The Concept of Quality Control and The Role of HRM in The World of Business and Education

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ABSTRACT: *The quality control and role Management Resources Power Man (HRM) in the world of education and business is a matter and so important. One reason why control is important is that even the best plans for deviations can occur.Control (supervision) or controlling is the last part of the management function. The management function that is controlled is planning, organizing, directing and controlling itself. Cases that often occur are due to weak control so that there are various deviations between those planned and those implemented. In the world of business creating better quality as well as the role in the world of education. Total quality management causes dramatic improvements in control. The wrong process was found, and the process was corrected to eliminate errors. Human resource management plays an important role in the world of education and business, through a good process and a solid organizational strategy. The process of HR management in education and business is evaluated effectively through the four "C" model (competence, commitment, congruence, and cost-effectiveness), to achieve success in implementing TQM, organizations (education and business) need to change leadership behaviors and HRM practices.*
KEYWORD: *Quality, Control of Quality, Management Quality Integrated.*

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I.   INTRODUCTION AND LITERATURE REVIEW

The fall of several companies/organizations are generally caused by negligence in control. The success of some companies in the long run because the company can develop good strategies and companies design systems and processes that energize employees to implement that energy effectively. Companies/organizations use control procedures to ensure that they make satisfactory progress towards goals and use organizational resources efficiently.

One reason why control is important is that even the best plans for deviations can occur. Control also helps managers monitor environmental changes and their influence on the progress of the organization. With the speed of change in the organizational environment in recent years, aspects of control are increasingly important. According to Fred G. Steingraber , some environmental changes that most suppress the need for control change in the nature of competition, the need to accelerate the order cycle to delivery, the importance of added value to products and services as a way of creating customer demand, changes in employee and organizational culture, and increasingly needs Great for doing delegation and teamwork in organizations.[2]

Control (supervision) or controlling is the last part of the management function. The management function that is controlled is planning, organizing, directing and controlling itself. Cases that often occur are due to weak control so that there are various deviations between those planned and those implemented.

Given the importance of control in organizations, the following is a description of quality control and the role of human resource management in the world of business and education.

Based on the background above, the purpose of this paper is to find out the concept of quality control and the role of human resources in business and education.

The basic concept of control can be illustrated in driving a vehicle. For example, pressing the accelerator then your car will run faster. Turn your steering wheel, and the car will rotate, press the brake pedal, and the car will go slow or stop. With this set you control the direction and speed, or if some of them do not work then the car will not do what you want, in other words the car is out of control.

An organization must also be controlled, i.e., there must be tools to ensure that the organization's strategic objectives can be achieved. But controlling an organization is far more complicated than driving a car. Control process elements[3] :

Each control system has at least four elements:

a.   Detector (sensor): a device that measures what happens in a controlled process

b. Assessor (assessor): a device that determines the significance of an actual event by comparing it with some standards or expectations of what should have happened.
c. Effector: a device (often called "feedback") that changes behavior if the assessor indicates the need to do so.
d. Communication network: a device that forwards information between the detector and assessor and between the assessor and the effector.

Now we will explain how these elements function :

The human body's milk standard is 36-37 degrees Celsius. The control mechanism elements try to maintain the standard temperature including 1) sensory nerves (detectors) that are spread throughout the body. 2) Hypothalamus centered in the brain (assessor) which compares information received from the detector with a standard body temperature of 36-37 ° C, 3) muscles and body organs (effectors) which reduce body temperature when it exceeds the standard temperature (by means of breathing heavily and sweating) and by opening the pores of the skin and increasing body temperature when it falls below the standard (by shivering and closing the pores of the skin) and 4) a comprehensive communication system of nerve tissue.

This biological control system is homeostatic, that is, it is organized by itself; if this system functions as it should, then this system automatically corrects deviations from the standard without requiring conscious effort. The body's control system is more complicated than a thermostat, with sensors scattered throughout the body and the hypothalamus directing actions involving various muscles and organs.

If you're driving on the highway with a speed of 65 miles per hour, your control system acts as follows: 1) your eye (sensor) measures the actual speed by observing the speedometer, 2) your brain (assessor) compares the actual speed with speed set by law, and detects any deviation from the standard, 3) directs the foot you (effector) to release or press the accelerator, 4) as in regulating body temperature, your nerves change the communication system that spreads information from the eye to the brain and from the brain to the feet.

Just as body temperature regulation is complicated than thermostat, so is the regulation of a car more complicated than body temperature regulation. This is caused by the absence of certainty about what actions will be directed by the brain after receiving and evaluating information from the detector. For example, after determining that the actual car speed exceeds 65 mph, some drivers, who want to comply with official speed limits, will reduce their speed, while on the other hand, with several reasons some drivers do not reduce it. In this system the control is not automatic, one should know something about the personality and situation of the driver to predict what the actual speed of the car at the endpoint of the process.

The Concept of Management Control

The management control process is the process by which managers at all levels ensure that the people they supervise implement the intended strategy. Management control is the process of ensuring that actual activities are following planned activities. Control helps managers monitor the effectiveness of their planning, organizing and leadership activities. An important part of the control process is taking the necessary corrective actions. [4]

Robert J. Mockler's definition , management control is a systematic effort to set work performance standards with planning objectives, to design an information feedback system, to compare actual performance with predetermined standards, to determine whether there is a deviation and to measure its significance, and taking the necessary actions to ensure that all company resources are used in the most effective and efficient manner possible to achieve the company's objectives.

Comparison of management control processes with simpler controls:

The control process carried out by the manager contains the same elements as the simple control element. Namely the detector, assessor, effector, and communication system. The detector reports what is happening to the organization; the assessor compares information with the desired state, the effector takes corrective action to a significant difference between the actual situation and the desired state and the communication system tells managers what is happening and how it compares to the situation which is desired.

The Role of HRM in Business and Education
The concept of HRM

According to David L. Goetsch, Human Resource Management is closely related to 4 things: 1. Empowerment of HR, 2. Teamwork & building, 3. Effective communication, 4. Education and training.

According to **David L.Goetsch and Stanley B. Davis**. Empowerment means involving employees in the process of thinking about the organization they are involved in. Being involved means having input. Thus empowerment has inputs that are heard and used. This means employees have a sense of ownership of their work. Empowerment requires an organizational culture. The aim of increasing creative thinking and initiative in employees is to increase the organization's competitiveness / competitiveness. Empowerment requires a master motivation.

The main problem is the rejection of change. This arises due to insecurity, personal values, ego, improper management training, personality characteristics, management practices, and organizational structure. Rejection of change can arise from employees, trade unions and management itself.

According to HR empowerment, according to him has four steps:

• Creating a conducive environment
• Setting targets and overcoming opponents of change
• Put the tools of change in place
• Use, harmonize and make improvements.

Tools of change are brainstorming, suggestion boxes, traveling activities, communication. The concept of **" empowerment"** arises because of two major premises, namely failure, and hope. [5]

According to **Scott Williams** empowerment emphasizes on preparing staff to increase their trust and competence, and by communicating a clear vision and mission and goals (empowerment involves preparing your staff by boosting their confidence and competence, and by communicating a clear vision and goals).[6]

According to **Newstrom** empowerment is the process of giving greater autonomy to employees by expanding access to information and control of their respective performance.[7]

Empowerment is an effort to increase the ability to achieve early strengthening to achieve the desires that are achieved. Where empowerment will give birth to independence of thought, attitude, actions that lead to the achievement of a better life expectancy.[8]

II. RESEARCH METHODOLOGY AND DATA ANALYSIS

In Qualitative research is a scientific method of observation to gather non-numerical data. This type of research "refers to the meanings, concepts definitions, characteristics, metaphors, symbols, and description of things" and not to their "counts or measures." This research answers why and how a certain phenomenon may occur rather than how often. Qualitative research approaches are employed across many academic disciplines, focusing particularly on the human elements of the social and natural sciences; in less academic contexts, areas of application include qualitative market research, business, service demonstrations by non-profits, and journalism.

As a field of study, qualitative approaches include research concepts and methods from multiple established academic fields. The aim of a qualitative research project may vary with the disciplinary background, such as a psychologist seeking an in-depth understanding of human behavior and the reasons that govern such behavior for example. Qualitative methods are best for researching many of the why and how questions of human experience, in deciding for example (not just what, where, when, or "who") and have a strong basis in the field of sociology to understand government and social programs. Qualitative research is widely used by political science, social work, and education researchers.

In the conventional view of statisticians, qualitative methods produce explanations only of the particular cases studied (e.g., as part of an ethnography of a newly implemented government program), any general conclusions beyond the study context are considered tentative propositions (informed assertions), since the general propositions are not usually arrived at on the basis of statistical theory. Quantitative methods are therefore needed, to seek mathematical evidence and justification for such hypotheses for further research.

In contrast, a qualitative researcher might argue that understanding of a phenomenon or situation or event, comes from exploring the totality of the situation (e.g., phenomenology, symbolic interactionism), often with access to large amounts of "hard data" of a nonnumerical form. It may begin as a grounded theory approach with the researcher having no previous understanding of the phenomenon; or the study may commence with propositions and proceed in a 'scientific and empirical way' throughout the research process (e.g., Bogdan & Taylor, 1990).
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III. FINDINGS AND DISCUSSION

HR management process

The HR management process is an ongoing procedure that tries to keep the organization going to get the right people in the right position when needed. The HR management function is especially important with the recent trend toward reducing the number of employees.

Human resource planning (human resource planning). Future planning needs of an organization's personnel, pay attention to internal activities and various factors in the external environment. The need for human resource planning may not be clear. However, an organization in which there is no human resource planning may face the reality of not being able to meet the needs of personnel or overall goals effectively. The HR management department can have a significant impact on an organization in various ways, depending on the focus of the goals chosen by the company.

Improving quality is the goal of the HR business at Finley Hospital in Dubuque, Iowa. After recognizing the relationship between high-quality employees and high-quality attention, the board of directors

and management decided to develop an HR planning strategy. First, the HR committee of the board of directors and the HR director together form a value statement, entitled " Partnership for Quality," then approve the six elements that are necessary to ensure continuous quality improvement. Then the strategic plan is developed and implemented.

Model 4 (four) "C" for evaluating HR

Harvard researchers evaluate the effectiveness of the HR management process in an organization by formulating a "four C" model: competence, commitment, congruence, and cost-effectiveness (**competence** - in the world of education is more applied as a primary measurement tool for teacher/lecturer professionalism, **commitment** - in the world of education- an agreement, which was jointly agreed by all relevant parties between the school / university and the existing stakeholder , **harmony** - in this case the alignment of the school's vision and mission, teachers / staff and their leaders / superiors, subordinates, organizational policies, public trust with the school, etc. and **cost-effectiveness** of financial management policies with salaries / wages of employees, staff or teachers, procurement of infrastructure, etc.). Strikes, or strike patterns that are quite often likely to reveal the cost-effectiveness of HR management policies and show a lack of harmony between employees and their companies. [9]

In his book, "Tjiptono" explains that the success or failure of TQM implementation is largely determined by the competence of the company's HR to realize it. Demands for the creation of HR competencies that are compatible with the TQM requirements trigger a shift in HRM practices. The new HRM policy is directed towards fulfilling the following tasks (Blackburn & Rosen, 1993):

a. Communicate the importance of each employee's contribution to TQM.
b. Emphasize the synergy in achieving quality through teamwork.
c. Empower employees to make a difference.
d. Strengthen individual and team commitment to quality through a series of awards and reinforcement.

Based on research on human resource professionals in eight Baldrige Award-winning companies, Blackburn & Rosen (1993) proposed 14 components of human resource strategies that could facilitate the application of TQM.

a. Top management is responsible for initiating and supporting TQM's cultural vision.
b. This vision is classified and communicated to all company people in various ways.
c. Various systems that allow for upward and lateral communication are developed, implemented and strengthened.
d. TQM training is provided for all employees, and top management actively supports such training.
e. Employee engagement or participation programs are available.
f. Independent working groups are not a requirement. What must be developed are processes that involve a variety of perspectives to deal with quality issues.
g. Employees are empowered to make quality decisions according to their policies. Job design must state this clearly.
h. Performance appraisal has been refocused rather than just evaluating past performance.
i. The compensation system reflects the quality contribution associated with the team, including the acquisition of additional skills.
j. The non-financial recognition system supports the search for total quality.
k. Various systems allow employees at all levels of the organization to express their attention, ideas and recreation towards quality initiatives.
l. Various safety and health issues are developed proactively, not reactively.
m. Employee recruitment, selection, promotion, and career development programs reflect new realities in managing and working in a TQM environment.
n. While helping others to implement processes that support TQM, human resources professionals must not forget the importance of managing the human resources function with the same rules/guidelines.[10]

To achieve success in implementing TQM, organizations need to change leadership behaviors and HRM practices. The following shifts are aimed at developing new habitats that are congruent with the principles of TQM:

a. From a work environment that is characterized by suspicion and worries about reciprocation, it turns into a climate of openness and mutual trust that can foster creativity.
b. From working individually to working in teams.
c. From the functional / departemental orientation to cross functional.
d. From an autocratic management style, it changes to a management style that is flexible and participatory - the manager acts as a team leader and coach (coach).
e. From power (power) which was originally focused on top management, turned into sharing power with employees or empowerment.

f.   From focusing on results, sharing with focusing on improving the process that produces results.

g.   The change from courage-based decision making to an analytical and fact-based approach.

HR problems/prospects (as a need for change in terms of internal strength):

a.   Unmet needs

b.   Work dissatisfaction

c.   Attendance and turnover

d.   Productivity

e.   Participation / advice.

IV.   CONCLUSION

Based on the discussion above, it is summarized as follows control is a process used by managers to ensure that the actual activities are following the plan. Control is useful for evaluating the effectiveness of planning, organizing, and leading activities.The control process consists of 1) setting standards and methods of measuring work performance, 2) Measuring work performance, 3) determining whether work performance is following standards, and if needed 4) taking corrective actions.Designing an effective control system may be difficult. If managers try to control too many elements,rigidly, employee morale may be sacrificed, time, money, and energy are wasted. This problem can be minimized if managers focus on controlling key work performance areas and strategic control points.

Control in education management in Indonesia is known as supervision and control. Quality control in Indonesia is known as integrated education quality management (MMTP).Human Resource Management is closely related to 4 things: 1. Empowerment of HR, 2. Teamwork & building, 3. Effective communication, 4. Education and training. The implementation of HR empowerment involves four steps; (creating a conducive environment, setting targets and overcoming opponents of change, putting the tools of change in place, using, aligning and making improvements). Human resource management plays an important role in the world of education and business, through a good process and a solid organizational strategy.The process of HR management in education and business is evaluated effectively through the four "C" model (competence, commitment, congruence, and cost-effectiveness). To achieve success in implementing TQM, organizations (education and business) need to change leadership behaviors and HRM practices.

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