



The Implementation of Total Quality Management (TQM) in Housekeeping Department of W Bali-Seminyak (A Case Study in Housekeeping Department)



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Article history:

Received: 9 September 2018

Accepted: 31 January 2019

Published: 16 March 2019

Keywords:

business;

hotel culture;

human resources;

staff empowerment;

total quality management;

Abstract

Competition in the business field is rapid and tight, particularly in the hospitality industry. A company needs the efforts to do continuous improvement toward the potential of human resources, process, and the environment to bring about the best quality of product or service. The effective and efficient way to improve those capabilities is by implementing Total Quality Management (TQM). TQM contributes the benefit such as increasing the competitiveness of the company. TQM concept denotes the concept of continuous improvement that applies to every level of the operation. W Bali – Seminyak, specifically housekeeping department has objective to offer the unique and special moments, inventing the creative staff, and recultivating the hospitality in Bali which committed to implementing TQM optimally. The purpose of the study was to investigate the implementation of Total Quality Management in the housekeeping department of W Bali-Seminyak as well as the obstacles to it. Methods of analysis used in this study were descriptive qualitative and descriptive statistical analysis. The result of this study indicated TQM had been implemented in the housekeeping department, W Bali-Seminyak. The elements of TQM applied in that department had a focus on the customer, obsession of high quality of products and services, scientific approach, long-term commitment, teamwork, continuous system improvement, education and learning, freedom in control, focused purpose as well as involvement and empowerment of the staff to enhance the service quality by the TQM theory. The obstacles of implementing TQM in Housekeeping Department are divided into an internal and external obstacle. The internal obstacles are the limitation of the employee (manpower), the application of job description, the physical condition of the hotel, the new employee with lack of knowledge of hotel and hard to adapt with the culture of a hotel, empowerment tends to be premature. The external obstacles such as a characteristic of guest and delivery delay from a supplier.

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1. Introduction

The island of Bali is one of the small islands located in the area of Indonesia that gives a big enough impact on the world of tourism in Indonesia. The arrival of foreigners to the Province of Bali in the last five years has increased quite rapidly, recorded from 3,278,598 foreigners in 2013 to 5,697,739 foreigners in 2017. The situation is very encouraging to various circles who are engaged in business activities especially tourism such as craftsmen and handicraft industry in Bali Province, restaurant business, hotel business, and other accommodation services, and travel services. One of the businesses that feel the impact of increasing tourist arrivals to Bali is the hotel industry in Badung regency. Competition in Badung regency is increasing by the construction of hotel accommodation facilities, it requires hoteliers to adapt to their business environment by formulating a business strategy based on Total Quality Management (TQM) concept. As a new form of paradigm in running the business, in the application of TQM, an organization can be through continuous improvement of product quality, service, human, process, and organizational environment.

Companies that have high competitiveness in global competition must be able to do a better job, effective, and efficient to produce goods and services of high quality and at competitive prices. The application of TQM principles to the company in the context of control over the quality of its resources which can contribute to the achievement of corporate objectives (Suyitno, 2016). Total Quality Management is literally derived from the word "total" which means whole or integrated, "quality" which means a degree of excellence, and "management" has been familiar with word or term. Total Quality Management can be defined as integrated quality management (Nasution, 2015). Total Quality Management is an approach of management in an organization, focusing on quality and based on the participation of the entire human resource through customer satisfaction and providing benefits to members of the organization (human resources) and the community.

TQM can be defined as a means of continually improving performance (continuous performance improvement) at every level of operation or process, within each functional area of an organization, using all available human and capital resources (Faritsy, 2014). Meanwhile, according to Zahroh (2015), Total Quality Management (TQM) is a management concept namely an effort to maximize competitiveness through continuous improvement of services, products, people, and environment. Total Quality Management is a modern management concept that strives to respond appropriately to any existing change, driven by external and internal organizational forces (Nasution, 2015). According to Wibowo (2016), total quality management defines as an organization's commitment to satisfy customers by continually improving every business process associated with the delivery of goods and services. TQM is a concept used as a company approach to continuously enhance the overall quality of corporate activities (Kotler & Keller, 2016). Padmantlyo & Utami (2017) emphasize that TQM is a new paradigm in running a business that seeks to maximize the competitiveness of the organization through: focus on customer satisfaction, employee engagement, and continuous improvement of product, service, human quality, process, and organizational environment. According to Yuwono & Retnani (2017), TQM is also defined as a customer-focused approach that demonstrates management changes that continually increase the processes, products, and services of a company or other organization systematically.

W Bali- Seminyak is one of the five-star hotels in thirty brand properties under Marriott International Company. W Bali-Seminyak is surrounded by fierce other five-star hotels such as The Legian, The Seminyak Beach Resort & Spa, The Akasha Luxury Boutique Villas, Macca Villas & Spa, and The Oberoi. The fierce competition is demanding W Bali-Seminyak to continuously improve the quality of goods and services offered to maintain and increase customer loyalty. The room occupancy rate of W Bali-Seminyak shows that it is capable to maintain its existence due to the sustainable of room occupancy started from January to May 2018.

However, the enhancement is not matched by excellent service quality and guest's complaints. This case is one of the conditions that indicate the need for performance improvement and products that offered by W Bali-Seminyak. One of them is a housekeeping department which is part of guest room cleanliness, public area, garden, other hotel facilities that can be known from the result of Guest Satisfaction Survey (GSS). The level of guest satisfaction survey (GSS) in 2018 is considered to be less than optimal, resulting in a significant impact on the commitment of housekeeping department of W Bali-Seminyak to provide the best service quality. This indicates a strong commitment

is still needed on service quality of all hotel elements in a continuous improvement of service quality, human resources, process, and organizational environment.

2. Materials and Methods

This study applied the method of observation, questionnaires, interviews, and document studies. Observations are activities directed and planned systematically on a particular purpose by observing and recording the phenomena which occur in a group of people with reference to the terms and rules of scientific research (Sugiono, 2015). A questionnaire is a data collection technique that is done by giving a set of written questions to respondents to be answered. Meanwhile, document study is a technique of collecting data by collecting and analyzing documents, either written documents, drawings, works or electronic files. In this case, the researcher made an observation about the implementation of TQM at the housekeeping department of W Bali-Seminyak.

The research had been conducted at W Bali-Seminyak, located at Jalan Raya Petitenget, Kelurahan Seminyak, Kerobokan Village, North Kuta District, Badung Regency, Bali. In regard to the data analysis techniques, Sugiyono (2015) states that the data analysis is the process of finding data and systematically compiles the data that obtained from interviews, taking notes, and other materials. It can be easily understood and certainly be informed to others. This research used a descriptive analysis technique with a qualitative approach and the descriptive statistic. Furthermore, Sugiyono (2015), expressed his opinion, qualitative descriptive research is one type of research method that tries to describe and interpret the object as it is.

In line with that matter, the data have been gained by the author by processing it in such a way as to provide data factual, systematic, and accurate on the issues under study. This research used a qualitative method due to its requirement of a description of the natural conditions that occur in the object, that is what happens to the company under study. This study is defined as a qualitative study that seeks to find meaning, investigate the process, and gain insight and deep understanding of individuals, groups, or situations. While descriptive statistical analysis is statistics includes ways of collecting, preparing or arranging, processing, presenting and analyzing data numbers, in order to provide an orderly, concise and clear picture of a particular situation, event or phenomenon. In descriptive statistical analytical methods, the questionnaire results will be analyzed using the Guttman scale. The Guttman scale used consists of two categories created in the form of multiple choice or checklist form such as score 1 defined as Yes answer and score 0 defined as No answer. The result of the Guttman scale calculation is clarified as the criteria of score interpretation.

The validity test had done in advance of the study to determine the valid data from a valid instrument. The research results are valid if there are similarities between the data collected with the actual data occurred on the object under study (Sugiono, 2015). Instrument testing in this research is done by searching Coefficient of Reproducibility and Scalability Coefficient. Reproducibility Coefficient is based on the results of the instrument validity test analysis of the questionnaire. Further, the reliability test is used to measure the same object which will produce the same data (Sugiono, 2015). After the instrument is being tested on its validity, the reliability test has proceeded afterward. Test Reliability in this study using the method Kuder Richardson 20 (KR-20).

3. Results and Discussions

3.1 The implementation of TQM

Based on the results of the validity test analysis of the questionnaire conducted by using the Kr formula. Given the category of the validity of $Kr > 0.90$ is considered good (Dunn & Knezek, 2004). The result of the research calculation showed that $Kr = 0.983$. It indicates the questionnaire can be summed up well to be implemented in the survey. In addition, the result has been continued to be calculated by applying scalability coefficient test (Ks). The scalability coefficient has shown the result of 0,967. It states that the questionnaire is good to be implemented in the survey. In line with the result of Kr and Ks in this study, it can indicate that all question items in the questionnaires are valid. Moreover, the valid questionnaires tested by using Kuder Richardson 20 (KR-20) to investigate the reliability of the questionnaires for the study. The researcher obtained the result of KR-20 was 0.64836. Based on the category of reliability coefficient (Guilford, 1956), the questionnaire can be concluded reliable. The presence of TQM is an absolute demand that should be an alternative problem-solving in terms of service in the company. The stages of TQM

implementation at housekeeping department in W Bali-Seminyak in accordance with the theory uttered by Deming in Yuri & Nurcahyo (2013), which uses the rotation of PDCA cycle (Plan, Do, Check and Action).

In this planning stage, the management makes TQM a top priority to achieve the company's goals. The planning steps are carried out as follows. 1) The managers and employees of the housekeeping department of W Bali-Seminyak make TQM a top priority of the organization in realizing the success of service quality and committed to TQM through their activities. 2) Making vision and mission of W Bali-Seminyak and TQM principles as a guide in preparing a job description of the housekeeping department. 3) Managers analyze and understand the state of opportunities and threats that will occur in the future to achieve the goals of W Bali-Seminyak, especially the housekeeping department covers the short and long term. 4) The management considers the supporting factors and obstacles to the implementation of TQM in the housekeeping department. 5) The management arranged the implementation of TQM and ways to achieve improvement and improvement to achieve the objectives of W Bali-Seminyak especially the housekeeping department. 6) The purpose of the planning process is the preparation of job description of the housekeeping department that provides quality of services in accordance with expectations and customer satisfaction in order to provide results in accordance with the specifications or standards that have been set in the form of SOP (Standard Operational Procedure) and vision and mission of W Bali-Seminyak.

After the planning phase is complete, the TQM concept will be implemented in the form of the job description at the housekeeping department according to the specification or standard that has been set in the form of a SOP (Standard Operational Procedure) and vision and mission of W Bali-Seminyak. At this stage all parties of both management and housekeeping department W Bali-Seminyak implement TQM gradually, starting from small scale such as division of tasks evenly in accordance with the capacity, ability, and readiness of each employee. Readiness is intended to understand the quality, identification of consumer desires, and measure the performance progress of each employee. Each of the employees is responsible for achieving their goals as part of the overall of Bali-Seminyak objective.

At this stage, the management evaluates the results of the TQM implementation by examining the results referring to determine whether the job description implementation is in the path or SOP, in accordance with the plan and monitoring the progress of the planned improvements. The instrument that can be used in the evaluation process is the short inspection form. The managers and team leader of housekeeping department of W Bali-Seminyak conduct a random evaluation by giving a score on short inspection form, the purpose is to know the process of job description implementation with TQM concept in the housekeeping department whether running in controlled condition or not. The results of these evaluations will result in the achievements and the lack of the employees of the housekeeping department performance interpreted in the form of scores.

The next step is the implementation of improvement and improvement of quality. At this stage, all employees and housekeeping department management make improvements to the TQM implementation by making adjustments based on the results of the evaluation analysis that has been done in the previous stage in the form of brainstorming activities that are routinely implemented during the shift. Adjustments relate to SOP to avoid recurrence of the same problem or set new goals for subsequent improvements to achieve improvement in TQM implementation. The stages of TQM implementation at the housekeeping department of W Bali-Seminyak are rotating continuously after an improvement is achieved, then the condition of the improvement can provide inspiration for further improvement. Therefore, managers and team leaders continually formulate new goals and targets for improvement.

The application of TQM to the housekeeping department at W Bali-Seminyak refers to ten TQM characteristics developed by Nasution (2015). In regard to mentioned characteristics, the researcher collected the result which showed focus on a customer was 99,44%, quality obsession was 98,89%, scientific approach was 98.89%, long-term commitment was 98.99%, teamwork reached 100%, continuous system improvement obtained 98.99%, education and training was 98,89%, controlled freedom gained 98,89%, unity of purpose was 100%, and employee engagement and empowerment reached 98,89%. Those result showed that the total average of the percentage of the characteristics was 99.71%. This can be explained such as a focus on customers is that all forms of offerings must be oriented to external customers and foster relationships as well as providing facilities to internal customers in order to enable them to perform tasks effectively and efficiently (Kotler & Keller, 2016). In the implementation of TQM at housekeeping department at W Bali-Seminyak with its service promise "Whatever/ Whenever", implement SOP correctly, give surprise, lost and found facility, establish good communication with guest, identify and solve guest request, staff gathering, staff recognition, and reward; obsession with quality, in organizations that implement Total Quality Management, organizations must be obsessed to meet or exceed those targetted.

3.2 Obstacles in implementing TQM

Kurniasih (2014), asserted that in organizations that implement Total Quality Management, internal and external customers determine the quality. In its implementation, the housekeeping department of W Bali-Seminyak has its own quality target achievement exceeding the company's specified target, Guest Satisfaction Survey (GSS), performing employee performance evaluation with balance scorecard and short inspection form; scientific approach, a scientific approach is needed primarily in designing the work and in the decision-making process and problem-solving related to the work designed (Nasution, 2015). The application of a scientific approach to housekeeping department at W Bali-Seminyak in decision making, problem-solving of guest complaints related to the cleanliness of hotel facilities is done with scientific analysis and a mechanism to form a benchmark; long-term commitment to the implementation of TQM is done with the aim of improving the quality of the company. Long-term commitment is a new paradigm in conducting business so it takes a new corporate culture as well (Tjiptono, 2012).

In the application of TQM, W Bali-Seminyak has a strong vision and mission as a foundation in achieving the goals of the company. Vision and mission are a commitment for all employees in carrying out their obligations. In this case Housekeeping Department W Bali-Seminyak is guided by the vision and mission of the company to be a long-term commitment to preparing every decision to improve the quality of service; teamwork such as organizations apply TQM with teamwork, either between company employees or with suppliers, government agencies, and society (Soegoto, 2009). In its application, there is training and education related to teamwork, maintaining communication between management and employees, establishing good relationships with suppliers; continuous system improvement has done by improving the quality of the organization is not only about the final product, but also the delivery problem, the speed of responding to complaints, measuring accurately. Improvements to the system must be done continuously. In its application, the Housekeeping Department W Bali-Seminyak made improvements to the system and service process for guests by organizing role play and evaluation; education and Training determined by conducting ongoing training or education and keep it applied to every level and position. In the principle of training and education, learning is an endless process and knows no age limit, by learning everyone in the company can improve their technical skills and professional expertise (Almasri, 2016). The implementation of education and training in Housekeeping Department W Bali-Seminyak is monthly training plan and roleplay every week; freedom under control such as giving freedom to every member of the organization to express opinions and ideas that are in line with organizational goals. The freedom arising from such involvement and empowerment is the result of well planned and executed control (Nasution, 2015). In this case, employees are standardizing the process and they are also looking for ways to convince everyone to be willing to follow the standard procedure. The implementation of controlled freedom at Housekeeping Department W Bali-Seminyak was conducted by giving a morning briefing and brainstorming during a shift to give each other feedback and improvement measures of the next service; unity of purpose means every organization's efforts are aimed at the same goal (Tjiptono, 2012). In implementing freedom of control at Housekeeping Department W Bali-Seminyak by conducting an employee satisfaction survey with annual engagement surveys conducted under the auspices of Marriott International, to equate perceptions of the importance of prioritizing quality that aims to find out the level of employee satisfaction with hotel management and gather their aspirations to formulate policies so as to have a unity of purpose between the management and employees, routinely carry out the brainstorming to equalize the perception of commitment and the importance of prioritizing the quality of service; employee involvement and empowerment means by engaging and empowering employees in decision making and problem-solving is an important policy. There are three basic beliefs in employee engagement and empowerment namely subsidiarity, all employees are basically good, trust-based relationship (Suryono, 1999). In the application of employee engagement and empowerment at Housekeeping Department W Bali-Seminyak is to provide a job description to each employee, and implement subsidiarity, all employees are basically good, a trust-based relationship that aims to achieve employee performance capability.

4. Conclusion

From the analysis and discussion on the implementation of total quality management (TQM) at housekeeping department at W Bali-Seminyak and constraints in its application, it can be concluded that (1) Total Quality Management (TQM) is the company's commitment in applying the concept of quality improvement involving all elements within the organization. W Bali-Seminyak as one of the five-star hotels has a commitment to the quality of service. Implementation of Total Quality Management at housekeeping department begins with TQM concept

planning, then all parties of management and housekeeping department employees W Bali-Seminyak implement TQM in accordance with the plan that has been prepared and implemented gradually, then the housekeeping department management to evaluate the results of TQM implementation by examining the results that refer to the determination of whether the implementation is in the path or SOP, in accordance with the plan and monitor the progress of planned improvements and evaluation of TQM implementation to all employees and management to improve service quality. The result of data analysis shows that the implementation of the TQM at the housekeeping department of W Bali-Seminyak has been applied very well and in accordance with the theories on the TQM concept. (2) In the application of Total Quality Management in the housekeeping department, there are supporting elements to achieve the quality of service that is as follows: leadership, communication, and reward (reward) and recognition. (3) Housekeeping department W Bali-Seminyak certainly finds some obstacles in applying Total Quality Management (TQM), the constraint is divided into internal constraints and external constraints. The internal constraints found as constraints of employee limitation (manpower), job description implementation, hotel physical condition, new employees are inexperienced and slow in adapting to the new environment, premature empowerment, while external constraints such as guest and delivery delayed by a supplier.

Conflict of interest statement and funding sources

The author declared that he has no competing interest. The study was financed by independent funding.

Statement of authorship

The author has a responsibility for the conception and design of the study. The author has approved the final article.

Acknowledgments

This research paper has been carefully checked to ensure that it is free from plagiarism aspect (Wajdi et al, 2018). The researchers would like to express our deepest thanks and appreciations to the editors and peer reviewers who have given comments and suggestions in order to improve the quality of the research paper. The researchers' greatest thanks go to the management of W-Bali Seminyak who has given a rare opportunity to do research and provided the data for the research.

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