

## Implementation of Total Quality Management (TQM) at the Sumberrejo Ambulu Pharmacy

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### ABSTRACT

TQM is a concept used by organizations to maintain a competitive advantage and ensure the effectiveness of company operations. TQM has many positive things that can provide good benefits for a company. Employee performance, ability and cooperation are things that can influence total quality management aimed at long-term success in a company. Apotek Sumberrejo Ambulu has weaknesses related to these components, whose application is not maximized. Which will have an impact on the long-term development of Sumberrejo Pharmacy. This study aims to determine the implementation of Total Quality Management (TQM) at Sumberrejo Pharmacy. This research uses a qualitative descriptive approach. The data collection techniques in this study were observation, interviews and documentation. The implementation of TQM at Sumberejo Pharmacy in the three components consisting of performance, ability, and cooperation has not been fully implemented optimally. Therefore, it is necessary to carry out training, education, evaluation regularly and thoroughly.

**Keywords:** TQM, Performance, Ability, Cooperation

### 1. INTRODUCTION

Management is something that must be considered and is also needed in a company, especially operational management in planning, directing, controlling and organizing the whole in a company. Then so that the company can run regularly, the company must properly manage the management in it. TQM is a concept used by organizations to maintain competitive advantage and ensure the effectiveness of company operations, because TQM has many positive things that can provide good benefits for a company, one of which can be useful in the competition in the business world, because total quality management has the concepts of always making improvements (Al-Nasser A, Yusoff, R. & Islam, 2013).

In all companies, of course, they also have a strategy that has been made and then will be applied or implemented in their respective companies even though in reality it has less than optimal results in its implementation, but that is not something that cannot happen, because where the company wants maximum results, the company must also accept the risks that will occur, such as failure in implementation, results that are not maximized, customer dissatisfaction, quality in the company's processes that are not going well and do not produce the results the company wants, so with this the company will evaluate all process activities in it (Mulyanagara & Ali, 2023).

The performance, ability and cooperation of employees are things that can have an influence on total quality management aimed at long-term success in a company, because the performance, ability and cooperation between employees can provide maximum results if the implementation is carried out correctly and regularly, but this is not ensured in all companies have smoothness in this regard, because all of that is also determined by how the company provides an understanding of the management that is in it (Tjiptono & Diana, 2003).

The Jember district area may also be an area that has quite a number of companies that use Total Quality Management which both have good goals for their companies such as the desire to be able to make their companies even better and also want good progress in the development of their companies. In this study the authors will take the object of research, namely at a pharmacy located in the Ambulu sub-district, namely the Sumberrejo Pharmacy which is located in the Ambulu Jember sub-district.

### 2. LITERATURE REVIEW

#### 2.1 Operational management

(Heizer, J & Rander, B, 2012) states that operational management is a series of activities that produce value in the form of goods and services by converting an input into output. (Herjanto, 2012) states that operational management is a continuous and effective process of using management functions to integrate various resources efficiently in order to achieve goals. This operational management is a step and way that must exist and be applied in a company because with this management, the company can ensure that there is a process within the company. The objectives in this operational management, namely: increase the efficiency of a company, increase productivity in the company, minimize costs in the company, improve the quality of the company. control a production process to a minimum in the company.

## 2.2 Total Quality Management (TQM)

TQM is often defined as the integration of various functions of a company into a holistic philosophy that builds on concepts such as teamwork, productivity and customer satisfaction. From this it means that in accordance with the defines of the experts that TQM always improves the continuous performance of its employees who will be considered that this is a burden, but this can make benefits for the main company and also the employees themselves because the application of this will be able to benefit a lot compared to losses. As revealed by Tjiptono and Diana (2003) in the journal (Pratama & Maghfiroh, 2016) TQM is an approach in increasing organizational productivity (quantitative performance), improving quality (reducing errors and damage levels), increasing effectiveness in all activities, increasing efficiency (reducing resources through increasing existing productivity). So with these points the company can take very broad and many benefits in order to achieve the needs and goals of the company.

Discussing the approach in increasing productivity and effectiveness and also the quality of the products produced by the company, there are still many benefits that will later affect the actors in the company, such as company managers, administrators, company employees and also the owners of the company itself, this is based on the ultimate goal of implementing Total Quality Management, behind the application which will be enough to provide more activities but there will certainly be maximum results if the application is really done optimally and in detail. So with this, it is hoped that the Sumberrejo Ambulu Pharmacy is also very, very concerned that the existence of this TQM can also have a better effect than before and it is also hoped that its application will be maximized if it is not yet optimal.

### 1) Performance

According to Prawirosentono, 2014 in the journal (Hidayati & Ermiyanto, 2017), performance is the result of work that can be achieved by a person or group in an organization in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization concerned legally, not against the law and in accordance with moral ethics. Then according to Hasibuan (2007), employees are everyone who works by selling energy (physical or mind) to a company and getting compensation in accordance with the agreement. So it can be concluded that performance and employees are very concerned, which means that employees in a company must have good performance in selling their energy and thoughts, because employees also have responsibilities that have been agreed between them and the company owner. With this, the company can provide compensation or salary in accordance with the performance of the employees themselves.

### 2) Ability

This ability is divided into 2, namely intellectual ability and physical ability, meaning that this ability is a capacity possessed by an individual where this will be used in carrying out a function in the work and activities carried out. The point that has been applied is by holding training, education in the pharmacy (Arie Hetami & Adietya, 2008).

### 3) Teamwork or employees

Teamwork or employee cooperation can be interpreted as an ability possessed by several individuals who work together to be able to jointly achieve goals or visions in the companies and organizations they live in. Because this collaboration has the aim that these individuals can get to know each other better in building social relationships within the company. So that they can also get appreciation or a sense of being appreciated for their abilities to create a more positive work atmosphere. Then the point that has been applied in this collaboration is the holding of evaluations in meetings and also training and education (Tjiptono, 2000).

## 3. RESEARCH METHODOLOGY

This research uses a qualitative descriptive approach which was carried out at Sumberejo Ambulu Pharmacy in April - July 2024. The types of data used in the study were primary and secondary data with data collection techniques, namely observation, interviews and documentation. Determination of informants in this study using purposive sampling, namely by selecting sources using certain criteria.

## 4. RESEARCH RESULTS

### 1). Performance

Based on the results of interviews regarding performance which has several main questions such as work assessment standards, whether the work has met the standards or not, weaknesses in performance, and how to overcome the weaknesses themselves, all answers are interrelated because it can be concluded that the essence of some of the answers to these questions is how the implementation of Total Quality Management in the Sumberrejo Pharmacy is described, It is explained that how to respond to it all which in the Sumberrejo Pharmacy always prioritizes thorough evaluation, in-depth education so that employees also fully understand, the evaluations carried out certainly have a basic reason, such as with an evaluation like this will provide a portion of more mature thinking to the workers in the Pharmacy, according to (Suchman, 2010: 1) evaluation is seen as a process of determining the results of several activities that have been planned and achieved to support the achievement of goals. Then this is also supported by the understanding of the owner of Sumberrejo Pharmacy himself, because with understanding and ability in TQM, it will also be applied to his employees.

### 2). Ability

Based on the results of interviews on this ability, it can be explained that employees of this Pharmacy have various responsibilities according to their respective job desks, related to employees' understanding of the scope of the Pharmacy, the speed of completing work, and also the quality of this work is quite relatively low, it can be seen from interview data that how employees' understanding of the scope of the Pharmacy and the speed of completing this work is very lacking, because all of that will affect the quality of their work, according to (Ashari 2020. 186) performance quality is a result that can be measured by the effectiveness and efficiency of a job carried out by human resources and other resources in achieving company goals or objectives with baim and efficacy: 186) performance quality is a result that can be measured by the effectiveness and efficiency of a job done by human resources and other resources in achieving company goals or objectives with baim and efficiency. Then with a lack of a comprehensive understanding of it, it will have a far-reaching impact on the company or Pharmacy itself, so as said by wina that it must be more assertive and in-depth in providing education and training at the beginning so that it can provide good output as well, so that employees can understand thoroughly about Sumberrejo Pharmacy, types of drugs and how to place them.

### 3). Cooperation

In cooperation within the Sumberrejo Pharmacy, teamwork has been created which is quite good, but sometimes there are still mistakes in this regard, according to (Soerjono Soekanto, 2006: 66) Cooperation is a joint effort between individuals or groups to achieve certain goals. In accordance with this quote, the researcher can conclude the results and in the interview it is also explained that the cooperation that has been carried out by employees or employees is going well, but it does not rule out the possibility of a miss of communication in cooperation, it is always directly supervised by the Pharmacy owner, if it will have a bad impact on the Pharmacy, the Pharmacy owner also said that it would be followed up by providing education and also more understanding so that there would be no more continuous miss communication.

Of the several times there was a miss of cooperation, only in several miss cooperation activities that occurred, more often on how employees carry out the division of tasks in receiving goods by distributors, here the role of an owner is very necessary, so how a mas Arif solves the problems that occur will be an experience for employees, but for how often there is evaluation and also training or education, this problem still occurs, meaning that the owner must find another solution so that this does not become a mistake that can be repeated in the future, let alone harming the Sumberrejo Pharmacy.

## 5. CONCLUSION AND RECOMMENDATIONS

### 5.1 Conclusion

Based on the results of the research that has been carried out, the conclusions of this study are as follows:

the performance carried out at Sumberrejo Pharmacy has not been fully maximized. The ability of Sumberrejo Pharmacy employees depends on their respective job desks, but from the results of the interview the employees relatively gave the same answer that they did not fully understand how the scope of the pharmacy had an impact on the work carried out such as speed and accuracy, so with that the pharmacy must also provide more thorough training to its employees. In the cooperation carried out at the Sumberrejo Pharmacy, it is quite good, but there are still mistakes such as a miss in receiving goods by the distributor, this will have an impact on the Pharmacy, so what has been done by the Pharmacy owner is to conduct evaluations, training and also comprehensive education.

### 5.2 Recommendations

Based on the results of the study, the researcher provides several suggestions to several related parties as follows:

- 1) We recommend that Sumberrejo Pharmacy be maximized in implementing Total Quality Management in order to get maximum results and also be able to develop more than other pharmacies.
- 2) We recommend that the owner of Sumberrejo Pharmacy continue to improve and maintain continuous improvement so that his Pharmacy has quality workers who work according to needs and expectations..

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