

CHAPTER V

CLOSING

A. Conclusion

Based on this research, the implementation of Total Quality Management (TQM) in the Dinas Sosial dan Pemberdayaan Masyarakat dan Desa Kabupaten Banyumas has contributed significantly to improving the quality of public services. The TQM approach that emphasizes community satisfaction, continuous process improvement, and the involvement of all elements of the organization, including management, has helped create a service system that is more structured and responsive to community needs. The focus on meeting people's expectations creates a more professional and efficient work culture within the organization. However, the implementation of TQM in Dinsospermades still faces several challenges, mainly related to limited resources and technological support. Lack of employee awareness about the importance of TQM as a comprehensive framework is also an obstacle in its implementation. Therefore, there is a need to improve the understanding of TQM through more focused training and the provision of more adequate supporting infrastructure to ensure the sustainability of TQM implementation.

Operational efficiency applied at Dinsospermades focuses on optimal resource management, be it human, financial, or technological resources. With these efforts, the organization is able to provide faster, more precise, and cost-effective public services. Optimization of service time is one of the positive impacts of implementing operational efficiency, which also supports public satisfaction with the quality of services provided. Although, challenges such as

limited technological infrastructure and employee readiness are still a major obstacle. For example, the use of digital technology has not been fully integrated into the service system, so there are still manual processes that slow down the workflow. In addition, budget management that is not yet fully efficient also affects the organization's ability to provide adequate service facilities. Efforts to improve operational efficiency must continue in order to meet the increasingly complex needs of the community.

B. Implication

1. Managerial Implications

The results confirm the importance of strategic change in management to support the effective implementation of Total Quality Management (TQM) and operational efficiency. From a managerial point of view, companies or public organizations such as Dinsospermades need to adopt a more structured approach in designing and implementing employee training programs. These training programs should be designed not only as part of initial orientation, but also be conducted regularly and relevant to the specific needs of the job. With continuous training programs, employees will have better capabilities in managing public service processes, dealing with operational challenges, and improving service quality.

In addition, management needs to focus on improving the use of technology to support operational efficiency. This can be done by building a digital-based service system that allows the public to access information and services online without the need to visit the office directly. The use of technology such as integrated service applications or online information

portals will help reduce employee workload, save people's time, and increase service speed. In the long run, the application of this technology will strengthen operational efficiency, improve the organization's image, and increase public trust in public services.

2. Theoretical Implications

Theoretically, this study contributes to the development of literature on TQM implementation and operational efficiency in the public sector. The findings suggest that TQM and operational efficiency can not only be implemented independently but can also complement each other in improving the quality of public services. TQM principles, such as continuous improvement and customer orientation, proved to be effective when applied together with efforts to improve operational efficiency. In this regard, this study reinforces the theory that high public service quality can be achieved through the integration of managerial approaches that focus on strategically managing processes and resources.

It also reinforces the argument that technology has an important role as a supporting element in TQM implementation. Technological elements, such as digital service systems or automation of administrative processes, can help public organizations overcome the barriers that arise from limited human resources and traditional infrastructure. Therefore, theories that address TQM implementation in the public sector should include the role of technology as one of the key success factors. Future research could further explore how

specific technologies, such as artificial intelligence or blockchain, can support TQM implementation and operational efficiency in the public sector.

C. Research Limitations

This study has several limitations that need to be considered to provide context in interpreting the research results and open up opportunities for further research development. The first limitation is that the approach used in this study is cross-sectional, where data is only collected in one specific time period. This approach does not allow researchers to see the dynamics of change or long-term trends in Total Quality Management (TQM) implementation, operational efficiency, and public service quality. As a result, the results obtained only reflect the situation at the time of data collection, without illustrating how these factors may develop or change over time.

The second limitation lies in the number and characteristics of the respondents involved in this study. Respondents consisted of service recipients as well as employees at the Banyumas Social and Village Community Empowerment Agency. Although the number of respondents is sufficient to conduct the analysis, the representation of the population as a whole is still limited to the scope of one institution. This may reduce the generalizability of the research results to similar organizations in other areas with different characteristics. For example, differences in the level of technology adoption, organizational culture, and available resources may affect the effectiveness of TQM implementation and operational efficiency.

In addition, another limitation is the reliance on data obtained through surveys and interviews, which have the potential for respondent bias. Respondents may provide answers that are perceived to be in line with the expectations of the researcher or organization, rather than reflecting actual conditions. In addition, respondents' perceptions of public service quality may be influenced by subjective personal experiences, which may not always reflect the overall performance of the organization. Therefore, data triangulation using direct observation or document analysis is needed to provide a more holistic perspective.

Overall, these limitations provide room for improvement and future research development. Broader research with more varied methods and approaches may provide a more comprehensive and in-depth picture of the relationship between TQM, operational efficiency, and public service quality.

