

## HUMAN RESOURCES IN QUALITY MANAGEMENT

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### Abstract

*As time is going by, we realize that SEAWATCH Indonesia has rolled on and began to give contributions to national and global issues. SEAWATCH Indonesia is present to fulfill the need of marine information/data to be used for watching over sustained environment. Therefore, the existence of SEAWATCH Indonesia is hoped to facilitate some sophisticated data/information. Through the directed economical system and global market, where commodity needs are not merely rolled on a certain country, but also inter-continent, therefore the demand for quality assurance of all products has been experienced for ensuring a sustainable connection between producer and consumer.*

*To realize such conditions in SEAWATCH Indonesia, the realization efforts of quality management with ISO 9000 -1994 standards are still under progress. The overall processes concerning procedure formulation, management manual writing, invitation to every personnel for applying procedures and conveying external evaluation are really hard work. They depend on human resources who will implement them. Further, the determiner for the above processes is a commitment of all institutional members/per'sonnel, beginning from top manager through field worker.*

### I. INTRODUCTION

The implementation of quality assurance (QA) is regarded as a big challenge due to the fact that work will not end at the first concept. Quality assurance is part of a continuous cycle of auditing and evaluating to produce corrections and changes in order to obtain improvements, which must be monitored and controlled. Controlling need commitments from all components, beginning from the top manager until the lowest personnel (field worker). It has been proven that the role of human resources, in the globalization era, is very crucial due to social, economic and political factors. It is sometimes not realized that the occurrence of lagging is actually caused by the lack of attention on human resources. Meanwhile, a general solution for lagging is made by physical facilities in order to fulfill quality and target, while attention to human themselves is neglected.

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As an institution, whose activities in "Technology Application on Marine and Coastal Environment Quality Monitoring and Protection", SEAWATCH Indonesia has the desire that the obtained working quality must meet the required specification of standard quality. The need of user service for maintenance as well as quality improvement services and products of SEAWATCH Indonesia is the quality of work of SEAWATCH Indonesia. SEAWATCH Indonesia has made an effort, with respect to working quality, to strengthen the capability of the organization in order to be able to compete on profit - management and the enhancement of working performance. Continuous efforts, in order to sustain perfection, will be performed and possessed by all personnel to fulfill minimal needs in safety on environmental health, which is required by the government.

## **II. QUALITY MANAGEMENT**

The concept for using formal procedures of quality management is actually not new. The United Kingdom, for example, has applied the scheme sector since the post-war period. It was then adopted by industries in supplying their products. These industries must be secure and appropriate to one another. To ensure this purpose, buyers, therefore, determined their standards and specifications. Sub-contractors from the industrial side will visit and evaluate with regard to their requirements, and contracts could be canceled whenever they fail to meet those requirements. In 1987, UK's Standard Agency tried to solve the problem of quality by issuing new standards, which is currently known as ISO 9000. To day this standard is accepted as the international standard ISO 9000 - 1994, which facilitates practical future actions for managers who are eager to do something regarding quality.

## **III. ADVANTAGES OF ISO 9000**

A discipline developed by quality management standard is very important, because it compelled organizations to think in detail on how to operate and control their work. As an example, the post-Chernobyl case could be used to illustrate the safety and quality of a nuclear installation. The public has the right to know whether everything is under control. Is there, beside the quality manual, a better way to show appropriate standard with overall activities in a nuclear reactor? The role of human resources as a production component must be taken into account. The components are man, money, material, and method, which is popularly known as the 5 M's. In "total quality management" the role of human resources in ISO 9000 is clearly described, involving Demand, Motivation, and Synergy.

## **IV. DEMAND HUMAN BEINGS**

Humans have natural characteristics, such as working with a bad attitude, and trying to avoid one's job as much as possible. Because of their attitude, most of them must be forced, monitored, directed, and threatened by penalties to make them do the desired efforts. From this point of view, people will prefer to be directed, but they try to avoid responsibility.

On the other hand, people who enjoyed their jobs, external control and penalties are not effective ways to reach the final goal. People are motivated, provided that their needs are met, such as success, honor, and self-actualization. Further, they can learn to accept various situations and be responsible.

The two natural "demands" of human beings are formulated by Douglas Mc.Gregor in his "X and Y" theory. Another theory from Abraham Maslow expressed that human beings have some need categories/hierarchies, as follows:

- a. **Physiological Needs.**  
It is the lowest of human needs, but basically important, such as clothing, food, and dwelling. These needs are used by the majority of human beings, and therefore are placed at the lowest and largest part of the diagram.
- b. **Safety Needs.**  
The need of safety will appear whenever physiological needs have been fulfilled. These needs will motivate people to ensure safety of their life, such as job guarantee.
- c. **Social Needs.**  
In life people will not work for 24 hours daily. They will make interactions and contacts among themselves during and after work hours. They mutually also need socialization, such as giving, receiving, loving, and friendship.
- d. **Ego Needs.**  
The realization of needs related to themselves is naturally possessed by every human being. Such needs are honor, self-confidence, autonomy, success, knowledge, and experience. Besides there is also the need related to reputation, such as status, acknowledgment, appreciation, and honor. In reality this ego need is rarely fulfilled, and generally every level of need can be fulfilled as long as the lower needs have been fulfilled.
- e. **Esteem.**  
This need will appear whenever all of the lower needs have been fulfilled. Only few people can achieve this need. Therefore, in Maslow's diagram this need is located at the highest position, but occupying the smallest area.

## **V. SYSTEM**

A medium like system is required in the implementation of human activity. In his theory, Renis Likert, revealed that management, as a realization of a system, has considerably no confidence and believe in its employees.

Decision making and organizational goal compilation is mostly taken by high leveled positions and so is controlling concentration. While the employees have to work under the worst circumstances, such as seared, threat, and some penalties. From an other point of view, management has considerable confidence and believe in its employees, while decision making is to be taken in a decentralized manner. The employees are then motivated to be involved in the process of decision making.

## **VI. MOTIVATION**

In order to fulfill a planned working target achievement, top managers usually use the approach of power by giving orders or instructions to their employees. In case of an employee who could not finish his work, the manager will take conclusions of his own, such as:

- The employee is unskilled;
- The employee is not hardworking;
- The employee is low performing, etc.

This type of manager just considers that employees are only part of a target achievement, and not a valuable asset. As a matter of fact, success or failure of work is the responsibility of the manager himself. Briefly, a manager that can not motivate his employees to finish their work in a good manner, is classified as an unsuccessful manager. It must be realized that human beings have some weaknesses and potencies. The main task of a manager is how to generate potencies and put employees on the right place, so there will be a synergy.

## **VII. HUMAN RESOURCES FROM ISO 9000 POINT OF VIEW**

The implementation of quality program by an organization or individual is caused by the following factors:

- a. Internal factors:
  1. Development of working culture concerning the quality
  2. Efficiency
  3. Productivity development
  4. Awareness of quality need
- b. External factors:
  1. Globalization effect
  2. Consumer demand
  3. Market demand
  4. Regulation

Experiences show that whenever the input for starting a quality management planning of ISO 9000 is coming in, one should firstly obtain serious commitment from the top management. This commitment is very important and will affect the success of quality management program implementation.

## **VIII. HUMAN RESOURCES FACTOR IN THE PROCESS OF QUALITY MANAGEMENT**

After starting with planning steps through the attention of firm's components supported by commitment from the top management, the next step is the making and compiling of management documents, i.e. Quality Management Procedure and its Implementation.

The compiling process of Quality Procedure will face some barriers if all interrelated parts are not involved. Therefore, the main task of top management is

how to build a commitment from every part to be actively involved in the compilation of quality procedure which is appropriate with their fieldwork. The implementation of quality management document making is:

a. Write What You Do, What You Write

The overall approach will create cooperative spirit condition with the working culture of the institution. The leadership of the top manager can create this condition so that the employees will work according to the procedures determined and expressed in quality management documentation. The roles of human beings in this step are more dominant.

b. Synergy

Generally, every addition of work loads will be followed by recruitment of some employees. It means that it will increase operational cost, as well as positive and negative interactions. In case of negative interaction, it will surely inflict financial loss for the institution.

For certain cases, the addition of loading capacity of the work does not require the recruitment of new employees; it can even provide some extraordinary targets. The fantastic target can be realized provided that the top manager is able to condition his employees to be a synergy team.

## IX. CONCLUSIONS

The theories and approaches described above expressed that program and target of the institution will face some barriers if they do not consider the human resources aspects. The extraordinary power can be realized through the utilization of human resources by fulfilling the need with the concept of an integrated quality management and synergy generation.

On certain cases, the addition of working capacity does not mean that it must be followed by employees' recruitment, provided that the top managers are able to generate and build their employees' synergy.

### Reading-Matter

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