

Application of Total Quality Management by Headmaster at Karitas Catholic Senior High School Tomohon Indonesia

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Abstract:- This study aims to obtain the results of a study and description of: (1) the implementation of total quality management education at Karitas Tomohon Catholic High School, (2) obstacles in the implementation of total quality management education at Karitas Tomohon Catholic High School, (3) efforts that taken to overcome obstacles in the implementation of total quality management at Karitas Tomohon Catholic High School. Based on the exposure of the data, the research findings and results of the discussion concluded that: (1) The implementation of total quality management education at the Karitas Tomohon Catholic High School was carried out well and maximally, when the school obtained the RSSN category (2) Barriers to the implementation of total quality management education at the Karitas Tomohon Catholic High School is a lack of full understanding of total quality management by some school components and school stakeholders, having difficulties in developing facilities because the location or land of the school is too narrow and support from the Tomohon City Government has not been as expected, (3) Efforts taken to overcome the obstacles in implementing total quality management at Karitas Tomohon Catholic High School are to make various breakthroughs.

Keywords:- *Total Quality Management, School Stakeholders, Having Difficulties In Developing Facilities.*

I. INTRODUCTION

The current era of globalization which is marked by the rapid development of science and technology has led to competition in various fields including education. This condition requires the community to be aware of all the capabilities they have in order to be able to face these challenges. The contribution of ability and creativity is one of the factors that can change people's lives for the better. Therefore, when this is needed, it is how to create a better life in this quality life. Education, quality is the only thing that is very important. Educational quality or school quality is focused on the quality of graduates. Education or school produces quality education if through a process of quality education and a quality education process occurs and if supported by supporting factors of the quality education process. But we admit that there is indeed a problem in the education system right now. Many students who have graduated from educational institutions become

unemployed are not ready to become responsible and productive citizens, so that it becomes a burden on family, society, nation and state and ultimately encourages national instability both in ideological, political, economic, social, cultural fields, defense and security. The main problem in these conditions is that students who are objects of the education system held are not focused on quality.

Improving the quality of education held is generally directed at the achievement and expansion of innovation from each component of education stakeholders, especially those in the education or school units. This effort is carried out to realize a more effective and efficient education process. Directorate General of Primary and Secondary Education (2008: 134) argues that in order to support the achievement of the target of quality and competitiveness improvement programs, Total *Quality Management (TQM)* will be applied . If the application of TQM in one organization is the norm, its application in the field of education is a very big challenge that must be answered systematically and systemically.

The quality of education itself is a degree of excellence in managing education effectively and efficiently to give birth to academic and extracurricular excellence in students who are declared to pass one level of education or complete certain learning programs. Judging from this definition, the quality of education is not a simple effort, but a dynamic and challenging activity. Education will continue to change along with the changing times that surround it. Therefore, education always requires efforts to improve and improve quality in line with the increasing needs and demands of people's lives.

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With regard to Total Quality Management which is often called *Total Quality Management* in education is a concept and method that requires commitment and involvement of education management and all organizations in the management of educational institutions to fulfill customer desires or satisfaction consistently. In Total Quality Management, not only is management responsible for fulfilling customer desires, but also the active role of all members in the organization to improve the quality of products or services produced.

The process of getting a quality school is total, then the principal, school committee, teachers, staff, students and the school community must have an obsession and commitment to quality, namely quality education. Having a vision and mission of quality that is focused on meeting the needs and expectations of its customers, both internal customers, such as: teachers and staff as well as external customers such as: students, parents, community, government, advanced education and the business world.

Karitas Tomohon Catholic High School also has adequate facilities and infrastructure including a complete computer room, multimedia room, physics laboratory, Chemistry laboratory. This school has also implemented Information and Communication Technology based learning. Most of the teachers in this school are quite professional, where 80% of teachers are undergraduate qualified and 20% are master-qualified and 30% of teachers in this school are certified as professional teachers. This school has academic achievements to be proud of. This can be seen through academic competitions such as science olympiad such as physics, chemistry, biology, mathematics and computer olympiad. The students of this school often win at the city and provincial level. Karitas Tomohon Catholic High School has been accredited in May 2016 with the title A (Very Good). SSR Supervision and Evaluation has been carried out in 2018 with the results: Ready for SKM/SSN. To manage and develop schools with students who have intellectual abilities above average and can compete not only at the local level but also at the national level even at the global level, of course total quality management is needed to manage all aspects of education as a whole and total. From the observations of the researchers, there are still constraints related to total quality management, including there are still teachers who are not professional, and lack of funds to finance various excellent programs and incomplete infrastructure that are usually used to improve the quality of education in a school superior.

Based on the description stated earlier, the researcher is interested in conducting research with the title: "Implementation of Total Quality Management at Karitas Tomohon Catholic High School".

II. FORMULATION OF THE PROBLEM

- How is the implementation of total quality management education at Karitas Tomohon Catholic High School?
- What are the obstacles in implementing total quality management education at Karitas Tomohon Catholic High School?
- What are the efforts taken to overcome the obstacles in implementing total quality management at Karitas Tomohon Catholic High School?

III. BENEFITS OF RESEARCH

A. Theoretical Benefits

The various theoretical concepts, thoughts and ideas put forward and the results obtained from this study can contribute to the development of educational science in general, especially the development of the science of education management in the aspect of implementing total quality management education in order to sustain, improve and develop school quality on an ongoing basis.

B. Practical Benefits

- Provide input to educational institutions, especially schools, on the implementation of total quality management in education in order to improve and develop the quality of schools on an ongoing basis.
- Allowing further research by other researchers to further explore and develop the problems studied.

IV. RESEARCH METHOD

The method used in this study is qualitative research methods, namely research methods that are based on the philosophy of *postpositivism*, used to examine natural object conditions, where researchers are key instruments, *purposive* and *snowball sampling*, data collection techniques with triangulation, data analysis is inductive / qualitative, and the results of qualitative research emphasize more meaning than generalization (Sugiyono, 2009: 15). This study covers human and non-human data sources. Sources of data sourced from humans (informants), namely: (1) Head Master, (2) Teacher, (3) School Committee. At Karitas Tomohon Catholic High School. Sources of data originating from non-humans, namely in the form of documents or written records that have to do with the focus of research. The data used in this study are descriptive data, documents, *field notes* and interviews with informants. The researcher is the main instrument in data collection. The main data sources in the study are people's words, real conditions, and information that the researcher obtained through interviews with school principals, teacher representatives, administrative staff representatives, student representatives, and data obtained through observation and documentation both as main data as well as supporting data.

The location of this study was at the Karitas Tomohon Catholic High School. This research takes place from December 2018 to March 2019. Testing the validity of the data in this study follows opinions or thoughts

Sugiyono (2011: 366) about a qualitative approach which includes: (1) Test of *credibility* Trust in the data from qualitative research is carried out by extending observations, increasing perseverance in research, triangulation, negative case analysis and member check. This activity aims to prove what is observed by researchers in accordance with what actually exists in the world of reality and in accordance with what actually happened, (2) Test of *transferability* In this case the researcher must provide reports as carefully as possible and detailed, clear, systematic, so that readers understand complete results of the study so that it can be accepted , (3) Test *dependability* This test is done by conducting an audit of the entire research process. This method is carried out to assess whether the research process takes place in accordance with research procedures, (4) *Confirmability* test This test has been carried out by testing the results of research, related to the research process carried out, this study has met the *confirmation* standard . In this study, don't let the process not exist, but the results are there.

Data analysis. carried out throughout the research process namely analysis during data collection and analysis after data is collected .

V. RESULT OF RESEARCH

➤ *Total Quality Management Planning by the Head of the Karitas Tomohon High School*

Based on observations, documentation and interview studies it turns out that the planning process was carried out before the implementation of total quality management at Karitas Tomohon Catholic High School, in the annual school program the data related to total quality management planning was prepared based on 8 (eight) national education standards which included content standards , process standards, graduation competency standards, standards of educators and education personnel, standards of facilities and infrastructure, management standards, financing standards and assessment standards.

➤ *Total Quality Management Implementation by the Head of the Karitas Tomohon High School*

Based on the results of observations, documentation studies and interviews, the overall implementation of total quality management at Karitas Tomohon Catholic High School refers to the national education standard 8 indicators which include content standards, process standards, graduation competency standards, educator standards and education staff, facilities and infrastructure standards, management standards, financing standards and educational assessment standards.

Related to the implementation of total quality management based on 8 national education standards starting with the content standard, the curriculum development at the education unit level uses the guidelines compiled by the BSNP. The curriculum is made by considering the characteristics of the region, the social needs of the community, cultural conditions, the age of students, and learning needs. The curriculum has shown the

existence of time allocations, remedial program plans, and enrichment for students. The school provides guidance and counseling services to meet the personal development needs of students. The school provides extracurricular activities to meet the personal development needs of students. The syllabus is relevant / relevant to the standard. RPP is designed to achieve effective learning and in accordance with the needs of students. Learning resources can be obtained easily and used appropriately. Learning is carried out using methods that are interactive, inspiring, fun, creative, challenging and motivating students. Supervision and Evaluation The Learning Process is carried out regularly and continuously.

The syllabus is relevant / relevant to the standard. RPP is designed to achieve effective learning and in accordance with the needs of students. Learning resources can be obtained easily and used appropriately. Learning is carried out using methods that are interactive, inspiring, fun, creative, challenging and motivating students. Supervision and Evaluation The Learning Process is carried out regularly and continuously. Students can achieve the expected academic targets. Learners can develop their full potential as members of the community. Fulfillment of the number of educators and education personnel is sufficient. The qualifications of educators and education personnel are adequate. The competence of educators and education personnel is adequate. The researcher interviewed several informants to ask about the implementation of standards for Educators and Education Personnel. Furthermore, from meeting the standards of facilities and infrastructure, school facilities are adequate and the school is in a well-maintained and good condition. Furthermore, from the fulfillment of management standards the performance of school management is based on teamwork and strong partnerships with a clear and well-known vision and mission by all parties. The school work plan includes clear objectives for a continuous improvement and improvement program that is well socialized. School Development Plans/School Work Plans have an impact on improving learning outcomes. Reliable and valid data collection and use. Providing support for professional development opportunities for educators and education staff. Society takes part in school life. Financial planning schools according to standards. School efforts to obtain additional financial support. Schools guarantee equal access. The researcher interviewed several informants to ask about the implementation of the Financing standard. The grading system is designed to assess students in both academic and non-academic fields. Assessment has an impact on the learning process. Parents of students are involved in their child's learning process. Karitas Tomohon Catholic High School has endeavored to provide maximum service to both internal and external customers. Through observation and documentation studies at Karitas Tomohon Catholic High School, it appears that so many achievements have been achieved by students and teachers in the academic and non-academic fields.

➤ *Factors that Hinder Total Quality Management by the Principal of the Karitas Tomohon High School*

Implementation of total quality management at Karitas Tomohon Catholic High School faced with three obstacles, namely (1) facilities and infrastructure are inadequate (2) management of the renop strategic plan is not timely and (3) at school. The first obstacle faced in the implementation of supervision was because the facilities and infrastructure were inadequate, thus affecting the application of quality. Related to the benchmark or reference used by Karitas Tomohon Catholic High School in total quality management, which is based on 8 national education standards, it turns out that there is an indicator component of the national education standard that is experiencing obstacles.

Constraints that are directly related to the teacher are also related to the work ethic problem. There are still teachers who do not make preparations in teaching as to what some teachers do. As a result, it has an impact on learning qualifications where learning is carried out just to meet the demands of the curriculum. The results spread to students, namely students less interested and motivated to take part in learning. In fact, the main responsibility as a teacher creates an active, creative and pleasant atmosphere. Apart from that, there are certain teachers who are less open and have difficulty receiving input from the principal, moreover the teacher is already senior. The teacher considers what he did right according to years of experience.

Based on the constraints described above, it causes the implementation of total quality management not fully optimal. This is indicated by not all teachers carry out their professional responsibilities properly.

➤ *Efforts to Overcome Obstacles in Implementing Academic Supervision*

Based on observations, interviews and documentation studies, each school faced with obstacles, the school will strive to overcome problems that become obstacles or constraints. There was a follow-up that was attempted to solve the problem. Likewise, the Karitas Tomohon Catholic High School when faced with various obstacles in the application of MMT. Constraints in the implementation of the lack of available media and learning resources that are often complained by teachers are overcome by involving parents of students through the committee to procure media and learning resources and to utilize the use of BOS funds in a directed manner.

Overcoming obstacles related to teachers, principals involve teachers in formulating solutions to overcome obstacles to supervision. This has an impact on building good relations between the teacher and the principal. Not only the principal as the person in charge of implementing total quality management who seeks to overcome any obstacles in the application of MMT at the Karitas Tomohon Catholic High School, but other components such as teachers, staff, school committees and students also strive to overcome any obstacles

VI. CONCLUSION

Based on the research findings according to the formulation of the problem and the purpose of the study, the conclusions of this study can be formulated as follows:

1. The implementation of Total Quality Management at the Karitas Tomohon Catholic High School has been carried out by involving all components of education stakeholders in the school and technically carried out by the School Development Team (TPS) by following the stages according to management functions, namely: Planning, Organizing Implementation, Monitoring and Evaluation. The reference for education quality standards in MMT is the components and indicators of 8 (eight) national education standards.
2. The obstacles encountered in implementing Total Quality Management at the Karitas Tomohon Catholic High School are: Lack of full understanding of Total Quality Management by some school components and school stakeholders. In relation to obstacles based on the quality standard reference, Karitas Tomohon Catholic High School has weaknesses and constraints on the components and standard indicators of infrastructure facilities, namely the lack of buildings for the Science (Biology) laboratory and the Language Laboratory and the narrow land / school location (inadequate).
3. The efforts taken to overcome the obstacles in the application of MMT to the Karitas Tomohon Catholic High School are to make various breakthroughs, among others, to provide an understanding to all components of the school and the educational stakeholders in schools about the importance of schools as service units that are expected to provide satisfaction to all customers, in relation with the lack of buildings for the laboratory, the science (Biology) laboratory uses classrooms and language laboratories using multimedia space. Furthermore, to establish cooperation and partnership with the Tomohon city government and related institutions / agencies to support the improvement of the quality of education at the Karitas Tomohon Catholic High School.

Based on the findings in this study and the formulation of the conclusions of the study, the researchers gave the following suggestions:

1. In the application of MMT to the Karitas Tomohon Catholic High School to keep and always carry out continuous improvement and quality improvement step by step by involving all components of education stakeholders who are technically carried out by the school Development Team by paying attention to the stages in accordance with management functions so that they are achieved with reference to eight National Education Standards.
2. In order for the school to get around the factors that are obstacles to the implementation of total quality management by collaborating with the Tomohon city government, Alumni and the National Education Office to get assistance such as Block Grant in the procurement

of science (Biology) and Language Laboratory laboratories so that various programs can be arranged carried out professionally as expected and can provide facilities and infrastructure according to the needs of quality schools.

3. In order to move the location of the school by making a proposal for school development / location transfer to the Foundation, City Government, Provincial National Education Service and other related parties.

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