



IMPLEMENTATION OF INTEGRATED QUALITY MANAGEMENT FOR QUALITY EDUCATION AMIDST DYNAMIC CHANGES

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Abstract

Education in Indonesia is undergoing significant transformation influenced by technological advances, policy changes, and the challenges of globalization. This article discusses the role of Total Quality Management (TQM) as a strategic approach to improving the quality of education, while also addressing the challenges faced by the national education sector. The purpose of this study is to explore the application of TQM in creating quality education through continuous improvement, stakeholder engagement, and strong leadership. This study uses a literature review method to analyze various relevant references. The results of the study indicate that TQM contributes to improving the quality of education through the integration of the principles of planning, implementation, evaluation, and continuous improvement. TQM also facilitates the active involvement of all stakeholders, including educators, students, and the community, to promote a culture of quality. In addition, the application of technology in education is recognized for its potential in improving the effectiveness of learning and administration. The successful implementation of TQM requires adequate infrastructure, continuous training for teachers, and policies that support educational equality and innovation. This implementation is expected to be able to create a globally competitive education system, producing innovative and highly competitive graduates.

Keywords: quality management, quality education, technological transformation

INTRODUCTION

Education in Indonesia is undergoing significant transformations influenced by technological advances, policy shifts, and global challenges. These dynamic changes have an impact on the world of education, requiring approaches to meet emerging needs and opportunities. Technological advancements are a major driver of change in education in Indonesia. The integration of artificial intelligence (AI) into the educational framework is becoming increasingly important. For example, the legal education system is being urged to adapt to the AI era by improving its curriculum and teaching methodology to better prepare students for future challenges (Arianto, 2024). In addition, the use of technology in education is recognized for its potential to improve the quality of learning and student motivation, as well as streamline administrative tasks for educators (Rabani et al., 2023). However, successful implementation of technology requires a strong infrastructure, comprehensive training for educators, and clear policies to guide its integration into the education system. Policy shifts are also critical in shaping education in Indonesia. The Indonesian government has been actively reforming its education policies to align them with global standards and meet local needs. For example, the introduction of the Pancasila Student Profile aims to strengthen character education among students, reflecting a broader commitment to fostering global citizenship and sustainable development (Sibarani, 2023). This policy change is

critical to ensuring that Indonesian students are prepared to compete in a globalized world. The challenges of globalization have also put new pressures on Indonesia's education system. As the demand for skilled labor increases, there is a growing need for educational institutions to produce graduates who are not only knowledgeable but also have the skills needed to thrive in a competitive global marketplace (Dewanto & Pritisari, 2023). This has given rise to initiatives aimed at improving employability among students, including international student mobility programs that expose them to diverse cultural and educational experiences. Quality education plays a role in shaping competent human resources in Indonesia, which is critical to the nation's socio-economic development. The relationship between the quality of education and human resource development is multifaceted, spanning dimensions such as economic growth, social equality, and individual empowerment. Quality education is fundamentally linked to economic growth in Indonesia. Integrated learning processes significantly improve the quality of human resources, which is essential for driving economic growth (Sari et al., 2023). The ability of education to improve skills and drive technological innovation has been demonstrated in various contexts, showing that investment in education can increase productivity and income levels (Hismendi et al., 2023).

Implementation of policies aimed at improving the quality of education is essential to address the gap in access to education across the archipelago. The concept of "Merdeka Belajar" introduced by the Indonesian Ministry of Education emphasizes inclusive and relevant educational practices to meet the diverse needs of students (Senatama & Annshori, 2024). This initiative aims to develop human resources from an early age, ensuring that all students, regardless of their background, have the opportunity to develop their potential and contribute to society (Senatama & Annshori, 2024). These policies are essential to creating equitable educational opportunities, which in turn will foster a more competent and capable workforce. The quality of the teaching staff is a significant determinant of educational outcomes. Research has shown that the effectiveness of educational management and professional development of teaching staff directly impacts student performance and the overall quality of education (Destari, 2023). Inadequate training and support for teachers can hinder the delivery of quality education, thereby impacting human resource development (Hardita et al., 2024). Therefore, investment in teacher training and professional development is essential to improve the quality of education and, consequently, the competence of graduates.

The challenges posed by globalization and technological advances require a re-evaluation of the educational approach in Indonesia. Higher education institutions are increasingly required to equip students with higher-order thinking skills, such as analysis and problem solving, to meet the demands of a rapidly changing job market (Hamdani, 2023). This shift underscores the importance of aligning educational curricula with industry needs, to ensure that graduates have the skills needed to succeed in the modern workplace (Purwaamijaya et al., 2023). Total Quality Management (TQM) has emerged as a strategic approach to improving the quality of education in Indonesia, addressing the challenges faced by the education sector and promoting a culture of continuous improvement. TQM, originally developed for the industrial sector, emphasizes quality as a fundamental principle

and has been adapted to the educational context to improve educational services and outcomes.

One of the main roles of TQM in education is its focus on creating a culture of quality within educational institutions. By fostering an environment where quality is prioritized, TQM encourages all stakeholders - administrators, educators, students, and parents - to actively participate in the improvement process (Khasanah et al., 2023). TQM principles can be applied to assess and improve the quality of educational services in Indonesia, emphasizing the importance of leadership in driving quality initiatives (Fauzi et al., 2023). Effective leadership is essential to building a quality vision and mobilizing resources to achieve educational goals. By integrating TQM practices, educational institutions can implement quality control measures that lead to improved student outcomes and satisfaction (Fauzi et al., 2023). The application of TQM in education in Indonesia also addresses the need for accountability and transparency in educational management. As highlighted by Safitri and Istiyono, the implementation of TQM can help standardize processes and ensure that educational institutions are accountable for their performance (Safitri & Istiyono, 2022). The purpose of this article is to analyze the implementation of TQM in the education sector, identify effective strategies in implementing TQM and describe the results and impacts of TQM implementation on the quality of education.

METHOD

This article uses the type of literature research (Library Research), which is a research conducted by collecting and reviewing various libraries that are relevant to the Implementation of Integrated Quality Management for Quality Education in the Midst of Dynamic Change. From the references that have been collected, an analysis is carried out on the relationship and relevance between one library and another so that a conclusion is obtained about the Implementation of Integrated Quality Management for Quality Education in the Midst of Dynamic Change.

RESULT AND DISCUSSION

Basic Concepts of Total Quality Management

Total Quality Management (TQM) is a comprehensive management philosophy that aims to continuously improve the quality of products, services, and processes within an organization. TQM emphasizes the involvement of all employees in the organization and integrates quality discipline into the company's culture and activities. TQM is characterized by a commitment to customer satisfaction, where quality is defined as "fitness for use" and "no defects" (Muslihatuzzahro, 2023). This philosophy was primarily popularized by Edward Deming in the late 1950s and has since been adopted in various sectors, including education, health care, and manufacturing. The principles of TQM revolve around several key concepts. First, TQM is essentially about continuous improvement, which involves systematically improving processes, products, and services to meet and exceed customer expectations (Dyantari & Daroini, 2023).

This continuous improvement is achieved through the implementation of various quality management practices, such as employee empowerment, teamwork, and leadership commitment (Alhosani, 2021). In addition, TQM promotes a culture of quality that encourages all employees to take responsibility for the quality of their work, thereby fostering a sense of ownership and accountability. Another principle of TQM is the focus on customer satisfaction. Organizations implementing TQM must understand and respond to the needs and expectations of their customers, which is critical to achieving long-term success (Wulan & Azizah, 2021). This customer-centric approach is supported by data-driven decision making, where organizations use statistical methods and performance metrics to guide their quality improvement efforts. TQM also involves a systematic approach to problem solving, where organizations analyze problems and implement corrective actions based on root cause analysis. In addition, TQM emphasizes the importance of involving all stakeholders, including faculty, staff, students, and the community, in the quality management process.

Implementation of TQM in the World of Education

Implementing Total Quality Management (TQM) involves a systematic approach that can be divided into several main steps: planning, implementation, evaluation, and continuous improvement. Each of these steps is critical to ensuring that TQM principles are effectively integrated into the organization's culture and operations.

1. Planning is a fundamental step in implementing TQM. It involves identifying the organization's quality goals and the specific metrics that will be used to measure success. TQM is a philosophy of continuous improvement that requires the involvement of all members of the organization to effectively meet customer needs (Rosinawati et al., 2021). This planning stage often uses the Plan-Do-Check-Act (PDCA) cycle, which is a structured approach to problem solving and quality improvement (Wei & Yin, 2024). In this context, organizations must assess their current performance, identify gaps, and design appropriate interventions to address these weaknesses (Wei & Yin, 2024). In addition, effective strategic planning is essential, as it aligns TQM initiatives with the overall goals of the organization, ensuring that quality improvement efforts are appropriate.
2. Execution of TQM involves implementing the planned strategies and interventions. This phase requires strong leadership and commitment from top management, as their support is essential to fostering a culture of quality throughout the organization (Sabil et al., 2023). Employee involvement is also essential; all staff members should be involved in the TQM process, as their insights and participation can lead to more effective quality improvements (Barua, 2021). The implementation phase can include training programs to enhance employee skills and knowledge of TQM practices, which can significantly contribute to operational performance. Quality control measures should be established to monitor the process and ensure that it meets established quality standards (Almusaiabi & Naimi, 2023).

3. Evaluation is needed to assess the effectiveness of the TQM initiative. This involves measuring performance against established quality metrics and determining whether desired outcomes have been achieved. Evaluation should be comprehensive, considering multiple dimensions such as customer satisfaction, operational efficiency, and employee performance (Ming, 2023). The use of critical success factors (CSFs) can assist in this evaluation, as they provide a framework for assessing key areas that influence TQM success (Sabil et al., 2023). Regular feedback mechanisms should be established to facilitate ongoing assessment and adjustment of TQM strategies.
4. Continuous improvement is a core principle of TQM that emphasizes the need for continuous improvement of processes and practices. Organizations must create an environment where feedback is actively sought and used to drive improvement (Widyastuti & Hasanah, 2022). This can be done by revisiting the PDCA cycle, where lessons learned from the evaluation phase inform new planning efforts (Wei & Yin, 2024). Continuous improvement not only improves the quality of products and services but also contributes to employee satisfaction and organizational performance (Tarifi & Al-Awaidhi, 2024).

Key Success Factors

The successful implementation of education reform in Indonesia depends on several important factors, including leadership commitment, participation of all stakeholders—such as teachers, students, parents, and policy makers—and the establishment of a transparent and ongoing evaluation system. These elements are essential to fostering an environment conducive to quality education and continuous improvement.

1. Leadership commitment is critical in driving education reform and ensuring effective implementation of Total Quality Management (TQM) principles. Strong leadership not only sets the vision and direction but also fosters a culture of quality within educational institutions. Effective leadership in Islamic education is critical to the successful implementation of TQM practices, as it supports ongoing quality control and fosters an environment where all stakeholders feel empowered to contribute (Al Farisi et al., 2023). In addition, the commitment of leaders to engage stakeholders will enhance the ideological goals of equity and social justice. The importance of stakeholder engagement in project management (Oketch & Owuor (PhD), 2022). This commitment is essential to creating a shared vision that aligns the interests of various stakeholders, thus facilitating collaborative efforts to achieve educational excellence.
2. Participation of All Stakeholders is another important component of the educational landscape in Indonesia. Involving teachers, students, parents, and policymakers in the decision-making process will ensure that diverse perspectives are considered, resulting in more effective and inclusive educational practices. The involvement of external stakeholders, including parents and education offices, is essential for effective school management and accountability (Haniatun et al., 2022). Similarly, stakeholder engagement is essential for improving quality in higher education, as it involves various parties in the development of internal quality management systems (Sabban & Herawan,

2023). Active participation from all stakeholders not only improves the quality of education but also fosters a sense of ownership and accountability among those involved, which is essential for sustainable educational reform.

3. A Transparent and Sustainable Evaluation System is needed to assess the effectiveness of educational initiatives and ensure continuous improvement. Such a system provides a framework for measuring progress and identifying areas for improvement. The importance of stakeholder involvement in the implementation of internal quality assurance systems in higher education institutions, noting that transparency in the evaluation process is essential to building trust and accountability among stakeholders (Dewi et al., 2021). In addition, establishing clear evaluation criteria and feedback mechanisms allows for ongoing assessment and adaptation of educational practices, ensuring that they remain relevant and effective in meeting the needs of students and the community. The integration of a transparent evaluation system is in line with the principles of TQM, which advocates continuous improvement based on data-driven insights (Nakiyaga et al., 2021). The successful implementation of education reform in Indonesia requires an approach that includes strong leadership commitment, active participation from all stakeholders, and the establishment of a transparent and sustainable evaluation system.

Impact of MMT Implementation

Improving the quality of education in Indonesia has many aspects, including student learning outcomes, teacher professionalism, and stakeholder satisfaction. This improvement is very important to improve the global competitiveness of the national education system.

1. Student Learning Outcomes

An important factor that influences student learning outcomes is the quality of teacher performance. Research shows that higher teacher performance is positively correlated with increased student success, especially in subjects such as Indonesian and mathematics (Werang et al., 2023). The implementation of innovative teaching strategies, such as cooperative learning models and hybrid learning systems, has also been shown to improve student engagement and learning outcomes. For example, research reveals that the Index Card Match cooperative learning method fosters a more interactive learning environment, leading to better cognitive learning outcomes in science (Yulivia & Sari, 2023). In addition, the integration of Information and Communication Technology (ICT) in education has also been shown to be beneficial, as hybrid learning systems have shown improved learning outcomes across a range of subjects (Zakaria et al., 2022). In addition, student motivation and independence play an important role in academic success. Research highlights that students' learning independence contributes significantly to their learning outcomes, with a significant percentage of variance explained by their motivation levels (Kusumaningtyas et al., 2023). This suggests that fostering a culture of independent learning can improve educational achievement.

2. Teacher Professionalism

Teacher professionalism is another cornerstone of educational quality. Teacher effectiveness directly impacts student learning outcomes, as evidenced by research linking teacher performance to student success (Werang et al., 2023). Professional development initiatives aimed at improving teachers' pedagogical skills and subject matter knowledge are essential. For example, the application of Higher Order Thinking Skills (HOTS) in teaching has been shown to increase student engagement and learning achievement (Watung & Palangda, 2023). Furthermore, the importance of continuing professional development (CPD) cannot be overstated, as CPD equips teachers with the skills needed to adapt to diverse learning environments and student needs.

3. Stakeholder Satisfaction

Stakeholder satisfaction, including parents and the community, is an integral part of the education ecosystem. Involving parents in the education process and understanding their socio-economic influences on student learning can lead to better educational outcomes (Kusumaningtyas et al., 2023). In addition, scholarship programs aimed at improving access to education for underprivileged students can improve public perception of the education system and increase overall satisfaction (Kosasih et al., 2023).

4. Global Competitiveness

The contribution of these improvements to the global competitiveness of Indonesia's education system is significant. A well-educated workforce is critical to a country's success in the global marketplace. An emphasis on higher education and vocational training prepares students to meet the demands of a rapidly changing economy (Deffinika et al., 2021). In addition, aligning educational outcomes with global standards is critical to improving graduate employability (Royani et al., 2022). The interaction between student learning outcomes, teacher professionalism, and stakeholder satisfaction is the foundation for improving the quality of education in Indonesia.

CONCLUSION

Education in Indonesia is undergoing a major transformation influenced by technological advances, new policies, and the challenges of globalization. The integration of technologies such as artificial intelligence (AI) can improve the quality of learning, but its success requires adequate infrastructure, optimal teacher training, and clear policies. Policy shifts, such as the introduction of the Pancasila Student Profile, emphasize the importance of character education and alignment with global standards to face global competition. On the other hand, the challenges of globalization require educational institutions to prepare competent graduates with critical and technical thinking skills. To that end, Total Quality Management (TQM) plays a role as a management strategy that focuses on continuous quality improvement, involvement of all stakeholders, and data-based decision making. The implementation of total quality management (TQM) in education requires strong leadership commitment, active participation from all stakeholders, and a transparent evaluation system.

These steps must be followed by investment in teacher training, continuous professional development, and the application of relevant technology to support learning. In addition, education policies need to target equality of access and quality across regions to reduce social disparities. Programs such as Merdeka Belajar and scholarships for underprivileged students can increase student and parent involvement in education. Thus, Indonesia can strengthen its global competitiveness through education that produces quality and innovative graduates.

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