

## Implementation of Integrated Quality Management In Senior State High School Sunggal Deli Serdang Regency

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**Abstract:** The formulation of this research problem is (1) how is the headmaster program to improve the quality of education in the implementation of integrated quality management in State Senior High School 1 Sunggal Deli Serdang Regency?, (2) what efforts made by principals to meet customer satisfaction in management implementation (3) what are the obstacles in implementing the implementation of integrated quality management at State Senior High School 1 Sunggal Deli Serdang Regency?, (4) how to solve the problem in solving the problems from the implementation of integrated quality management at State Senior High School 1 Sunggal Deli Serdang Regency? This research aims to know: (1) principal program to improve the quality of education in the implementation of integrated quality management at State Senior High School 1 Sunggal Deli Serdang Regency, (2) efforts made by the principal to meet customer satisfaction in the implementation of integrated quality management at State Senior High School 1 Sunggal Deli Serdang Regency, (3) obstacles in implementation of integrated quality management implementation at State Senior High School 1 Sunggal Deli Serdang Regency, (4) problem solving in overcoming the problems of implementation of integrated quality management School Secondary State 1 Sunggal Deli Serdang Regency. And data conducted directly by researchers through observation, interview and documentation review. The method used is by using inductive methods with data analysis techniques Miles and Huberman model is to collect data flow model consisting of data reduction, presentation and conclusion. Based on the result of data analysis, it can be concluded that the implementation of integrated quality management in State Senior High School 1 Sunggal Deli Serdang Regency by focusing on customer satisfaction, giving priority to quality, involving everyone and doing continuous improvement.

**Keywords:** integrated quality management, customer satisfaction, involvement of all parties, continuous improvement, cooperation, delegation of authority.

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### I. Introduction

The development of education quality is a long work for education development in Indonesia. The pattern of educational development in the new order era prioritizes the distribution of education, through which Indonesia is expected to have the widest opportunity to access education. This policy is clearly not only the policy of equity of education which is not accompanied by efforts of equality of education quality. But the low quality (quality) of education is one of the problems faced by the Indonesian nation in every level and unit of education, especially primary and secondary education. School as a sub system of the national education system, also has a problem that is not much different from other educational institutions, even more complex and dilemmatic. The challenges facing schools are not only external challenges, but also internal challenges.

Efforts to improve the quality of education in schools, both on curriculum development, improving teacher professionalism, fulfilling the needs of infrastructure and educational empowerment have been, are and will be implemented continuously. The effort is on the government agenda. One such effort is the increase of the school by giving satisfaction to all existing systems in education.

Integrated Quality Management (MMT) is a quality management system as a business strategy and oriented to customer satisfaction by involving all members of the organization. The implementation of Integrated Quality Management in schools is very appropriate, because Integrated Quality Management as a system, Integrated Quality Management not only reduces educational issues, but also as a model that prioritizes continuous improvement, Integrated Quality Management offers new philosophy, methods and strategies for improving the quality of education.

State Senior High School 1 Sunggal Deli Serdang Regency is one of the schools implementing Integrated Quality Management as a step to improve the quality of education in the High School and has many achievements at the district level both academic achievement as successive to winning the smart race

meticulously cooperative and writing contest innovation work held by Toyota Ekoyout state senior high school students 1 Sunggal won 3rd place with the work of making batako from the former materials in the form of plastic and innovation related to motor vehicle smoke which eventually this idea is applied to the daily habits in the school. Besides, there are many more non academic achievements that have been achieved.

According to Tjiptono argues that the Integrated Quality Management is an approach in running a business that tries to maximize the competitiveness of an organization through continuous improvement of its products, services, people, processes, and environment.[1] According to Nawawi in Umiarso and Gojali said that Integrated Quality Management is a functional Management by using a continuous approach that is focused on improving the quality so that the products in accordance with the quality standards of the community served in the implementation of public service tasks and community development.[2] The concept departs from Management as a process or a series of activities that integrate the resources owned and the implementation of the implementation of the functions of Management in order to realize the work as a quality production activities. Every work in Integrated Quality Management should be done through planning, preparation (including materials and tools), and technical implementation with effective and efficient working methods to produce products in the form of goods or services that benefit the community. According Sallis explain that Integrated Quality Management is a quality management system as a business strategy and customer satisfaction oriented by involving all members of the organization. The aim is to ensure that the customer is satisfied with the goods and services provided, and to ensure that no party is harmed.[3]

In the field of Integrated Quality Management education better known as Total Quality Education (TQE). The basis of this Management is developed from the concept of Total Quality Management (TQM), which was initially applied to the business world then applied to the world of education. In Integrated Quality Management, the school is understood as a service unit, ie learning service. As a service unit, schools are served by internal customers (teachers, librarians, labors, technicians and administrative personnel), external customers consisting of primary customers (students), secondary customers (parents, government and community) and tertiary customers (users / recipients of graduates, both universities and businesses),

The implementation of Integrated Quality Management demands freedom of expression. Freedom of speech will create a dialogical climate between students and teachers, students and principals, as well as teachers and principals, or it can be understood as freedom of expression and openness among all the citizens of the school. Science transfer is no longer a one-way communication, but two way communication. This two-way process is part of the substance of Integrated Quality Management in improving quality in educational institutions.

To achieve success and success in applying Integrated Quality Management, it must be supported by five pillars that support the implementation of Integrated Quality Management in every organization, including educational organizations. This is in line with Creech's opinion in Umar which states that there are 5 (five) pillars that are interconnected and support the implementation of Integrated Quality Management in every organization including education, the five pillars of Integrated Quality Management are; products, processes, organizations, leaders and commitments.[4] To implement Integrated Quality Management requires hard work, developing a quality culture takes time. Hard work and time are also two things to watch out for. Because if the two things are not going well then the trip implementation of Integrated Quality Management in improving the quality will be hampered.

## **II. Research Methodology**

This study uses qualitative research methods because the nature of data collected in the form of words rather than the numbers, which are used to understand and describe the phenomenon experienced by research subjects such as behavior, perception, motivation, actions and others holistically. Research on the implementation of integrated quality management at State Senior High School 1 Sunggal Deli Serdang Regency is not merely collecting data, but rather an approach to the empirical world to express the meaning of principal behavior, vice principals, teachers and students in the context of Integrated Quality Management. The data required in this study can be grouped into:

1. Primary data, taken from data source that is; internal customers consisting of principals, teachers, employees and students. Outside customers are community and government.
2. Secondary Data, secondary data will be obtained from principals, teachers / employees, head of administration (KTU) on a brief history, geographical location, the state of teachers and employees, the state of students, the state of facilities and infrastructure, curriculum, education system and development program. In addition, supporting books are part of secondary data covering dictionaries, encyclopedias and books related to Integrated Quality Management.

The data obtained consisted of field notes obtained through observation, interview and / or document studies on the problem of planning, organizing, implementation pattern and implementation evaluation Integrated quality management in improving the quality of education at State Senior High School 1 Sunggal

Deli Serdang Regency was analyzed by compiling, linking, reducing, presenting, concluding data during and after data collection. Data analysis in this qualitative research researchers do continuously so that the data found until saturated, because this is one way to get valid research results. Conclusions based on the data analyzed in accordance with the focus on planning, implementation of plans and evaluation of integrated quality management in improving the quality of education at the State Senior High School 1 Sunggal Deli Serdang

### **III Result and Discussion**

#### **3.1. Research result**

The journey of reputation of State Senior High School 1 Sunggal has continuously shown good results as one of the senior high school that is still relatively young age. Various academic and non academic achievements have been recorded and sculpted, both at the district / city, provincial and national levels. State Senior High School 1 Sunggal as one of the middle level educational institutions is the only State Senior High School in Sunggal so that it becomes the favorite school because every year the students who register far exceed the capacity of the students, the State Senior High School 1 Sunggal strive to realize the school as a modern, professional and popular educational institution that is able to answer the challenges and demands in the future.

Based on the vision, mission and objectives of State Senior High School 1 Sunggal has implemented programs related to efforts to improve the quality of education and school performance in the future by implementing a national curriculum using a scientific approach. The programs that have been and will be implemented are:

- a. The curriculum enhancement and development program is implemented through the following activities: 1) Establish cooperation with school committees and other stakeholders, 2) enlarge the 2013 curriculum to schools around the State Senior High School 1 Sunggal or designated schools by government, 3) carry out workshop on curriculum 2013 4) hold IHT about curriculum 2013.
- b. The program of improvement and development of educators is done by: 1) giving permission to educators who will continue their education to a higher level, 2) involving teachers in various activities such as; workshops, guidance and technology, and training, 3) Enabling school level MGMP, 4) implementing monitoring and evaluation. on the performance of teachers and education personnel, 5) to reward teachers and educational personnel who excel.
- c. The standard process program is: 1) coordinate the KBM by using a scientific approach, 2) using learning method (pebble Gebrot) with student-centered, 3) utilize the environment as learning media, 4) make learning device properly and correctly, 5 ) carry out monitoring and evaluation.
- d. Program for improvement and development of educational facilities, including: 1) providing and equipping laboratory facilities; 2) establishing sports facilities; 3) providing bathroom facilities; 4) purchasing instructional media; 5) providing and buying library books; 6) which is conducive.
- e. Graduation improvement programs include: 1) providing additional lessons for the superior classes in collaboration with BIMA, 2) providing additional tutorials for grade XII students in facing the UN, 3) conducting Olympic guidance, 4) activating extra-curricular activities, 5) activating spiritual activities , 6) developing organizational-based activities, 7) educating students to utilize the environment.

#### **3.2 Discussion of Research Findings**

In the research findings in accordance with the title of research conducted on the implementation of Integrated Quality Management at State Senior High School 1 Sunggal Deli Serdang regency found the following things:

##### **1. The principal's program in improving the quality of education**

The principal's program in improving the quality of education is the work plan to be achieved by the school within a certain time. Program planning is made to determine what things will be achieved by the school and how / efforts undertaken by schools to achieve the programmed plan. As for the program of the Principal of State Senior High School 1 Sunggal in improving the quality of education consists of:

- a. Short term programs include:
  - Improving the character of students by developing a culture of greetings
  - Create a smoke free school
  - IT-based schools
- b. Long-term programs are:
  - Stay / Consistently implement the Curriculum 2013
  - Completing facilities and infrastructure in teaching and learning process
  - Improve the quality of extra curricular
  - Being and implementing the curriculum referral school 2013
  - Holding In House Training (IHT) Curriculum 2013
  - Hold workshop

To support these programs, the principal made various efforts to improve the quality of teachers by:

- Enabling MGMP activities
- Following religious activities
- Continuing education to a higher level
- Include teachers in the 2013 curriculum guidance and technology activities held by district governments, provincial and ministerial governments
- Calling instructors on how to / model a good teaching
- Send teachers to teachers' olympics activities

To realize the State Senior High School 1 Sunggal into a quality school, various efforts are also done by the principal in improving the quality of students by:

- Provide additional tutoring for subjects in the National Examination by subject teachers and tutoring
- Enabling the organization's extra-curricular (scout) and extra-curricular organizations
- Guiding and sending students to Olympic activities
- Actively send students in every race both academic and non academic

To improve the quality of education that includes the quality of school and the quality of learners is strongly influenced by the quality of education and teacher quality. Mindset, perspective, ability to interact, mental strength and ability to manage the class from a teacher will have a big effect in the process of quality improvement. For that reason, the head of State Senior High School 1 Sunggal always motivates teachers to continue their education to a higher level.

To achieve a program that has been formulated a principal must have a strategy or a way that can be applied as steps in achieving the goals to be achieved. Based on the results of interviews with principals the steps that have been done by the head of State Senior High School 1 Sunggal are:

1. Strategy / best way is to give exemplary, with exemplary then the members by themselves will imitate the leader.
2. Implement the steps in accordance with the Management functions such as planning the program, implementing the program and monitor and evaluate the implementation of the program.

As a quality oriented organization, State Senior High School 1 Sunggal in performing its functions has strong teamwork and can be the foundation in advancing the organization / school. This is known based on interviews with the principal and a teacher with the initials AMN. Teamwork is needed in improving quality. Teamwork in an organization is an important component of implementation of integrated quality management, considering teamwork will increase confidence, communications, and develop independence. The team work has been proven successful, at State Senior High School 1 Sunggal there is cooperation of environment team to realize adiwiyata school and has successfully deliver school become national adiwiyata school, there are team work to succeed Competence National Exam proved to have shown satisfactory work results because a team tasked to succeed and launch the program to be achieved.

To get a quality result that is students who have knowledge, good attitude and adequate skills should also be supported by the curriculum that contribute to improving the quality of education. Curriculum 2013 is a curriculum that includes both demands some competencies that must be owned by a student that includes religious competence, social competence that leads to the formation of positive attitude of learners, and intellectual competence in the form of knowledge that must be possessed learners and competence skills of learners. By applying the 2013 curriculum it is expected that learners will have good knowledge, attitude and skills and can answer the challenges of the times.

As a school with active learning (active learning) High School 1 Sunggal State has facilities and infrastructure that is very supportive in the implementation of learning and teaching, ranging from the availability of laboratory facilities (LAB), the lab. Biology, chemistry lab, physics lab, language lab, and computer lab and library. The availability of sports facilities such as futsal field, badminton court, volleyball, table tennis, badminton and reshtock, adequate wifi, infokus, study room and toilet facilities according to standard. In order that the facilities and infrastructure available can continue to support in improving the quality of education, maintaining and maintaining its integrity is the responsibility of all school residents. To facilitate the supervision of the principal gives the responsibility to several vice principals, teachers and students to coordinate certain facilities and infrastructure with the division of certain tasks so that it is maintained and maintained. The existing facilities and infrastructures must be maintained as a result of the successful implementation of the integrated quality management itself. To maintain the completeness and integrity of facilities and infrastructure, a principal must also have the ability to manage or coordinate the facilities and infrastructure.

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To monitor and supervise a planned program keeps going as planned a leader/principal evaluates. Evaluation is done to monitor whether a program has been running well and see the program that gets constrained and how to solve the constraints faced. Thus it can be seen whether the organization / school is progressing, walking in place or moving forward. Based on the results of interviews, In High School State 1 Sunggal the way that the principal in monitoring the program or evaluate the program is through regular meetings every 1st or monthly month, also conducted each semester, and can also with PKG and supervision class.

## **2. The Principal's Efforts to Meet Customer Satisfaction**

In the integrated Quality Management customer satisfaction becomes one of the principles and also the purpose of the implementation of Integrated Quality Management. Based on the results of interviews with principals, teachers and students can be seen that the Principal of State Senior High School 1 Sunggal has made various efforts to meet customer satisfaction, the efforts made by schools to meet customer satisfaction include services provided to students and teachers such as providing various information for the progress of students and teachers, the completeness of facilities and infrastructure, services related to the administration of teachers and students, cooperate with counselors / counselors in placing students class based on IQ test results, service from BK, services in improving discipline, services related to open information, for students who wish to pursue higher education, services related to professional development for teachers and additional learning for students. In State Senior High School 1 Sunggal good cooperation with parents in improving the success of their children in school has been well established and is one of the efforts in fulfilling the external customer satisfaction that is the parents of the students. To fulfill the parents' satisfaction of students related to the service to their children is done through cooperation with various parties ranging from parents, teachers, homeroom, BK and student headmaster. Communication is done intensively from the introduction of school environment (PLS), things that must be fulfilled by parents to help the success of their children, talents and achievements of children, and various existing student issues.

In fulfilling customer satisfaction and advancing education at State Senior High School 1 Sunggal, the headmaster can not do it by herself so that it must cooperate with various parties such as community leaders and universities. The principal has good relations with elements of MUSPIKA, DANRAMIL, KAPOLSEK, Subdistrict Head of Sunggal, school committee and other community leaders around the school. Learning counseling institutions, as well as universities participate in synergizing and participating in improving the quality of education in the State High School 1 sunggal because this school is not only owned by principals and teachers but the community, especially people in Sunggal sub-district.

With hard work and cooperation that has been done by all components in the State Senior High School 1 Sunggal has made this school become one of the schools that get accreditation A with the acquisition value of 96 given by the Accreditation Team from the Education Office of North Sumatra Province so that the positive impact on the opportunity of students to be enrolled in state universities (PTN). The value of school

accreditation greatly affects the students' opportunities to be enrolled to State College. desired through the invite path. The percentage that the college has set is based on the value of the school accreditation. School accreditation contributes in determining the opportunity / opportunity of students to get into State College.

As a school that implements integrated Quality Management, every year State Senior High School 1 sunggal graduates students with 100% graduation percentage. State Senior High School 1 Sunggal always instill a culture of achievement to its students according to school vision and mission.

### **3. Constraints in Implementation of Integrated Quality Management Implementation**

Implementation Integrated quality management is not an easy task, to achieve quality or quality requires effort and hard work to achieve it. In addition it also takes a little time to be able to make it happen and require the attention of each component to participate in implementing it. In implementing the integrated quality management in state Senior High School 1 Sunggal also faces several obstacles as expressed by the headmaster, deputy head of the quality improvement and vice principal of the public relations department, it can be concluded that in the implementation of integrated quality management at State Senior High School 1 Sunggal still there are some obstacles such as; related to teacher age and technological development, caring, completeness of means, takes a long time to achieve quality. However, based on interviews with the headmaster of the State Senior High School 1 Sunggal and the vice principal, it can be concluded that school culture is no longer an obstacle in the implementation of integrated quality management as well as financial problems because it has been accommodated from the boss fund.

### **4. Problem Solving in Overcoming Problems of Integrated Quality Management Implementation**

In implementing Integrated Quality Management is not easy, takes a long time and hard work of each component involved, and not a few obstacles encountered. But every constraint faced must have a solution or solution. Principal of State Senior High School 1 Sunggal explains some efforts / ways to solve problems in solving problems encountered in the implementation of integrated quality management are as follows:

a. Progress of Science and Technology

Educators who are in State Senior High School 1 Sunggal not all master the computer well, both related to the school administration and also the use of learning media such as active learning, which now can be found in many internet media. So to overcome the problem requires an assistance when getting tasks related to computer systems or internet media, principals also provide continuous motivation, support that teachers will continue to learn so as not left behind.

b. Concern

In the implementation of Integrated Quality Management at State Senior High School 1 Sunggal is not enthusiastic and shows a high level of awareness, there are still some teachers and students who have not shown concern in maintaining and maintaining existing facilities and infrastructures. In this case the principal is not tired of inviting students and teachers to always improve and improve the existing school culture.

c. Facilities and Infrastructure

In general, State Senior High School 1 Sunggal already has adequate facilities and infrastructures ranging from sports facilities, study room, principal office, vice principal and teacher office, library, toilet / bathroom students and teachers have met the standards, and laboratory. For laboratory equipment not yet completely complete there are still shortages related to practice materials and lack of seating facilities that have not adequately accommodated a group of learners to practice. The way to solve problems related to this problem is to communicate and do coaching and determine the priority scale of things that are needed.

d. Time

In implementing Integrated quality management takes a long time and long to achieve the results for it takes hard work. In this case the principal always invites students and teachers to increase commitment to quality or quality by instilling school vision and mission to students and teachers by reading the vision and mission of the school during the flag ceremony every Monday and make foster vision and mission school in every class.

## **V. Conclusion and Suggestion**

### **5.1 Conclusion**

1. Head of State Senior High School 1 Sunggal has implemented the principles of integrated Quality Management in managing the school. This is evident from the way the principal manages the school by focusing on customer satisfaction, putting quality first, involving everyone and making continuous improvement.
2. Principal programs in implementation Integrated quality management consists of programs in improving the quality of teachers / educational staff and quality improvement programs students are made with various

- efforts.
3. School programming is composed by involving vice principals, teachers and students and coordinating with committee managers to foster a sense of belonging and get support from all school residents to promote the program.
  4. In executing the principal's program shows exemplary as a strategy to achieve the goal by implementing the principles of Management which includes planning, organizing, implementation and control / supervision.
  5. Organizing is done with the transfer of some authority to the deputy head of the school and the appointed teacher to facilitate the achievement of the planned program. The principal also establishes teamwork to succeed the quality program.
  6. The principal in running the quality program receives support from various parties such as vice principals, teachers, students, parents and school committees and coordinates and collaborates with local government such as; muspika, and ramil, police and public figures in improving quality in the State Senior High School 1 Sunggal.
  7. There are several things that support / influence the improvement of quality; qualifications and quality of teachers / education personnel, school environment and completeness of facilities and infrastructure and awards given principals.
  8. In fulfilling the completeness of facilities and infrastructure to support the improvement of the quality of education in the State Senior High School 1 Sunggal, the principal made various efforts by approaching the government, educational leaders and parents through the school committee
  9. In implementing Integrated Quality Management, the principal instilled school vision and mission to all school residents so that State Senior High School 1 Sunggal achieved various achievements.
  10. The principal evaluates to see if the planned program has proceeded as planned and can proceed or if there are programs that do not go according to plan then will be determined next steps such as updating program planning, finding solutions and developing sustainable improvement program. In making continuous improvement the principal makes a priority scale. Evaluation is done at the beginning of each month and semester.
  11. Efforts made by schools to meet customer satisfaction include services provided to students and teachers such as providing various information for the progress of students and teachers, completeness of facilities and infrastructure, services related to the administration of teachers and students, cooperate with counselors in placing students class based on IQ test results, service from BK, services in discipline improvement, services related to open information, services for students who wish to continue their higher education, services related to professional development for teachers and additional learning for students.
  12. Constraints faced by the principal in implementing the integrated quality management at State Senior High School 1 Sunggal among others; related to teacher age and technological development, caring, completeness of means, takes a long time to achieve quality.
  13. Headmaster of State Senior High School 1 Sunggal made several efforts / solutions to solve the problems encountered in the implementation of integrated quality management is; provide continuous motivation, support so that the teachers will continue to learn so as not left behind, invite students and teachers to always improve and improve the existing school culture, communicate and conduct coaching and determine the priority scale of facilities and infrastructure that is needed , increasing commitment to quality or quality by instilling school vision and mission to students and teachers.

## **5.2 Implications**

Implementation of Integrated Quality Management in improving the quality of education at State Senior High School 1 Sunggal is sufficient. All school components are involved and work together in developing and implementing quality improvement programs. The principal instills the vision and mission of the school in every flag ceremony every Monday and at certain moments such as at regular meetings so that each school component feels motivated in carrying out the tasks assigned in accordance with their respective responsibilities aimed at improving the quality and school performance. To produce qualified students required professional teachers, a curriculum that supports the improvement of competence of learners, a conducive environment and the availability of facilities and infrastructure that support the teaching and learning process. Support of teachers, parents, school committees, government and communities around the school to realize the quality program is needed. The involvement, cooperation and commitment of all parties contribute to the success of the implementation of integrated quality management. With Quality-oriented Management and involving all related components, State Senior High School 1 Sunggal has achieved many school achievements and student achievements both academic and non-academic achievements at school, district / city, provincial and national levels.

In implementing Integrated quality management is not easy, principals face several obstacles such as teacher age and technological development, concerns, completeness of facilities, takes a long time to achieve

quality. However, this can be overcome by providing continuous motivation, supporting the teachers to keep learning in order not to be left behind, to invite students and teachers to always improve and improve the existing school culture, communicate it and do the coaching and determine the priority scale to much needed facilities and infrastructure, increasing commitment to quality or quality by instilling school vision and mission to students and teachers.

### **5.3 Suggestions**

Based on the findings and the available data, the researcher advises the related parties as follows:

1. In the implementation of Integrated Quality Management at State Senior High School 1 Sunggal, the principal always pays attention to the related components of students, teachers, curriculum, facilities and infrastructure and the community and runs the principles of integrated quality management in managing schools to improve the quality of education.
2. The principal still maintains good cooperation with various parties in improving the quality of education.
3. Always commit to improve the school culture to produce a quality (outcome) product so that it can compete and meet the demands of the times.
4. The principal improves the quality of service to meet customer satisfaction both internal customers and external customers
5. The principal should continue to improve relationships with all the citizens of the school in order to have a sense of belonging to the school growing within them.
6. Implementation Integrated quality management at State Senior High School 1 Sunggal can be used as input for other schools in overcoming the problems of education to produce quality outcomes so as to compete in answering the challenges of the times.
7. Teachers, students, school committees, parents, and government apparatus should continue to support quality improvement at State Senior High School 1 Sunggal.
8. All stakeholders in State Senior High School 1 Sunggal improve their performance in performing their duties to improve the quality of human resources and the quality of graduates.

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