ABSTRACT

The Study of Total Quality Management Based on Malcolm Baldrige Criteria for Performance Excellence in PT XYZ

Goldati Agritha

This research was a case study in one of Indonesia bakery manufacture. The purpose of this study were analyzing the TQM performance level of TQM implementation, identifying weaknesses appeared, and designing improvement steps to enhance the performance of TQM implementation in PT XYZ. The performance level of TQM implementation analyzed through self assessment approach based on The Principals of Malcolm Baldrige Criteria for Performance Excellence 2009-2010, that involved ten respondents of middle-top management in the company. Malcolm Baldrige Criteria for Performance Excellence consisted of seven TQM criteria (eighteen sub-criteria). While the other two purposes accomplished using interview, discussion, and field observation approach. Company’s weaknesses identification held through fish bone analysis, while improvement steps formulated with 5W + 1H method. In self assessment step, the company got 622.19 points which put it on the fifth level out of eight levels of TQM performance based on Malcolm Baldrige Band Descriptor. As one basic concept of TQM was holistic management, improvement steps of the company should also held in all aspects, which were seven criteria of Malcolm Baldrige. In order to have a more focus and detail explanation, sub-criteria with least performance score among other sub-criteria in one same criteria should be chosen and determined as company weaknesses. Then there were seven sub-criteria as company’s weaknesses in TQM implementation continued with fish bone analysis in each sub-criteria : Governance and Societal Responsibilities; Strategy Deployment; Voice of The Customer; Measurement, Analysis, and Improvement of Organizational Performance; Workforce Engagement; Work System; dan Leadership Outcomes. Finally, this research lead to the improvement steps recommendation to enhance the TQM implementation in the company, that prioritized on the seven sub-criteria identified through 5W+1H method.

Keywords : Case Study, Bakery Manufacture, PT XYZ, Total Quality Management (TQM), Malcolm Baldrige Criteria for Performance Excellence (MBCfPE), Self Assessment, Fish Bone, 5W + 1H Method