



INTISARI

Upaya peningkatan kualitas dengan konsep *Total Quality Management* (TQM) sudah banyak diterapkan. Penerapan konsep TQM di industri manufaktur maupun jasa masih terdapat hambatan yang memicu kegagalan penerapan TQM. Khususnya di Perguruan Tinggi, penerapan TQM masih banyak menemui hambatan. Hambatan disebabkan adanya faktor kritis kesuksesan penerapan TQM yang tidak terpenuhi atau hilang. Faktor kritis kesuksesan TQM di Perguruan Tinggi perlu diketahui. Penelitian ini bertujuan untuk mengetahui faktor kritis kesuksesan TQM yang berpengaruh terhadap kesuksesan penerapan TQM di Perguruan Tinggi.

Penelitian ini dilakukan dengan melibatkan 62 responden. Teknik pengambilan sampel pada penelitian ini dengan metode *purposive sampling*. Penelitian dilakukan melalui survei menggunakan kuesioner. Kuesioner penelitian diadopsi dari penelitian terdahulu sehingga dilakukan proses penerjemahan dengan metode *back translation*. Kuesioner yang telah diterjemahkan dilakukan uji instrumen terlebih dahulu sebelum disebarkan ke responden. Variabel bebas dalam penelitian ini berupa *top management commitment*, infrastruktur, *quality management system*, *stakeholder*, dan proses. Sedangkan variabel terikat berupa *institutional performance* sebagai ukuran dari kesuksesan implementasi TQM di Perguruan Tinggi. Data yang diperoleh kemudian diolah dan dianalisis menggunakan *multiple regression*.

Hasil menunjukkan bahwa *top management commitment*, infrastruktur, dan *quality management system* tidak berpengaruh signifikan dan positif secara langsung terhadap *institutional performance*. *Stakeholder* dan proses berpengaruh signifikan dan positif secara langsung terhadap *institutional performance*. Faktor yang paling berpengaruh terhadap *institutional performance* adalah *stakeholder*.

Kata kunci: *Total quality management*, faktor kritis kesuksesan, Perguruan Tinggi



ABSTRACT

There are some efforts widely applied to improve quality with the concept of Total Quality Management (TQM). In applying TQM concept in the manufacturing and service industries, there are still obstacles leading to any failure. It especially happens to Higher Educations/colleges. The obstacles are caused by the critical factors of successful TQM implementations that are not met or are lost. Critical factors for the TQM success in Higher Educations need to be discovered. This study aimed to determine the critical success factors of TQM that influence its successful implementation in Higher Educations.

This research was conducted involving 62 respondents. The sampling technique in this study was purposive sampling method. The study was conducted through a survey using a questionnaire. The research questionnaire was adopted from previous research so that the translation process was carried out with the back translation method. The translated questionnaire was tested by the instrument before distributed to the respondents. The independent variables in this study were top management commitment, infrastructure, quality management system, stakeholders, and processes. Meanwhile, the dependent variable was institutional performance as a measure of the successful TQM implementation in Higher Educations. The data obtained was then processed and analyzed using multiple regression.

The results have shown that top management commitment, infrastructure, and quality management system do not have any significant and positive effects directly on institutional performance. However, the stakeholders and processes have a significant and positive effect directly on institutional performance. The most influential factor on institutional performance is the stakeholders.

Keywords: Total quality management, critical success factors, Higher Education