

A Core Value Model For Implementing Total Quality Management in EQWIP-Hub Surabaya East Java Indonesia

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Abstract:- This research defines Core Values as shared beliefs and culture of an organization that leads to the principle of visible and invisible performance possessed by all members of the organization to act to achieve the goals and objectives of the organization. Core Values can help the development of Total Quality Management and establish a culture, Core Values foster Total Quality Management and define culture, A principle that guides an organization's internal conduct as well as its relationship with the external world (Core Values fosters Total Quality Management and defines culture , principles that guide the internal behavior of the organization and its relationship with the outside world).

Keywords: Core Values, Total Quality Management.

I. PRELIMINARY

So in the era of global competition and the liberalization of trade today, the quality of an organization's human resource development has become one of the most important critical factors for achieving competitive advantage young entrepreneurship, as expressed Vidhu Shekhar Jha and Himanshu Joshi (2003) "A good quality product or service enables an organization to add and retain customers. Poor quality leads to discontented customers, so the costs of poor quality are not just those of immediate waste or rectification but also the loss of future sales". Total Quality Management practices are supported by a variety of techniques that the process is more effective and efficient. Therefore, the implementation of Total Quality Management has a very general principle and has very detailed technicalities (Sousa, R., Voss, C. A. 2002. "Quality management re-visited: a reflective review and agenda for future research". *Journal of Operations Management*, 20: 91–109).

Senge (1991) "The question concerning management's limited ability to change individual values and stresses that the change has to come from the inside out, rather than from the outside in. However, we are of the opinion that management can stimulate individual values by managing resources, supporting quality activities and working with techniques and tools that support the core values". From this perspective it is very interesting to study small organizations, which have successfully implemented Total Quality Management, to find general experience, which can be the basis of the implementation model for small organizations. In this paper important factors for success with organizational

change that imply the implementation of Total Quality Management will be discussed. The author will also present a case of the implementation process of Total Quality Management in small organizations with a focus on aspects of core value.

There are many ways in implementing Total Quality Management in small organizations, some of which are based on sector, market share, type of ownership and independence. However, most understandings can be based on the number of employees. In this case, the classification was put forward by the European Commission and then adopted (see Eg. Wilkes and Dale, 1998), which has defined small organizations as organizations with between 10 and 49 employees. The strategies and recommendations discussed have been explained from the perspective of large organizations. It is very important that a framework for implementation must be developed that 'suits the goals' of small organizations and that is why this paves the way for better adoption of Total Quality Management. Small organizations are believed to have advantages over larger ones in implementing Total Quality Management due to their flexible organizational structure, ability to innovate, lack of hierarchical position, and also the existence of a strong organizational culture because Total Quality Management requires strong commitment from management, small organizations have the advantage that management actions and direction must be very clear. In a large organization, it is more difficult to show management commitment to the entire workforce. The size of the workforce also influences the time needed to introduce and build a better Total Quality Management system among employees and also the development of human resources to implement Total Quality Management. Moreover managers and owners of organizations are often the same people in certain cases. This means that managers feel strong solidarity with the organization that the goals of the manager and the organization are often appropriate because of the manager's dominant position, the organization is very dependent on the manager's interests and competencies directly. EQWIPHub is a non-profit organization originating from Canada. The aim of this organization is to develop the talents of young people in developing countries through entrepreneurship for young people. In this organization, funding is done directly by the Canadian government for selected universities. One of the

successful ones to attract their interest is the 17 August 1945 University, Surabaya through entrepreneurship courses and foundations that are present in the middle of these courses to provide support, encouragement, and training specifically for students of the 17 August 1945 University, Surabaya because in an increasingly fierce competition situation, the Total Quality Management approach is increasingly being used as a technique that is implemented as a formula in competition. Through this, a lot of things that want to be clarified, especially to find out about how the organization's Total Quality Management as well as in terms of funding E Formulation of the problem

Based on the background of the problem above, the problem that the author wants to investigate can be formulated in the form of questions as follows:

1. How does EQWIPHub implement Total Quality Management in its organization?
2. How does the budgeting cycle in EQWIPHub occur?
3. How does EQWIPHub provide the best program?
4. How does Core Value Implementing Total Quality Management influence the development of human resources?

II. LITERATURE REVIEW

Core Value

In an effort to make more integrative definitions, this study adopts three main features of core values that emerge from a review of several literatures, based on organizational culture that builds cohesion within the organization, with practical principles that guide employee behavior and decision making, and shared beliefs among organizational employees that are related to organizational goals. This study defines core values as the shared beliefs and culture of an organization that leads to the principles of visible and invisible performance possessed by all members of the organization to act to achieve the goals and objectives of the organization. In the existing organizational and leadership literature, there are a number of definitions of core values that are practiced in organizational settings. Schepens (2007) defines core values that are practiced as the extent to which employees consistently practice shared behavior with core values. Thorbjørnsen and Supphellen (2011) consider practicing core values as a level of reflection of values in employees' attitudes and daily work behavior. In this study, practicing core values is defined as the level of application of the organization's core values in daily tasks at work and reflects these values in employee attitudes. This definition implies that core values do not remain merely a motto, but must be considered in employees' attitudes or behaviors. Practicing core values is strongly associated with positive organizational outcomes. Pant and Lachman (1998) state that adoption and implementation of core values can align employees with the strategic direction of the organization and reduce follower resistance or negative attitudes towards organizational goals. Lee (2011) emphasizes that core values

that are practiced are positively related to employee job satisfaction, and affect thinking, actions, motivation, and employee decision making processes at work (Collins and Porras, 1994; Brown, 1992; Rosen, 1992). In addition, Schepens (2007) emphasizes the importance of practicing core values because it gives employees a sense of responsibility and ownership that upholds organizational standards. (Jeffery dan John, 2008), Among the various organizational culture variables, practicing of organizational core values can be a specific behavioural factor influencing the relationship between authentic leadership and work engagement. The notion of core values has received wide attention from researchers and practitioners because organizational core values not only highlight what is truly important in the organization's practices, but also function as a guideline in implementing employees' tasks. In this sense, core values enable followers to find higher purpose and meaning in work life as well as achieve organizational goals. What is missing in the current literature is empirically examining the influential relationship between authentic leadership, practical aspects and the implementation of core values, and work engagement in the modern workplace. As for example said by Collins and Porras (1994), A core values have labeled in different ways, such as beliefs, guiding norms, principles, standards, and mindsets. (Soyer et al., 2007; Urde, 2003).

Total Quality Management

Total Quality Management is an approach in running a business that tries to maximize organizational competitiveness through continuous improvement of products, services, labor, processes and the environment (Tjiptono and Diana, 2001). In Total Quality Management has the aim of continuous quality improvement, adjusted for changes regarding the needs, desires and tastes of consumers which will also increase the company's profit and competitiveness. Thus Total Quality Management begins by understanding what consumers want for certain products, and customer satisfaction is the core of Total Quality Management activities. (Singgih Santono, 2007: 2). What distinguishes Total Quality Management from other approaches in carrying out its practice is how the component can work. This component has ten main elements, namely customer focus, observation of quality, scientific approach, long-term commitment, teamwork, continuous system improvement, education and training, controlled freedom, unity of purpose and employee involvement and empowerment. (Goetsh & Davis 1994 in Tiptono and Diana 2001: 15-16).

III. DISCUSSION

A Core Value for Implementing Total Quality Management at EQWIP Hub provides openness for staff and volunteers to discuss and discuss improvements to their programs. Like companies or organizations similar to hubs or start-ups, leaders provide encouragement and ease of speech.

1. Implementation of Total Quality Management at EQWIPHub:

Through the results of interviews conducted with Mr. Mirza, that EQWIPHub always provides a means of discussion and communication like any other organization or company, moreover EQWIPHub is an organization that has a native Canadian culture and is well adapted by Indonesia. Likewise, Ms. Patricia stated that if this is a Canadian-owned global project that has a positive impact on the nation's next generation through the EQWIPHub, it is hoped that it can bring about significant changes as well. So in accordance with the theory of Total Quality Management is a concept that seeks to implement a world-class quality management system, for that it needs a major change in culture and the value system of an organization has been running very well in the EQWIPHub.

In Total Quality Management, employee involvement and empowerment in decision making and problem solving are very important elements. This is because these elements can increase the 'sense of belonging' and employee responsibility for decisions that have been made. Nevertheless, the freedom arising from involvement and empowerment is the result of well-planned and implemented control. The same thing was said by the volunteer EQWIP Hub that their leaders really provide space to discuss and express opinions well.

2. The budgeting cycle at EQWIPHub

The budgeting cycle occurs when there is an activity, for budgeting the funds are only given to the central office in Canada, the results obtained after completing the planning function which only focuses on activities. Implementation of the plan reaches the control stage, and evaluating the results of the implementation of plans are limited only to the internal organization.

In order for Total Quality Management to be implemented properly, the company must have a unity of purpose. Thus, every effort can be directed to the same goal. However, this unity of purpose does not mean that there must always be agreement / agreement between management and employees, for example regarding wages and working conditions. As stated by Mr. Ali that he only talked a lot about programs and activities with Mr. Mirza and Mrs. Patricia alone and related parties such activities or programs such as the attached budget sheet is a form of budgeting funds regarding activities so he communicated a lot with the 17 August 1945 University, Surabaya as a party related to the event, as well as the same thing was said by Mr. Mirza that he was very open where the financial flows for these activities, but not all financial aspects were discussed together because there were things that were indeed controlled by the central government directly and all forms of finance that can also be monitored by the Ministry of Social Affairs of the Republic of Indonesia therefore the difficulty for the authors to obtain financial data EQWIPHub.

3. The best EQWIP Hub program

Through the long-term commitment that Ms. Patricia has said that through the EQWIPHub program that does not cease to develop and continue to be sustainable it can have a positive impact on Indonesia. For this reason, a new corporate culture is needed. Therefore, long-term commitment is very important to make a cultural change so that the implementation of Total Quality Management can run successfully

Volunteer also revealed that EQWIPHub is a unique form of non-profit organization that has a good mission to the world and through the EQWIPHub programs many global issues can be fought for for a better world. From this EQWIPHub has implemented the characteristics of Total Quality Management properly. With the quality specified, organizations must be obsessed with meeting or exceeding what they have determined. This means that all employees at every level try to carry out every aspect of their work based on perspective. If an organization is obsessed with quality, then the principle of 'good enough is never good enough' applies.

Through the discussion Mr. Mirza has revealed that all programs in EQWIPHub are certainly the best programs because EQWIP Hub receives training modules directly through the center but they package all forms of the program by adjusting the surrounding culture. Like in Indonesia they provide training tailored to local conditions different from the situation in Canada and he also monitors whether friends can carry out the process in the field and continue to coordinate with the head coordinator. With good cooperation in traditionally managed organizations often creates competition between departments. Meanwhile, in organizations that implement Total Quality Management, teamwork, partnerships, and relationships are established and fostered, both between company employees and with government agencies, and the surrounding community.

4. Core Value Implementing Total Quality Management has an influence on the development of human resources.

Today there are still companies that turn a blind eye to the importance of employee education and training. Such conditions cause the company concerned is not developing and it is difficult to compete with other companies, especially in the era of global competition. Whereas in organizations that implement Total Quality Management, education and training are fundamental factors. Everyone is expected and encouraged to continue learning. By learning, everyone in the company can improve their technical skills and professional expertise. Through Ms. Asti EQWIPHub has a sash and ICO training for volunteer training, they are prepared by the central government first before being sent to the chosen country and therefore their arrival in Indonesia is ready to show. This research defines core values as shared beliefs and cultures, bearing in mind that there are two interconnected cultures to continue exploring positive things in an organization that lead

to the visible and invisible performance principles possessed by all members of the organization. achieve the goals and objectives of the organization, as Ms. Asti said that the main thing is very clear, that is openness and the desire to continue to provide the best, if there are many positive and interesting things, their program will continue to be sustainable as well. For those with good human resources is a form of their optimism to give good through improvement and good motivation. From each service that is produced by utilizing certain processes in a system / environment, improvements can be made through the existing system continuously so that the quality it produces can be improved as well. This was conveyed by Mr. Mirza related to the theory that EQWIPHub does not provide a closed space to express any opinion if it is indeed for significant improvements and discussions with friends related to current and future programs.

IV. CONCLUSIONS

The core value form for implementing total quality management in EQWIP Hub lies in qualified human resources where EQWIP Hub is a non-profit organization that promotes quality human resource development and training programs with different packaging from other organizations. But the authors found 3 theories from Deming that do not implement the core values of total quality management, namely:

1. The system of work that determines how work is performed and only managers can create the system. (A work system that determines how the work is done and only managers can make the system).
2. Only managers can allocate resources, provide training to workers, select the equipment and tools that use workers, and provide the plant and environment necessary to achieve quality. (Only managers can allocate resources, provide training to workers, choose equipment and tools used by workers, and provide the factory and environment needed to achieve quality).
3. Only senior managers determine the market in which the firm will participate and what the product or service will be solved. (Only managers determine the market in which the company will participate and what products or services will be completed).

This means that without active leadership involvement it is not possible to achieve integrated quality management but within the EQWIP Hub not only active leaders but all levels of the organization are also active. With the involvement of the staff to make the EQWIP Hub better as the theory in the Core Values pointed out in an effort to make more integrative definitions, this study adopted three main features of Core Values that emerged from existing literature reviews that were based on organizational culture building cohesion within the organization, practical principles that guide employee behavior and decision making, and shared beliefs among organizational employees that are related to organizational goals. As such, this research defines Core Values as shared beliefs and culture of an organization that

leads to the principle of visible and invisible performance possessed by all members of the organization to act to achieve the goals and objectives of the organization. Core Values can help the development of Total Quality Management and establish a culture, Core Values foster Total Quality Management and define culture, A principle that guides an organization's internal conduct as well as its relationship with the external world (core values foster Total Quality Management and define culture , principles that guide the internal behavior of the organization and its relationship with the outside world).

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