities, and other support services to improve student learning experiences and outcomes (Ihsany and Arsyad, 2024). Based on this, it can be concluded that this principle is important for involving all members of the organization, including teachers, staff, and administrators, in process improvement and decision-making. In educational institutions, employee participation can include teachers in curriculum development, time improvement processes, and decision-making processes that impact teaching and learning activities.

Continuous improvement allows educational institutions to continually improve the quality of their education as needs and expectations change. The integration of TQM principles in the management of educational processes helps create an educational environment that is quality-oriented, sustainable, and responsive to the needs of students and society. Effective human resource (HR) management can make a significant contribution to the successful implementation of Total Quality Management (TQM) in educational institutions. Effective HR management ensures that educational institutions have quality employees, both in terms of teaching skills and interpersonal skills (Yohana and Iswari, 2023). Argued that organizational culture supports cooperation and collaboration between employees, thereby creating a conducive environment for the implementation of TQM. Having a clear and transparent performance measurement system helps employees understand how their performance contributes to an educational institution's TQM goals. Effective HR management creates a strong foundation for the implementation of TQM in educational institutions by ensuring that employees are engaged and supported and have the necessary skills to apply TQM principles in daily practice. This helps create an organizational culture that is oriented towards quality and continuous improvement (Ilhami et al. 2024).

The application of Total Quality Management (TQM) principles, such as performance measurement, employee participation, and customer focus, has a significant impact on management educational processes in educational institutions. Concrete steps to implement Total Quality Management (TQM) in the management of human resources (HR) in educational institutions can be taken by starting with leaders of educational institutions who need to understand the concept of TQM and the importance of implementing it in HR management. Leaders must clearly convey their commitment to implementing TQM principles in HR management and creating an organizational culture that supports it. Identify specific human resource needs, including the skills, knowledge, and behavior required to achieve educational goals. Evaluate current HR management processes to identify problems and opportunities for improvement, such as lack of employee development or lack of participation in decision-making (Gunawan 2024). Implementation of Total Quality Management (TQM) in the management of human resources (HR) in educational institutions can provide a number of significant benefits, including: 1) Teacher Quality Development: Through training, development and performance recognition, TQM can improve teacher quality, which have a positive impact on students' learning experiences; 2) Learning Process Improvement: Implementation of TQM helps educational institutions to continuously improve learning processes,

implement best practices, and produce better results for students; 3) Better Services: Focusing on the needs and satisfaction of students and parents allows educational institutions to provide better and more relevant services; 4) Parental Involvement: Through involving parents in the educational process and listening to their feedback, educational institutions can strengthen relationships with communities and increase their satisfaction; 5) More Efficient HR Management: By improving HR management processes, educational institutions can reduce administrative costs, increase productivity, and allocate resources more efficiently (Munadzar and Sulis Rokhmawanto 2021); 6) Waste Reduction: TQM helps identify and reduce waste in educational operations, such as inefficient use of resources or unnecessary processes; 7) Achieving Educational Goals: With a focus on improving educational quality, student and parent satisfaction, and operational efficiency, implementing TQM helps educational institutions better achieve their strategic goals; 8) Increased Reputation and Competitiveness: Educational institutions that successfully implement TQM will gain a better reputation in society and increase their competitiveness in the education market. Through the application of TQM in human resource management, educational institutions can achieve better performance, strengthen relationships with stakeholders, and provide a more meaningful educational experience for their students. A comprehensive discussion of TQM-based HR analysis in improving the management of educational processes will provide an in-depth understanding of how TQM principles can be applied effectively in the educational context (Siregar 2018).

## CONCLUSION

Based on the explanation above, it can be concluded that human resource analysis based on Total Quality Management (TQM) is important in improving the education management process in educational institutions. By focusing on quality, continuous improvement, and active participation from all members of the organization, educational institutions can achieve their strategic goals more effectively and efficiently. Achieve management of educational process using total quality management (TQM) requires the implementation of certain steps, namely: 1) Focus on Customers, 2) Understanding the process, 3) Continuous improvement, 4) Fact-based management, 5) Training and Development, and 6) Systems approach. On this basis, improvements to the education management process must be carried out continuously and sustainably. Total Quality Management is recognized as an effective method for improving the management of educational processes in

educational institutions, and it is one of the key factors for achieving educational goals effectively.

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