



The Concept of Applying Total Quality Management in Improving the Quality of Education

Ade Sofyan^{a*}, Naf'an Tarihoran^b, Enung Nugraha^b

^aPrimary School Teacher of Education, Sekolah Tinggi Keguruan dan Ilmu Pendidikan Babunnajah Pandeglang, Indonesia

^bIslamic Education of Management, Universitas Islam Negeri Sultan Maulana Hasanuddin Banten, Indonesia

*Corresponding Author: sofyanade751@gmail.com

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ABSTRACT

The Indonesian government has made efforts to implement a number of excellent programs to improve the quality of education. However, the variety of challenges faced by schools affects the lack of optimal competition in the quality of education. The purpose of this article is to analyze and describe the concept of Total Quality Management (TQM) as an effort to improve the quality of education. This article uses a qualitative method with a literature review approach. The TQM concept is one of the concepts that can be applied to improve the quality of education. In applying the TQM concept to education, it is necessary to pay attention to several aspects, namely: (1) focus on graduate users, (2) obsession with quality, (3) scientific approach, (4) teamwork, (5) having a long-term commitment and sustainable, (6) continuous improvement efforts, (7) conducting education and training, (8) common perceptions and goals, (9) having a free and controlled organizational culture, and (10) engaging and empowering human resources. All aspects of TQM must be oriented to the education management system, and the behavior of school members, and focus on optimal service in order to meet the needs and desires of the stakeholders.

Keywords: Total Quality Management, Quality, Education

INTRODUCTION

Human resources (HR) are an important component and influence the achievement of educational goals. The low quality of human resources is a basic problem that can hinder development and national economic development. The dimensions of educational development are very broad covering social, cultural, political and economic aspects. The quality of education is an important factor in the development of the country and improve competitiveness globally.

Quality education is the goal of every country in supporting the progress of development and improving the quality of human resources. It is important for the future of a country and all citizens to prepare quality graduates, so that they are able to master technological developments and be able to compete globally. Educational inputs (human resources, financial, students and others) that come from the environment will go through the process in educational institutions, resulting in outputs that will eventually return to society and the environment. The quality of education inputs, processes and outputs can affect the quality or quality of education. This shows that the quality or quality of education refers to a certain time limit.

The Indonesian government has made various efforts to improve the quality of education. However, education in Indonesia has not been able to function optimally so that it can cause the low quality of education quality in Indonesia. Education in Indonesia has several problems related to the quality of education including limited access to education, uneven number of teachers, low teacher quality and relevance of education, weak education management, lack of education costs, limited educational facilities and infrastructure, poverty, inadequate educational facilities and infrastructure, and low literacy culture in Indonesia, low teacher welfare and teachers who do not understand the 2013 curriculum so that the learning process is less than optimal. The preparation of the Education Quality Index (IMP) needs to be done as a measuring tool for the quality of education at every level of education.

The quality of educational institutions can be designed through school programs that become school excellence (brand) to be implemented in schools. School excellence programs can have an impact on improving

the quality of education. All problems about the components and indicators of the quality of education have an impact on the low quality of graduates.

One of the strategies to improve the quality of education in Indonesia is by applying the concept of TQM (Total Quality Management). The concept of TQM that focuses on customers or users of graduates is believed to be one of the keys to success in managing education. QM is a school management concept in the implementation of education and is expected to be able to provide better changes in accordance with the development, demands and dynamics of society in addressing educational management issues in schools.

The application of TQM in educational institutions can be seen from the responsibility of all school members for the quality of education, so that all parties such as school committees, principals, heads of administration, teachers, students are involved in the academic process in educational institutions and understand the educational goals to be achieved.

TQM is a strategic, systematic and practical approach in organizing an organization by prioritizing the interests of users to improve and control quality. Every education personnel and teacher is responsible for realizing quality teaching that can ultimately improve the quality of education.

The purpose of writing this article is to review and analyze the improvement of the quality of education by applying the concept of Total Quality Management. This article is very interesting to read by all educational practitioners in order to improve the quality of education. The results of the analysis and discussion in this article are expected to be useful for all educational practitioners in improving the quality of education.

METHODOLOGY

Writing this article uses a literature review approach. Literature review is a description of the theory, research results and findings obtained from various sources to serve as a basis for research activities. Literature review can provide information to readers or researchers about the results of research related to the research conducted, connect research with existing literature and fill in the gaps of previous research.

The author analyzes and describes the concept of TQM as an effort to improve the quality of education through several theories and research results from various sources, so that the results of writing this article are interesting to read. Data and information related to the focus of writing in this article are sourced from books and national and international research journals. Data and information analysis is done in depth by summarizing the focus of the problem discussed in this article.

RESULTS AND DISCUSSION

TQM is a management model that was first developed in manufacturing and focuses on quality control. TQM has evolved and diversified for applications in manufacturing, service industry, healthcare, and education. TQM is a management system that through continuous improvement activities involves all education and education personnel at every level of position to achieve good quality and oriented to the satisfaction of graduate users.

The application of TQM in educational institutions is based on quality improvement that must be carried out by all school personnel in an integrated and sustainable manner to meet the needs of customers or graduate users in the present and future. Educational institutions as service units will serve on the aspects of; (1) internal customers consisting of teachers, librarians, laboratorians, technicians, and administrative staff; (2) external customers consisting of primary customers (students), secondary customers (parents, government and society) and tertiary customers (users / recipients of graduates).

Customers in education are divided into 3 groups, namely primary customers (directly involved such as students), secondary customers (supporting education such as parents), and tertiary customers (indirectly involved but have an important role in education, such as employees, society, and government).

TQM is a quality management system related to continuous improvement in improving the quality of education from various aspects in a sustainable manner. The quality of education can be seen from customer needs and satisfaction. The implementation of TQM in educational institutions is carried out as an effort to improve the quality of education in educational units.

TQM focuses on a system of achieving the goals of educational institutions starting from the quality improvement process to reduce errors in producing quality graduates as expected by customers or users of

graduates. Procedures and strategies as components of TQM in improving the quality of education are described in detail below.

Focus on Graduate Users

Users of graduates at an educational institution consist of internal customers and external customers. Internal customers affect the quality of people, processes and the environment related to the quality of graduates.

External customers affect the quality of graduates of an educational institution. The characteristics of customer-focused educational institutions are; (1) vision, mission, commitment and atmosphere of the educational institution, (2) adjusting to graduate users, (3) desire to identify and solve graduate user problems, (4) utilizing information from graduate users, (5) approaching graduate users, (6) having the ability and empowerment of school personnel, and (7) continuous improvement of process quality and graduate quality. The seven characteristics above focusing on graduate users can be done by evaluating oneself internally and externally.

The implementation of TQM in educational institutions must be obsessed with the quality of education in accordance with the needs of internal and external customers. Internal quality assurance includes; (1) quality assurance policies and procedures, (2) monitoring of programs on a regular basis, (3) evaluation of educational institution personnel, (4) quality of teachers/staff, (5) learning resources, (6) information systems, (7) public information. External quality assurance includes; (1) application of procedures, (2) development of processes, (3) criteria for decisions, (4) processes in accordance with the objectives to be achieved, (5) reporting, (6) follow-up, (7) review of implementation periodically, and (8) analysis of the entire system. The obsession with quality in educational institutions is expected to exceed the quality expected by graduate users.

Scientific Approach

The implementation of TQM in educational institutions requires a scientific approach to designing the tasks of each educational institution personnel and designing the decision-making process and problem solving related to achieving quality educational goals. The steps to take a scientific approach in TQM are; data collection, identifying the source of the cause of a problem, generating appropriate solutions, and planning to make changes for the better.

Long-term Commitment

Long-term and sustainable commitment is required in the implementation of TQM and must become a culture in educational institutions to achieve quality. The commitment of all educational institution personnel to the importance of quality and making quality improvement efforts greatly affects the success of educational institutions in improving the quality of education. Staff and organizational commitment affect staff performance and quality management performance. Therefore, commitment to maintaining quality and improving the quality of education is needed in the long term.

Teamwork

Teamwork is indispensable in implementing TQM in educational institutions. Therefore, teamwork and partnerships need to be established and fostered between educational institution personnel, parents of students, government and private institutions, and the community in the educational institution environment, so that it has an impact on team effectiveness and satisfaction.

Teamwork success can be achieved through leadership, trust, mutual need, complementarity, good communication language, problem-solving skills, conflict management skills and continuous evaluation. Educational institutions need to ensure the conditions and environment to support teamwork at work so that psychological safety can develop and resolve conflicts, reduce errors, ensure safety and improve performance. There are several strategies to optimize teamwork, namely; (1) working beyond specified standards, (2) building effective teamwork and processes, (3) managing teamwork development issues, and (4) improving human resource competencies.

Continuous System Improvement

Educational institutions that implement TQM will innovate continuously, make targeted improvements, and experience a continuous improvement cycle. Continuous system improvement can be done by determining the source of the problem, finding solutions to problems, implementing problem solving effectively and efficiently, evaluating, standardizing quality and repeating the process.

Continuous system improvement has a positive impact on the management of organizations that have guidelines and work programs on an ongoing basis in the management of the organization. Efforts to improve and enhance quality can be carried out through educational supervision which is carried out democratically, comprehensively, constructively, objectively and continuously through collegial, clinical, individual and artistic

approaches in accordance with the conditions of educational institutions. Therefore, the existing system needs to be improved on an ongoing basis so that the quality of education achieved can improve and meet the needs of graduate users.

Education and Training

Educational institutions that implement TQM will provide opportunities for all school personnel to participate in education and training, which is a fundamental factor. Education and training is a basic factor for every personnel of educational institutions to improve their technical skills which in turn can improve the quality of education. One form of educational human resource development is through education and training, for example through off the job and on the job training.

Free and Controlled Culture

The implementation of the TQM concept in educational institutions has an educational institution culture that involves and empowers school personnel in decision-making and problem solving. The involvement of school personnel in planning and decision-making can increase the sense of ownership and responsibility of school personnel towards achieving goals and affecting the quality of educational institutions. Employee involvement in decision-making is a strength in taking opportunities in business that can significantly affect productivity outcomes which can significantly affect productivity outcomes.

Common Perception and Goals

Common perception and goals of educational institutions need to be done so that the implementation of TQM can be implemented properly. Leaders of educational institutions need to direct all staff to the same goals about the efforts made. Perceptions of educational institution personnel contribute significantly to organizational commitment in achieving goals.

Human Resource Involvement and Empowerment

The involvement and empowerment of human resources in educational institutions is very important in implementing TQM. The involvement of school personnel can be useful for improving better and more effective decisions, plans and improvements. The involvement of school personnel is also useful for increasing the sense of ownership and responsibility for decisions that involve the personnel who must implement them. Employee involvement affects the readiness of the organization to deal with change.

The components of TQM above show that the concept of TQM is basically oriented towards management systems, staff behavior, organizational focus and service provision processes so that educational institutions that provide services can produce higher quality graduates and more effective services to meet the needs, wants and needs of customers or users of graduates.

Quality assurance of education in schools can be done through standardization, certification, competency testing, performance assessment, and internal quality evaluation or self-evaluation. School accreditation is a form of public accountability that leads to quality education. The implementation of accreditation is expected to encourage or form an atmosphere conducive to the development of education, provide direction for conducting continuous self-evaluation and become a driving force to continuously achieve your goals.

CONCLUSION

TQM is an effort made through a maximum approach through activities carried out on an ongoing basis on people, services, products produced and the environment created based on quality, teamwork, productivity, achievement and customer satisfaction. Educational institutions need to implement an integrative and objective approach to quality management. The commitment of all staff and all stakeholders to improvement is a key aspect of TQM. For school principals, supervisors and leaders of educational institutions in order to apply the components of the TQM concept in improving the quality of education. TQM concept in improving the quality of education.

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