

Study on Continuous Improvement to Support the Implementation of Total Quality Management (TQM) in Merchant Marine Polytechnic Semarang

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Abstract

TQM is a management philosophy that tries to integrate all organizational functions (marketing, finance, design, engineering, production, customer service, etc.), and focuses to meet consumer desires and goals of the organization. In implementation, TQM prioritize the involvement of all managers and employees toward continuous changes. In PIP Semarang there is a unit that has the primary duty to carry out an audit/assessment of the existing units in the PIP Semarang so that the repair will lead to the continuous improvement of customer satisfaction.

Rules regarding the implementation of internal audit within the PIP Semarang are stated in the Statute of the Polytechnic of Semarang Sailing Science Section Ten, Article 56 Paragraph 3 explains that the Quality Management Unit has the duty to plan the audit activities of internal / external and implement and coordinate service activities, document control, and confidentiality of the system quality standards.

Observing the implementation of internal audit in the PIP Semarang during 2009 until 2010, it is found that there is a decrease in the number of internal audits and the number of the management reviews. In 2009, there were 18 internal audit activities while in 2010, it decreased to 16 internal audit activities. Furthermore, the management review activities were also decreased, from 13 management reviews in 2009 to 11 management reviews in 2010.

The above findings lead to a hypothesis that the internal audits, commitment to quality management, and quality management systems in the PIP Semarang have not run as a whole yet, that is hindering the process of continuous improvement.

Based on the above description, it can be concluded that the current problems faced by the PIP Semarang is the implementation of continuous improvement that supports the implementation of TQM in the PIP Semarang is not yet optimal. Accordingly, the problem formulated in this study is "How to improve the implementation of continuous improvement to the implementation of TQM in the PIP Semarang so that it can be optimal?"

KEYWORDS: top management commitment, quality management system, continuous improvement, Total Quality Management (TQM)

INTRODUCTION

Sailor must be well educated and professional. In other words, professional staff formed through education and training. Education and training is expected to bring the sailors reached the necessary competence because competence is the ability acquired through education and training. Therefore, competent personnel are professional staff. With education will be obtained rationality, dignity, ethics, and aesthetics (Sonhadji, 2000). Internationally, to implement any education and training in the maritime field, has set a minimum standard that must be met. The standards

contained in international conventions *Standard Training Certification and Watchkeeping for Seafarers* (STCW, 1995).

To meet the provision, by the Indonesian government, in this case the Directorate General of Sea through Decree No. Director General of Sea Transportation DL 21/2 / 7-2000 of the Guidelines for Education and Training Recognition Program Kepelautan has required that every maritime education and training institutions must implement a quality management system in accordance. It is important to improve the effectiveness of the quality management system targeted quality.

Relating to the quality management system, which is considered one of the tools can help improve the performance of the organization to achieve organizational goals are Total Quality Management (TQM). TQM is a system that is currently being adopted by companies because they are able to support the managerial performance. TQM is also known as the Integrated Quality Management.

According to Ishikawa in Nasution (2005), TQM is defined as a combination of all management functions, all part of a company and everyone into a holistic philosophy that is built on the concept of quality, teamwork, productivity, and customer satisfaction.

TQM is a management philosophy that tries to integrate all organizational functions (marketing, finance, design, engineering, production, customer service, etc.), focused to satisfy consumer desires and goals of the organization. In the implementation, TQM prioritize the involvement of all managers and employees to always be able to make changes continuously. The PIP Semarang there is a unit that has a major task to carry out an audit / assessment units in Semarang PIP so that improvements that lead to Semarang PIP service user satisfaction can be improved.

Rules regarding the implementation of internal audit in the PIP Semarang contained in the Statute Polytechnic Semarang Sailing Science Tenth Part of Article 56 Paragraph 3 explains that the Quality Management Unit has a duty to plan the activities of internal audit / external and implement and coordinate service activities, document control, and confidentiality system quality standards.

In the implementation of these regulations Quality Management Unit is obliged to conduct internal audit on all sections / units within the PIP for 1 year in the month in which at least three sections / units should be audited so that the total sections / units in one year is 36 parts / unit.

Implementation of internal audit compared between the years 2009 - 2010 looks to a decrease in the number of internal audit and management review amount. If in 2009 there were 18 internal audit activities while in 2010 decreased to 16 internal audit activities. In addition, review of management activities also decreased, from 13 management review in 2009 to 11 in 2010 management review.

The results of these findings to direct that the results of the internal audit, management commitment to quality, and quality management system in Semarang PIP can not be executed as a whole thus inhibiting the process of continuous improvement.

Based on the description above it can be concluded that the problems faced by PIP Semarang today is the implementation of continuous improvement that supports the implementation of TQM in Semarang is not yet optimal PIP. Referring to the problem, the problem is formulated in this research is "How to improve the implementation of continuous improvement so that the implementation of TQM in Semarang PIP can be optimally?".

LITERATURE REVIEW

To achieve the success of any organization needs to make the process of systematically and continuous improvement. Concept imposed by ISO 9001: 2000 is the cycle Planing, Do, Check, Action (PDCA). In this case the organization must make a plan that involves members of the organization, and then execute the plan, check the planning results, and perform corrective action based on the results.

In fact there are still organizations that acts as is. The plan involves only the leadership of the organization that do not involve members of other organizations and often not implemented. The weakness that is often found is that organizations rarely do the evaluation (correction) on the implementation of plans that have been made so that repair is not running. Expected with the implementation of continuous improvement with the PDCA cycle will assist organizations in improving quality.

According to Juran (1989) there are nine steps to improve the quality is as follows:

1. Establish the awareness of the need for change and opportunities for improvement,
2. Setting goals repair,
3. Organize to achieve the goals set,
4. Providing training,
5. Implement projects aimed at solving problems,
6. Report progress,
7. Communication of results,
8. Storing and maintaining the results achieved,
9. Maintain momentum to make improvements in the system of regular companies.

Based on ISO 9001: 2000 things that must be considered in performing perbaikan are as follows :

1. Improvements should be a permanent goal for every organization.
The organization shall establish permanent objective in doing repairs. Repair is an action that must be performed in order to improve to achieve the vision, mission, and goals of the organization.
2. Improvements should be planned and managed by all parts of the organization.
Improvements made the organization must be planned appropriately. This improvement in management in addition carried out by the holder of the job but also involves all components in the organization.
3. No one and not a single system that is perfect.
Member organizations should be the principle that no one sistimpun and one is perfect. With this principle, they cooperate with each other to cover up weaknesses and strive to always improve the program and its implementation.

4. There's always room for improvement.
There is always a place for improvement, organizational management means consistently to make continuous improvements. Each implementing activities to be evaluated and dirivisi are then used as the basis for further action.
5. The organization never stands still in place, as well as competition.
That the organization should not be static. The organization should be directed to forward to improve service to customers.
6. Improvement will not happen alone.
All components of the organization should be the principle that change does not happen alone should be planned and implemented consistently. Planning made should be well targeted and involves all components in the organization so that the implementation occurs compactness.
7. Decision-making based on facts
In the good organization of decision-making based on facts and data not based on the opinions and feelings. It should be considered in the decision are as follows:
 - a. Methods and decision-making steps that are planned
 - b. Data needs to be collected in accordance with the facts, independently and without bias.
 - c. The information needs to be communicated to decision makers in accordance with the commonly used formats.
 - d. Information systems need to be planned, "hearsay, rumors" can be misleading.

Top Management Commitment

Sheth & Mittal (2004) defines commitment as a desire or a strong desire to maintain and continue relationships are considered important and long-term value. Commitment is usually reflected in cooperative behavior and active measures to maintain the relationships that have been nurtured.

The support of senior management can deliver both the spirit and the resources (such as personnel, time, technology, etc.) to each employee who is directly involved in the activities of the alliance. Senior management support is needed both on the part of strategic alliances as well as on the operational / implementation of the alliance. Strategic referring to the decisions and actions that have an impact on the direction and long-term goals of each party in alliance. Operational refers to the decisions and actions that have an impact on short-term planning and daily operational performance of each party alliance (Whipple and Frankle, 2000). In his research was Whipple and Frankle (2000) proved that their senior management support is a factor that determines the success of a strategic alliance. Where there are two important issues involved in the support of senior management, the responsibility for the strategy and operations of the organization and senior management influence on decision making alliances.

Cullen et al (2000), Townsend (2003), Lorange and Roos (1991) states that senior management commitment of all companies involved in the decision making is a key factor in the success of the company. So that the company really successful, senior management commitment should have a significant impact on the entire company's strategic plans and strategic plans should be formulated, implemented, regulated, and monitored with the full commitment of senior management. Without

the commitment of senior management, the company will not acquire / obtain needed resources (Lorange and Roos, 1991).

Quality Management System.

Quality Management System ISO 9000 series is a group of quality system standards which are very popular in the world issued by the International Organization for Standardization (ISO) based in Geneva, Switzerland. Standard series was developed to assist organizations, of all types and sizes, to implement and operate effective quality management system. ISO 9000: 2000 is the last version that consists of three related documents, each of which has a different function (has been adopted into Indonesian National Standard SNI 19-9000 2001), consisting of :

1. ISO 9000 / SNI19-9000: Quality Management Systems - Fundamentals and Vocabulary.

This standard describes fundamentals of quality management systems and specifies the terminology for quality management systems.

2. ISO 9001 / ISO 19-9001: Quality Management Systems – Requirements.

ISO 9001 standard specifies quality management system requirements, when an organization needs to demonstrate its ability to provide products that meet customer requirements and regulations as well as improve customer satisfaction.

3. ISO 9004 / ISO 19-9004: Quality Management Systems - Guidelines for Performance Improvement.

ISO 9004 standard provides guidelines that consider both the effectiveness and efficiency of the quality management system. The standard target is to improve organizational performance and customer satisfaction and other interested parties.

Of the three documents, a standard which is used as the basis for certification purposes only ISO 9001 / ISO 19-9001. This model directs the management's commitment to always satisfy its customers. As for the management who want to further improve their organization's performance improvement and provide satisfaction not only to customers but also to other interested parties, it can use the ISO 9004 / ISO 19-9004. Companies can apply one of the standard ISO 9001 and ISO 9004 or both.

Total Quality Management (TQM)

Total Quality Management (TQM) is a management approach that evolved from the United States, led by expert quality, namely Deming, Juran, and Crosby from 1950 and more popular since the 1980s, is widely implemented to improve the competitiveness of companies.

There are several definitions of TQM. According Hashmi (2004), TQM is a management philosophy that tries to integrate all organisasi functions (marketing, finance, design, engineering, production, customer service, etc.), focused to satisfy consumer desires and goals of the organization.

Crosby argues TQM is a strategy and integration management system to enhance customer satisfaction, prioritizing the involvement of all managers and employees, as well as using quantitative methods (Bhat and Cozzolino, 1993).

Dale (2003) defines TQM is mutually beneficial cooperation of everyone in the organization and is associated with the business processes to generate value products and services that exceed the needs and expectations of consumers.

According Tjiptono and Diana (2001), TQM is an approach in running the business that tries to maximize the competitiveness of the organization through continuous improvement on products, services, people, processes and the environment.

Directorate of Productivity (1998) formulate TQM as a management system to improve quality and productivity with the use of quality control in problem solving, to involve all employees to give satisfaction to the customer.

Understanding TQM in detail (Handoko, 1998) is:

1. Total: TQM is a comprehensive organizational strategy involving all levels and levels of management and employees, not just the end users and buyers only external, but also internal customers, suppliers, and even support personnel.
2. Quality: TQM emphasizes the quality of service, not just defect-free products. Quality is defined by the customer, the customer expectation is individualized, depending on the social background of economic and demographic characteristics.
3. Management: TQM is a management approach, not a technical approach to quality control is narrow.

TQM implementation can improve organizational productivity (quantitative performance), improving quality (decrease errors and extent of damage), increasing the effectiveness of all activities; improve efficiency (decrease of resources through increased productivity), and doing everything correctly in an appropriate manner.

Issue Development Research.

In his opinion, in Gaspersz Juran (2002) stated that a strong commitment from top management is one of the factors that determine the success of the dynamics of continuous improvement of the company.

Research conducted by Yahya (2005) showed that sustained improvement proved to be statistically determined / influenced by the commitment manajemen peak.

Betniar, Rismayani, and Syahyunan (2007) also proved in his research that the commitments are owned by top management significantly affect the continuous improvement.

Similarly, research conducted by Hiras Pasaribu (2009) also shows the influence of top management commitment to continuous improvement.

Based on these descriptions, the first issue raised in this research is :

Research Issue First

“How to increase the commitment of top management to support continuous improvement efforts that led to the implementation of TQM in PIP Semarang?”

While the research done by Yahya (2005) showed that sustained improvement proved to be statistically determined / influenced by a proper quality management system implemented by the company.

Zakiyah (2005) in his research indicates that the quality management system implemented by the company proved to be statistically significant effect in favor of continuous improvement programs.

Based on the description, the second issue raised in this study are:

Research Second Issue

“How to improve the quality management system to support continuous improvement efforts that led to the implementation of TQM in PIP Semarang?”

METHODOLOGY

Setting picture of the research is planned by the researchers during a field survey. Here is the explanation :

a. Location Research

The choice of location research carried out in:

1. Merchant Marine Polytechnic (PIP) Semarang as the main location of research.
2. Some of the units are considered to represent the execution units / PIP support in Semarang, as follows :
 - a) The Director as the helm who has the authority to make decisions.
 - b) The elements of support that includes business units, workshop units, unit training ship, the lab unit, library unit, unit morale and mental development, simulator units, and information technology unit that has the authority to provide academic services.
 - c) Quality management unit whose task is to carry out internal audits and is responsible for the implementation of continuous improvement programs.
 - d) Administration and the General in charge of conducting the administrative, financial, and households in the PIP Semarang.
 - e) Section BAAK assigned to provide student support services.
 - f) Programs that have an obligation to ensure the implementation of teaching and learning activities in each department.

b. Time Research.

Research began on June 1 to 30, 2011 with the implementation and execution of hours, as follows ;

1. Implementation of the Day: Monday to Friday, the day was chosen because it is an effective working days.
2. Hours Implementation: 09.00 till 16.00 pm, the time chosen with consideration of the effective hours worked in PIP Semarang.

c. Field Survey Process.

The process of obtaining the data is conducted interviews with leaders in each unit / section in the unit / section that has been determined, by researchers visiting the Research Partner to do a live interview with a relaxed atmosphere.

d. Research *Partner*

Research partner is used as the sample of respondents qualitative research. In this study Research Partners include:

- 1) Director and auxiliary director.
- 2) The head of each unit / section.
- 3) The head of the quality management unit at a predetermined location research.
- 4) Sea Auditor Training Center.
- 5) Students.
- 6) Companies / user graduates PIP Semarang.

Metode Analisa Data

In analyzing the data that will be used is a method of qualitative research paradigm that emphasizes the understanding of the problems in social life based on realistic conditions or natural setting that is holistic, complex and detailed.

RESULT AND DISCUSSION

This research was conducted at the Polytechnic Science Shipping (PIP) Semarang is a state higher education belongs to the Department of Transportation. Polytechnic was established in 1951. When it was first established, its name is Semarang Sailing School (SPS). In 1956 converted into a cruise Secondary School (SPM). Then in 1974 changed again to Education Service Officers Large (P3B). 1982, to Education and Training Center Shipping (BPLP). Finally in 2001 to the Polytechnic Science Shipping (PIP), until now.

Analysis of the implementation of Total Quality Management (TQM) in PIP Semarang showed the following results:

"Event management review should be carried out by the Quality Management Unit which has the task of guaranteeing the implementation of the implementation of Total Quality Management (TQM) can not be carried out properly".

On the basis of the results of the analysis of the above data, it can be presented a fundamental research issue as follows: "How to improve the implementation of Total Quality Management (TQM) in PIP Semarang?"

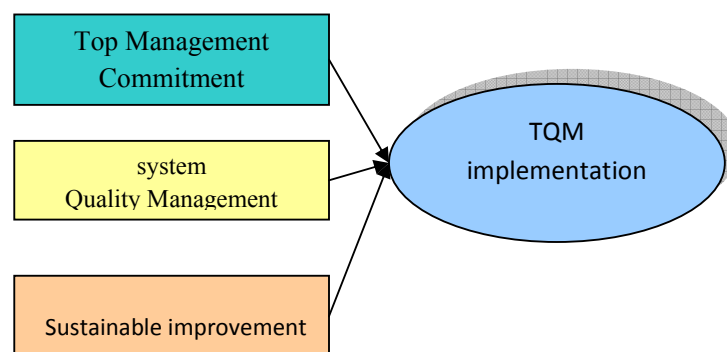
At this planning stage where some of the points analyzed problems can be managed so that the implementation of Total Quality Management (TQM) in PIP can be implemented properly. Analysis of the data on this plan resulted in the finding that there are three (3) basic problems in PIP Semarang, namely:

1. Low top management commitment which resulted in the implementation of Total Quality Management (TQM) can not run properly.
2. The quality management unit is obliged to carry out the management review at each part can not review the appropriate targets and reporting is not done routinely every month.
3. Continuous improvement the findings of a review of management activities can not be carried out optimally.

Based on the results of data analysis conducted during observation and interviews with research partners will do research actions aimed at improving the implementation of Total Quality Management (TQM) in PIP Semarang. As the picture below action research.

Picture 1

Riset Tindakan



This action research focused on the search for solutions to improve the implementation of Total Quality Management (TQM) in PIP Semarang.

Intervention process.

To ensure the above action research goes well, then the implementation of the action plan that has been done is to include the following steps:

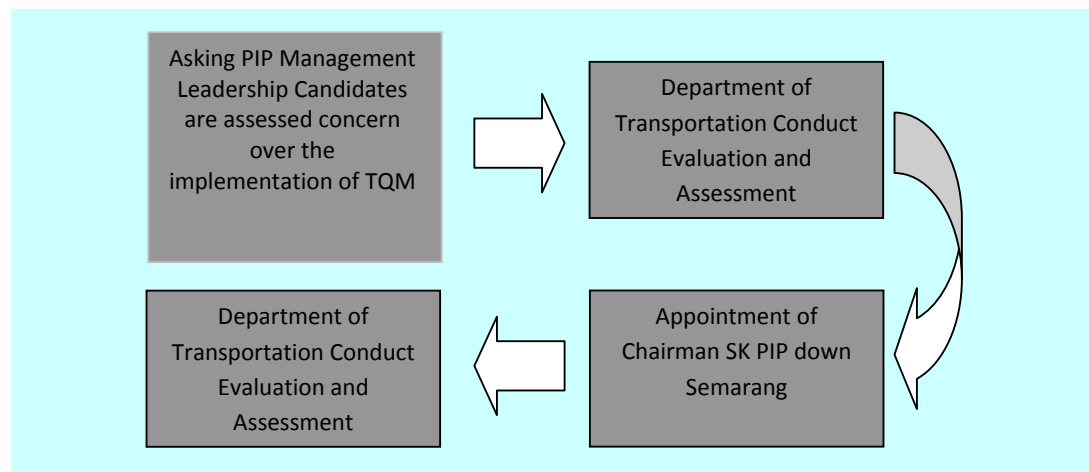
1. Increased Commitment Top Management.

The sense of commitment is a commitment as a desire or a strong desire to maintain and continue relationships deemed important and long-term value. Commitment is usually reflected in cooperative behavior and active measures to maintain the relationships that have been nurtured.

To arrive at an improvement of top management commitment is necessary to do the steps as shown in the following figure;

Picture 2

Repair Chain Top Management Commitment



Pictured above explains that top management commitment will be realized well by doing the preparation and steps as below :

- a. PIP Semarang submitted candidate names of candidates for the leadership of the PIP Semarang to the Department of Transportation that has the attention to the implementation of Total Quality Management (TQM) in PIP Semarang.
- b. By the Department of Transportation, the names of the proposed candidates were evaluated, assessed and made fit and proper test.
- c. After the evaluation, assessment, and the fit and proper test by the Department of Transportation it would appear that the next one will be the name of the top leadership in PIP Semarang.
- d. Leaders who served in Semarang PIP will have a concern (concern) on the implementation of Total Quality Management (TQM) in PIP Semarang for submission of candidates under the leadership comes from custom-tailored PIP leader in Semarang (bottom up).

From some point repeating ideas have shown some conceptual themes include: operational responsibility, responsibility for strategy and decision-making so that it can be done the following literature review:

- a. Operational responsibility.
Top management support required in the operational section. This means that top management / leadership responsible for the decisions and actions that have an impact on short-term planning and daily operational performance of an organization (Whipple and Frankle, 2000).
- b. Responsibility for strategy.
Top management support is also needed on the strategic part. Strategic referring to the decisions and actions that have an impact on the direction and long-term goals of an organization (Whipple and Frankle, 2000).
- c. Effect of decision.
According to Whipple and Frankle (2000), top management plays an important role in every decision. Cullen et al (2000), Townsend (2003), Lorange and Roos (1991) states that senior management commitment of all companies involved in the decision making is a key factor in the success of the company. So that the company really successful, top management commitment should have a significant impact on the entire company's strategic plans and strategic plans should be formulated, implemented, regulated, and monitored with the full commitment of senior management.

It is expected that the commitment of top management can be realized with the 3 things mentioned above so as to assist the implementation of Total Quality Management (TQM) in PIP Semarang. This is in line with statements made by Whipple and Frankle (2000), Cullen et al (2000), Townsend (2003), Lorange and Roos (1991) that the commitment of top management is realized through the operational responsibility, the responsibility for the strategy, and influence decision-making is the key to the formulation, implementation, regulation, and monitoring the implementation of strategic plans.

2. Quality Management System.

The quality management system is a system or mechanism that was developed to help organizations of all types and sizes, to implement and operate effective quality management system.

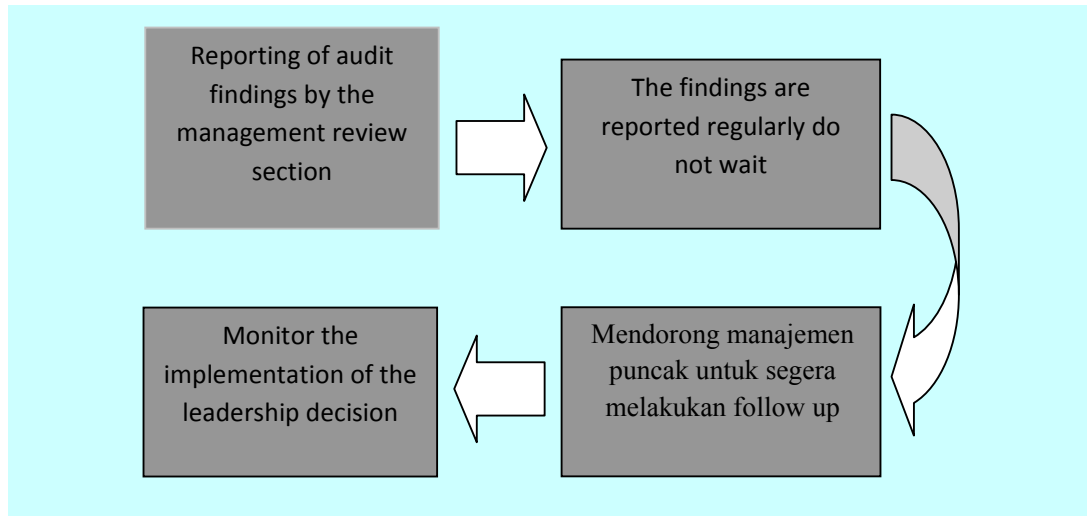
Referring to the results of the findings relating to the obstacles in the implementation of Total Quality Management (TQM) when linked with the existing theory it can be concluded that the two factors that hinder the implementation issue Total Quality Management (TQM) associated with the support of the quality management system.

In an organization, the system is absolutely necessary because the system contains a variety of criteria / conditions / standards that must be met by an organization in satisfying customer / stakeholder (Kertajaya, 2003). On the basis of theories and findings, it is clear that to achieve success in the implementation of Total Quality Management (TQM) required a quality management system.

To arrive at the improvement of the quality management system it is necessary to take measures as presented in the figure below;

Picture 3

Repair Chain Quality Management System



Pictured above explains that the quality management system will be realized well by doing the preparation and steps as below :

- a. In one year there were 11 months effectively so that at least part of the management review should be an audit of 3-4 units / sections of each month.
- b. Immediately report the findings this month at a meeting coming months.
- c. Confirm and encourage the leadership / management summit to quickly make decisions relating to premises findings.
- d. Monitor the implementation of decisions leaders / top management with regard to follow-up the findings of the auditor.

From some point repeating ideas have shown some conceptual themes include: system approach to management and approach to the facts in the decision-making so that it can be done the following literature review :

- a. System approach to management.
According Soedarwo Faith (2003), system approach to management means quality management unit identification, understanding and managing interrelated processes as a system contributes to the effectiveness and efficiency of the organization in achieving sasaannya.
- b. Fact approach to decision-making.
According to Faith Soedarwo (2003) approach to the facts in this decision means that effective decision based on the analysis of data and information.

It is expected that the implementation of the quality management system should be oriented system approach to management and decision-making approach to the facts.

3. Sustainable Improvement.

To achieve the success of any organization needs to make the process of systematically and continuous improvement. Concept imposed by ISO 9001: 2000 is the cycle Planing, Do, Check, Action (PDCA). In this case the organization must make a plan that involves members of the organization, and then execute the plan, check the planning results, and perform corrective action based on the results.

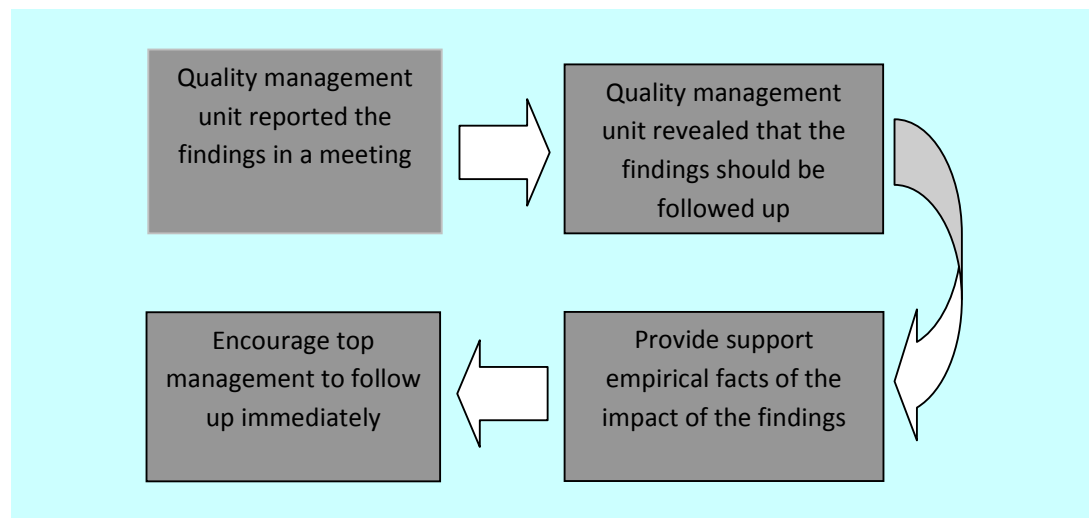
Continuous improvement related to the systematic efforts undertaken by an organization to create a plan that involves members of the organization, and then execute the plan, check the planning results, and perform corrective action based on the results. Based on the results wawancaran known that the weaknesses found in the PIP Semarang is that the results of the evaluation (correction) on the implementation of plans that have been made are not addressed or obtain an optimal response to the implementation of continuous improvement with Planing cycle, Do, Check, Action (PDCA) that can help organizations in improving the quality can not be done perfectly.

According to Juran (1989) in order to be successful continuous improvement activities required for communicating the results of activities and do follow or feedback on the findings into the regular system companies / organizations to support the next planning.

To arrive at a sustainable improvement improvement it is necessary to take measures as presented in the figure below;

Picture 4

Increased chain Sustainable Improvement



Pictured above explained that continuous improvement will be realized well by doing the preparation and steps as below :

- a. Quality management unit should prepare complete all the findings of the internal audit following the results of the data supporting.
- b. Quality management unit expressed in the meeting and in the presence of top management that the findings of the internal auditor needs to be followed up.
- c. Supporting data that has been prepared is used to confirm that there is a significant impact on the findings of the internal audit were not followed up.
- d. Encourage top management to immediately follow up and monitor the implementation of decisions.

From some point repeating ideas have shown some conceptual themes are: improvements should be a permanent goal for every organization, no one and no one sistempun that perfect, there is always place for improvement, and improvement will not happen alone so that it can be done the following literature review:

- a. Repairs should be a permanent goal for every organization.
This implies that the organization must establish permanent objective in making repairs. Repair is an action that must be performed in order to improve to achieve the vision, mission, and goals of the organization.
- b. No one and not a single system that is perfect.
Member organizations should be the principle that no one sistempun and one is perfect. With this principle, they cooperate with each other to cover up weaknesses and strive to always improve the program and its implementation.
- c. There is always a place for improvement.
There is always a place for improvement, meaning that consistent management of the organization to make continuous improvements. Each implementing activities to be evaluated and dirivisi are then used as the basis for further action.
- d. Improvements will not happen alone.
All components of the organization should be the principle that the improvement was not the case itself should be planned and implemented consistently. Planning made should be well targeted and involves all components in the organization so that the implementation occurs compactness.

Process Reflection.

From a series of process actions that have been done, it can be developed reflections based on the research question "How to build a top management commitment and quality management system for the implementation of continuous improvement that supports the implementation of TQM in Semarang PIP optimal can be done?". Based on the observations on the changes that occur there are several explanations that can be presented in this reflection.

First, the implementation of Total Quality Management (TQM) in PIP Semarang do secar optimal if there is a commitment from top management. Commitment of top management is a key factor in the success of the company. So that the company really successful, senior management commitment should have a significant impact on the entire company's strategic plans and strategic plans should be formulated, implemented, regulated, and monitored with the full commitment of

senior management. Without the commitment of senior management, the company will not acquire / obtain needed resources (Lorange and Roos, 1991).

Second, the implementation of Total Quality Management (TQM) in Semarang PIP requires a good quality management system. The quality management system with regard to standards developed to assist organizations, of all types and sizes, to implement and operate effective quality management system. To lead and operate an organization successfully, it is necessary to direct and control it in a systematic and transparent. The success of the organization can be achieved through the implementation of management systems that are designed to continually improve performance and respond to the needs of the customer / all stakeholders.

Third, successful implementation of Total Quality Management (TQM) in PIP Semarang also determined by continuous improvement. Continuous improvement with regard to the process of systematically and continuous improvement required to achieve a success of any organization.

Managerial findings.

1. The study found that the top management commitment PIP Semarang related to the implementation of Total Quality Management (TQM) is still low.
2. The quality management system is carried out by the unit / unit part of the quality management can not be implemented optimally. This is evidenced from the number of units / sections in Semarang PIP in a year that has not been able to meet the target.
3. Commitment of top management and quality management system that can not be implemented optimally lead to sustained improvement can not be executed properly.

Theoretical findings

This action research produces the following three propositions theory:

Firstly, the commitment of top management with regard to operational responsibilities, the responsibility for the strategy, and influence decision-making. According to Whipple and Frankle (2000), top management plays an important role in every decision. Cullen et al (2000), Townsend (2003), Lorange and Roos (1991) states that senior management commitment of all companies involved in the decision making is a key factor in the success of the company. So that the company really successful, senior management commitment should have a significant impact on the entire company's strategic plans and strategic plans should be formulated, implemented, regulated, and monitored with the full commitment of senior management. Based on these descriptions can be formulated theory Proposition 1:

“Commitment of top management plays an important role towards the successful implementation of Total Quality Management (TQM) in PIP Semarang”

Second, the quality management system associated with the system approach to management and approach to the facts in the decision making according to Soedarwo Faith (2003) supports the organization's effectiveness and efficiency in achieving its objectives. Based on these descriptions can be formulated theory Proposition 2:

“The quality management system plays an important role towards the successful implementation of Total Quality Management (TQM) in PIP Semarang”

Third, that the implementation of Total Quality Management (TQM) can succeed requires continuous improvement. Continuous improvement in Semarang PIP associated with dimensions that include repair should be a permanent goal for every organization, no one and no one sistempun that perfect, there is always place for improvement, and improvement will not happen alone. Based on these descriptions can be formulated theory Proposition 3:

“Continuous improvement plays an important role towards the successful implementation of Total Quality Management (TQM) in PIP Semarang”

CONCLUSION

To improve the implementation of Total Quality Management (TQM), the research has been done through a series of cycles of action that includes: planning-intervention (implementation of measures) -evaluasi- reflection, where each phase is analyzed qualitatively. There are two issues of research that has been proven by a series of three principal actions as follows :

1. To improve the implementation of Total Quality Management (TQM) in Semarang required PIP top management commitment relating to:
 - a. Operational responsibilities, which means that the top management / leadership responsible for the decisions and actions that have an impact on short-term planning and daily operational performance of an organization.
 - b. Responsibility for the strategy means top management plays an important role in decisions and actions that have an impact on the direction and long-term goals of an organization.
 - c. Influence decision-making, meaning that top management commitment should have a significant impact on the entire company's strategic plans and strategic plans should be formulated, implemented, regulated, and monitored with the full commitment of senior management.
2. To improve the implementation of Total Quality Management (TQM) in PIP Semarang required quality management systems relating to :
 - a. System approach to management, quality management unit means identifying, understanding and managing interrelated processes as a system contributes to the effectiveness and efficiency of the organization in achieving sasaannya.
 - b. Fact approach to decision-making, meaning that units need to use quality management approach to the facts in this decision means that effective decision based on the analysis of data and information.
3. For the improve the implementation of Total Quality Management (TQM) in Semarang required PIP continuous improvement with regard to:
 - a. Repairs should be a permanent goal for every organization,
 - b. No one and not a single system that is perfect.
 - c. There is always a place for improvement.
 - d. Improvements will not happen alone

Policy Implications.

1. Efforts to increase the commitment of top management will support the improvement of the implementation of Total Quality Management (TQM) in PIP Semarang through operational responsibility, the responsibility for the strategy, and influence decision-making.
2. Efforts to improve the quality management system will support the improvement of the implementation of Total Quality Management (TQM) in PIP Semarang through a system approach to management and decision-making approach to the facts.
3. Efforts to improve sustainable improvements to support improved implementation of Total Quality Management (TQM) in PIP Semarang through improvement should be a permanent goal for every organization, no one and no one sistemipun that perfect, there is always place for improvement, and improvement will not happen alone.

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