

Total Quality Management: Developing Schools Qualities

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Abstract—Improving the quality of education has been done in various ways, one of the strategies to improve it is by applying Management theory known as Total Quality Management (TQM). Namely the philosophy of improving the quality of education continuously and can be used as a practical tool by educational institutions in meeting the needs, desires, and expectations of current and future customers. The main goal is customer or customer satisfaction. TQM is related to the creation of a quality culture with the aim that Management can satisfy all educational customers, teachers / employees or staff can satisfy both internal and external customers. Educational institutions that implement TQM make continuous improvements in order to win global competition. Achieving the above objectives can use principles: focus on the customer, improve the quality of the process and involve all components of education. Leading schools that prioritize the quality and quality of education, one way that can be done is by applying TQM. At present there are not many superior schools that have used the ISO 9001: 2008 Quality Management System, both excellent schools in state institutions and excellent schools in private institutions. Leading schools that have ISO 9001: 2008 certification include the AT-Taqwa Surabaya school. This is the reason for researchers to take the object of research in the flagship school.

Keywords—*Total Quality Management; Flagship School; Education Management*

I. INTRODUCTION

The purpose of education is to improve human quality[1]. Quality education is very important to develop human potential and improve the quality of human resources increasingly prominent in today's global era, given that globalization will make living conditions full of competition, and in that competition the quality of human resources will be the determinant of success in dealing with all of that[2].

Quality education in the development of a nation (including development in the scope of districts / cities) is a necessity, through quality education can be born qualified and competitive human resources (HR) as one of the input lines of the development process[3]. Without quality education, it is impossible for the nation's development goals to be realized properly. Quality education and quality development are like two sides of a coin that cannot be separated from one another[4]. The contribution of education to the nation is certainly not just the implementation of education, but quality

education, both in terms of input, process, output, and outcome[5]. Quality education inputs are quality teachers, quality students, quality facilities, and various aspects of quality education[6]. A quality education process is a quality learning process. Quality education output is graduates who have the required competencies. Researcher interest is the flagship school that implements the implementation of the Quality Management System and Total Quality Management highly emphasizes customer satisfaction[7]. The urgency of this research is to improve the quality of graduates of excellent schools of educational sciences. Orientation on customer satisfaction including student and parent satisfaction is the main benchmark of the ISO 9001: 2008 Quality Management System. In the 2013-2014 school year At-Taqwa School had more than 5000 students. This shows that these superior schools are equally promoting customer satisfaction, the community as customers trust this excellent school. SD-taqwa elementary school so far has been seen to provide satisfaction to customers, this is seen from the superior schools remain the choice of several leading schools in Surabaya.

The urgency of this research is to improve the quality of management in an integrated manner in order to win educational competition in the Surabaya environment. Based on this background, it is very necessary to have research on quality improvement at the excellent AT-Taqwa Surabaya. Therefore, in this study the title "Development of Total Quality Management in the AT-Taqwa Surabaya flagship school" was taken in the framework of quality assurance at the AT-Taqwa Surabaya Flagship School ".

A. Research Focus

Based on the background that has been described, the following research focuses are obtained:

1. Total Quality Management Development Plan at the AT-Taqwa Surabaya flagship school.
2. Total Quality Management Organization.
3. Implementation of Total Quality Management.
4. Control or supervision of Total Quality Management.
5. Supporting factors and inhibiting factors of Total Quality Management.

B. Purpose

1. Explain and develop Total Quality Management at the AT-Taqwa Surabaya flagship school, regarding: The Total Quality Management Development Plan at the AT-Taqwa Surabaya flagship school.
2. Explain and develop Total Quality Management in the excellent AT-Taqwa Surabaya School on: Organizing Total Quality Management.
3. Explain and develop Total Quality Management in the flagship AT-Taqwa Surabaya School, Regarding the Implementation of Total Quality Management.
4. Explain and develop Total Quality Management in the flagship AT-Taqwa Surabaya School, About Controlling or supervising Total Quality Management.
5. Explain and develop Total Quality Management in the excellent AT-Taqwa Surabaya School, About: Supporting factors and inhibiting factors for Total Quality Management.

II. LITERATURE REVIEW

A. Total Quality Management

Quality management is more popular with the term Total Quality Management is a way to continuously improve performance work in every level of operation or process in every functional area of an organization by using all available human and capital resources. The Total Quality Management figure is J.Philip W. Duran While Ross and William Mantja[8] define Total Quality Management as the integration of all functions and processes in the organization to obtain and achieve improvements and improve service quality as sustainable products and services aimed at customer or customer satisfaction[8].

Total Quality Management is a philosophy of continuous improvement, which can provide a set of practical tools for every educational institution in meeting the needs, desires, and expectations of its customers, now and for the future[9]. Total Quality Management is a desire to always try to do something always good from the start, not providing an opportunity to check if something goes wrong. Total Quality Management Discussion is not how to work on other people's agendas, but rather agendas that have been set by customers and clients[10]. Total Quality Management is not a task that is only done by senior managers who then provide direction to their subordinates.

The word total in Total Quality Management confirms that everyone in the organization must be involved in efforts to continuously improve. The word Management in Total Quality Management confirms that everyone in the organization must be involved in efforts to continuously improve. Management in Total Quality Management applies to everyone, because everyone in an institution, whatever their status, position or role are managers for their respective responsibilities[11].

Total Quality Management is usually used to describe two slightly different but interrelated ideas. First is the philosophy of continuous improvement. Second, to describe the tools and techniques, such as barinstorming and field analysis used to bring about quality improvement[5]. So Total Quality

Management is a management system and a practical strategic approach in running an organization that focuses on customer needs to satisfy customers.

B. Educational Process

The education process consists of leadership, school culture, communication, infrastructure[12].

Leadership is something that is very important in an educational institution. The running of educational organizations is very much influenced by the figure of the leader. The leadership of an educational institution can be analogous to as parts of the body that work together. Likely, when our head hurts then the rest of the body will be disturbed, as well as when our heads are healthy, so is our whole body healthy. Like that our leader is like, when the leadership goes bad then the educational goals to be achieved are left behind, the leadership of an educational institution greatly influences the running of the process and quality of education[13].

School culture is a culture that arises and is formed from the habits that exist in a school or educational institution. These habits are the hallmarks of a school or educational institution. The school culture that is the hallmark of the beginning of the formation of quality schools, namely schools that can provide the best service for all educational customers both internal and external customers so that satisfaction with educational services can be achieved[13].

Communication is the delivery of information, ideas or ideas, opinions, and suggestions in order to expedite the cooperation of a group of people to look for specific goals. Communication has a very important role. Effective communication will only take place if each individual treats other individuals as subjects carried out in the form of respect, respect and mutual trust[13].

For education managers, communication must get as much attention as possible because good communication serves to avoid misunderstanding, offense, and even hostility. Communication must be able to harmonize social relations and work relationships so as to create conditions that are conducive to advancing educational institutions. For that communication must always be managed properly. Communication is talking to others[14]. A conversation sometimes creates a different psychological impression.

Procurement of educational facilities and infrastructure in the form of teaching tools and media must be truly needed by educational institutions. Learning tools and media should be effective and efficient. In addition to teaching tools and media, a large area of land in an educational institution will also provide its own benefits. The institution can condition the environment in the complex freely for the yard, garden, garden, or highway[15]. Complete school facilities provide a comfortable feeling for education customers, so it is very influential in a good teaching and learning process.

III. METHOD

This research is a research development to get a model of superior school education that implements integrated quality management in Surabaya. Research development or known as

Educational R&D is called Research Based Development. "Educational R&D is a process used to develop and validate educational products"[16]. R&D is a process or steps to develop a new product or improve existing products. The product referred to in this context is not always in the form of hardware (books, modules, learning aids in classrooms and laboratories), but can also be software (software) such as programs for data processing, learning in class, library or laboratory. In this case the product is the Integrated Quality Management textbook for S1 Management Education majors and it is important for all qualified teachers, management, and so on, research methods are carried out in the form of "stages", which begin with the need for, problems that require solving with a particular product[17].

The research design used is development research as stated by Borg and Gall [16] that research and development is carried out through (1) researching and gathering information, (2) planning the prototype to be developed, (3) developing the initial prototype, (4) conducting a limited trial of the initial model, (5) revising the initial model, (6) conducting a field trial, (7) conducting a product revision, (8) conducting an operational field test, (9) revising the model, and (10) conducting dissemination and dissemination to various parties, and integrated theories of thyagarajan development and sinifashan (2015) contain 1.) devine, 2.) designe, 3.) develop, 4.) desseminade. (Four D). thus it can be explained that with the Borg and Gall model, the researcher made modifications and collaborated with the development research that was revealed by Thiagaradjan, namely Define, Design, Develop and Dessimination.

A. Subjects

Based on the development research paradigm that discovers specific problems in a particular field, this study has a subject, namely the flagship School of AT-Taqwa School in Surabaya. Each stage of development will be carried out in detail and detail.

B. Data Collection Techniques

The development of data collection in research is essential. Collecting data in qualitative research The main instrument is the researcher himself (human instrument) to search for data by interacting symbolically with the subjects studied. The relationship between researchers and research subjects only applies to collecting data through activities or data collection techniques. Data collection techniques in qualitative research itself include participant observation, interviews, observations, and in-depth documentation with research subjects, document collection by reviewing various references that are relevant to the research focus[11].

C. Data Analysis Techniques

Analysis of qualitative descriptive development is data that appears in the form of words and not a series of numbers (Miles, 1992: 15). The steps of data analysis are in accordance with development research and are carried out through the theory of Milles and Huberman 2014, namely data collection, condensation, display, and verification or drawing conclusions. In line with the expert's presentation, the data analysis process

begins by examining all available data from various sources, both data from interviews, observations that have been written in the field notes at the research location, personal documents, official documents, pictures, photographs, etc [18]. The data collected is digested, analyzed, studied, processed and processed in several ways, namely: editing, typing, citing, then arranged in a text structure and expanded.

D. Data Validity Techniques

The validity of the data findings is an important thing in research because it will guarantee the confidence of the data findings in solving the problem under study. To establish the validity of the data, an inspection technique based on a number of criteria is needed. In this study using four criteria, namely the degree of trust (credibility), transferability, and dependability (dependability) and confirmability.

IV. RESULTS AND DISCUSSION

The research results obtained from the development process carried out by the research team are as follows:

A. Develop Research Instruments

This stage is the stage of research preparation carried out through the identification and preparation of research instruments based on the results of literature review. Literature review is an important stage to do before conducting a development research to find out the theoretical basis on which the development of an instrument is carried out.

There are several activities that have been carried out before that aim to develop the instrument. One of them is conducting preliminary studies to schools, conducting supporting literature reviews, and validating instruments to content experts, in this case to Dr. Mudjito, Ak. M.Si, academics who have scientific consistency in the field of Total Quality Management.

B. Conduct Phase 1 Research

This stage is the core stage in this research. The researcher and the team conducted preliminary observations and interviews with the Principal of At Taqwa Middle School, Mr. Lutfi on June 26, 2019. During this stage a plan for displaying and applying the collaboration application would be developed and determined by experts who would assist the process of developing validation of these competent products in the field. The results of this first phase of research have been submitted in scientific conference activities in July 2019 as a proceeding paper for the 2019 International Conference on Special Education. Following are the results that have been analyzed by the research team.

1. Implementation of TQM in the Integrated School of AT Taqwa Foundation, Surabaya

Total Quality Management (TQM) is an integrated quality management that is often used in companies, but this is also very interesting to apply to education. This research is one of the studies that discuss how to implement TQM in the world of education, namely the Attaqwa Foundation Integrated

School in Surabaya. The key to the success of existing TQM implementation must be to meet customer satisfaction. In this study found 5 satisfaction which is discussed, namely, internal customer satisfaction, primary and secondary external satisfaction. Then external customer satisfaction from the internal and overall management of the school management becomes a system.

a. *Internal customer satisfaction (Teachers and employees) towards administrative and management services at the Attaqwa Foundation Integrated School in Surabaya*

Internal customers in the Attaqwa Foundation Integrated School Surabaya are teachers and students. They are the main customers, so they must be the main concern in implementing TQM. In meeting teacher and student satisfaction, management must be able to create a comfortable school culture, work relationships and reward those who excel and warn and even punish those who violate them.

1) *School culture*

The implementation of integrated quality management cannot be separated from the supportive school culture. The school culture is one indicator of internal customer satisfaction, namely teachers and students at the institution. This was conveyed by the Head of the Middle School, Lutfi

Based on the interview, that is to build a conducive school culture in order to guarantee better quality. School culture is developed to be a customer satisfaction for both teachers and students (in this case is parents). In addition, the culture of cooperation is also the culture of teachers and school management, as the School Principal said:

"... we conduct training every semester. So our teachers have to go through 360 hours of training, so when the children are off semester two weeks, the teachers will be training for one full week from morning to evening, it is to upgrade the abilities of the teachers with us bringing in experts from Jakarta and from other school. That's every semester. Then we also often conduct studies, visits to other schools because we also want to continue to grow ... "

School culture greatly affects satisfaction with customers, especially internal customers, namely teachers and employees. In fostering a good school culture, there needs to be collaboration between fields and sections.

2) *Employment Relations*

In quality management services, to pay attention to customer satisfaction, it is regulated in a work relationship. The work relations referred to here are comfortable and without limiting communication between superiors and subordinates. As said by one of the teachers.

"Our relationship and communication here are quite comfortable and comfortable, sir. When we are

at school we feel like family. Besides that the relationship that occurs here is cooperation. Get things done with teamwork. "

Analyzing the results of the interview, it is actually what is most important in the implementation of integrated quality management, namely the work of the team in work relationships.

b. *Primary external customer satisfaction (students / parents) on administrative and management services at the Attaqwa integrated school in Surabaya*

Primary external customers in the Attaqwa Surabaya integrated school are students. Students must be able to feel satisfaction so that this integrated quality with the TQM concept can be realized. In improving quality and increasing student satisfaction, there are four things done by schools, namely by providing facilities and infrastructures and providing oversight of student activities that are able to improve the quality of their quality.

1) *Facilities and Infrastructure*

In meeting customer satisfaction in the form of students, the infrastructure in education must be met. Means of infrastructure are the main elements in education. Infrastructure means include places of learning, places of worship, places of sport, places for developing talent and so on. The existing infrastructure at the school is well available. This is as the recognition of one student; namely: "Yes sir, here in my opinion there is already everything, complete. The learning building is nice, comfortable, the place is good too. "

However, after the researchers saw the results of the observation it was found that the school facilities were already fulfilled.

Based on the results of the two interviews, sarpras and facilities must be met in order to meet the needs and satisfaction of students, in addition to that in both academic and non-academic activities can run well.

2) *Teacher Control of Student Activities*

The existence of teacher supervision of student activities is believed to have a good impact on external customer satisfaction. At Taqwa Surabaya integrated school has a mission to always supervise the activities of students while at school or at home, especially on habituation to worship activities.

"... So for customer satisfaction, we every year through existing R&D we spread customer satisfaction questionnaires, and thank God the response from the parents was very happy, very satisfied, satisfied. Because indeed in terms of service, we not only provide services at school, but at home we also pay attention, even during the Saturday holiday even though the teacher and homeroom teacher cannot go home, but through the device, we have a social group, every class there is a homeroom

group, and each of my groups is there, and each group I monitor is what is the development of information from the class and students ... "

Based on these data, the activities of teacher supervision of student activities represent a form of school attention and responsibility towards the morals and creeds of students which can directly influence student satisfaction.

c. *Secondary external (public) customer satisfaction with the administration and management of the integrated Ta Taqwa School in Surabaya*

Service to customers in addition to meeting internal teachers and primary external customers must also meet the needs and satisfaction of external secondary customers, namely the community and stakeholders.

1) *School relations with stakeholders and the community*

In building the quality of education, integrated schools at taqwa surabaya always establish relationships with parents and stakeholders. In establishing relationships, schools use good communication with all members. This is what can improve quality, because with this relationship, there is a desire from stakeholders what is needed in real field and can be used as reference material in determining curriculum development, both academic and non-academic.

2) *Community involvement in school activities*

At Taqwa Surabaya integrated school in every activity always cooperates with the community. Activities that involve the community are usually related to collaborations. Another is also related to environmental stewardship. Community involvement is an external control, so that it is easier to map the potential, challenges and threats that will be faced.

"... Then for community involvement, in terms of faith and piety from security, because this is the spearhead, we want our security 24 hours to maintain the safety and comfort of this school, and also hospitality when there are guests and so on, we are right - It's true that when we pick up, we always return the guardians of students, so security must stand by to provide services to guardians of students or guests who come ... "

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