

## INTEGRATED QUALITY MANAGEMENT IN EDUCATION: A CASE STUDY IN A SECONDARY SCHOOL

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### Abstract

This research examines the implementation of Total Quality Management (TQM) in Secondary Schools as an effort to improve the quality of education. The purpose of this study is to understand how TQM strategies are applied in the educational context and identify their impact on various aspects of school operations. The research method used was literature review. The results show that the implementation of TQM in secondary schools creates a consistent and systematic mechanism in planning, implementing and evaluating the education process. It also increases the participation and involvement of all stakeholders and strengthens collaboration between teachers, students, parents and other school staff. In addition, TQM promotes a culture of continuous improvement and operational efficiency, which overall contributes to improved education quality and student learning satisfaction. The conclusion of this study confirms that TQM is an effective approach in improving the quality of education in secondary schools. With TQM in place, schools can achieve higher quality standards, create a more conducive learning environment and meet students' needs more effectively.

**Keywords:** Management, Integrated Quality in Education, Secondary School

### Introduction

Improving the quality of education is one of the main priorities in human resource development in various countries, including in Indonesia. The quality of education is the level of effectiveness of education in achieving the desired results, both in terms of knowledge, skills, and attitudes that develop in students (Hayani et al., 2024); (Fitriana, 2020); (Ikhlas et al., 2024). The quality of education covers various aspects, including a relevant and comprehensive curriculum, effective teaching methods, availability of adequate resources, and a conducive learning environment. It also includes how the education system is able to fulfil the needs and expectations of all parties involved, such as students, parents, communities and the world of work. Overall, education quality is not only measured by academic outcomes, but also by the holistic development of learners (Hapinas et al., 2025); (Firdausih & Aslan, 2024); (Arnadi et al., 2024).

The importance of education quality lies in its strategic role in shaping a competent and competitive generation. High-quality education provides a strong foundation for individuals to understand the world around them, apply knowledge and skills in everyday life, and contribute actively to society. Moreover, quality education also has a direct impact

on a country's social and economic progress, as well-educated individuals tend to play a positive role in national development (Kaiseroglou & Sfakianaki, 2020). Therefore, improving the quality of education is a top priority for the government, educational institutions and all stakeholders to ensure the creation of a smart, characterful and globally competitive society.

Secondary schools play an important role in educating young people, preparing them for higher education, and introducing them to the world of work. Therefore, the quality of education at this level is crucial to ensure the expected standard of education is achieved (Ahmed, 2021).

Total quality management (TQM) in education has emerged as an approach to ensure that all aspects of education provision meet set quality standards. The principles of TQM focus on customer satisfaction (in this case, all education stakeholders such as students, parents and communities), continuous improvement and the involvement of all members of the organisation in the quality improvement process (Robert, 2022).

However, the implementation of integrated quality management in secondary schools still faces various challenges. Some of the obstacles that often arise include limited resources, lack of training for educators and school staff, and an organisational culture that does not fully support change and innovation. These challenges often hamper schools' efforts to implement quality standards consistently (Osei, 2024).

In this context, research on the implementation of integrated quality management in secondary schools is very important. Case studies in various secondary schools can provide insights into the strategies that can be implemented, the successes achieved and the constraints faced. Thus, this research is expected to provide practical recommendations for secondary schools in implementing integrated quality management for sustainable improvement of education quality.

## **Research Methods**

The study in this research uses the literature method. The literature research method is an approach used to collect, review, and analyse existing information from various previously published sources, such as books, scientific journals, articles, and research reports. The main purpose of this method is to understand a particular concept or topic by exploring and evaluating existing findings, identifying gaps in research, and developing a strong theoretical foundation (Hidayat, 2009); (Afiyanti, 2008). Literature research involves a systematic process, starting from determining the research topic, searching for relevant sources, evaluating the appropriateness of the sources, organising the information collected, to drawing conclusions that can provide new insights or support further research. This method is essential in academic research as it helps researchers develop a deep and critical understanding of the subject under study (Syahrizal & Jailani, 2023).

## Results and Discussion

### Implementation of Integrated Quality Management

Total Quality Management (TQM) is a management approach that focuses on continuous improvement in all aspects of an organisation to achieve maximum customer satisfaction. TQM implementation involves all members of the organisation, from top management to employees on the production line, in a collective effort to improve the quality of products, services and processes. TQM is based on principles such as customer satisfaction, total involvement of every team member, a systematic approach to problem-solving, and the use of data for decision-making (Omisola, 2020).

The first step in implementing TQM is the full commitment of top management. Management must demonstrate a clear dedication to TQM principles and lead by example. This may include training for all employees, allocation of adequate resources for quality initiatives, and development of policies and procedures that support quality in every aspect of operations. In addition, effective communication between management and staff is essential to ensure that everyone understands the objectives, benefits, and their role in TQM implementation (Jobir & Regassa, 2024).

Furthermore, organisations should implement a process-based approach to map and understand the entire process in place, from procurement of raw materials to delivery of the final product to the customer. By mapping processes, organisations can identify areas that need improvement and develop measurable operating standards. Analysing and monitoring these processes helps in early detection of quality issues and enables quick and effective corrective actions (Nange & Mkulu, 2020).

Employee participation plays a central role in TQM. Every employee should be given the opportunity to be involved in quality improvement efforts, whether through training, work groups, or suggestion programmes. This involvement not only increases motivation and job satisfaction, but also leads to the creation of a stronger continuous improvement culture. In addition, recognising and rewarding employees' contributions to quality improvement can increase loyalty and productivity (Guga & Mugenyi, 2022).

Finally, evaluation and feedback should be an integral part of TQM implementation. Using tools such as Six Sigma, Kaizen, and Benchmarking, organisations can constantly measure performance against established quality standards and compare it to industry best practices. Customer feedback also needs to be continuously collected and analysed to ensure that products and services meet or exceed expectations (Begum et al., 2020). With a commitment to continuous evaluation and feedback, organisations can ensure that quality improvement efforts never stop, making TQM an integral part of the organisational culture.

## **Pros and Cons of Integrated Quality Management Implementation**

One of the main advantages of implementing Total Quality Management (TQM) is the significant improvement in the quality of products and services. With a focus on continuous improvement and involvement of all members of the organisation, TQM ensures that every aspect of the product or service is continually improving. This ultimately increases customer satisfaction, which can lead to increased customer loyalty and a positive reputation for the company (USMAN & USMAN, 2024).

In addition, TQM promotes operational efficiency and cost reduction. By identifying and eliminating non-value-added activities or processes, companies can reduce waste and establish more efficient procedures. These improvements not only reduce operational costs, but can also lead to the creation of more competitive products or services in the market. This kind of efficiency also supports the sustainability of the company in the long term (Akudo, 2020).

Another advantage is increased employee engagement and motivation. In a TQM environment, employees are encouraged to actively contribute to quality improvement efforts. They are provided with appropriate training, as well as opportunities to contribute their ideas and opinions. This involvement not only creates a sense of belonging among employees, but also increases their awareness of the importance of high quality standards, which in turn increases job satisfaction (TEBBOUCHE, 2020).

Although there are many advantages, there are also disadvantages in the implementation of TQM. One of them is the need for a significant investment of time and resources. Since TQM involves a complete change of culture and organisational structure, the implementation process can take years and requires a large allocation of resources. This includes training costs, development of quality monitoring systems, and efforts to change the mindset of employees, all of which require significant investment (Muttaqin, 2024).

In addition, the successful implementation of TQM is highly dependent on the full support of top management and the involvement of all employees. If there is resistance or lack of commitment from key stakeholders, TQM implementation can face many hurdles. Employees may feel burdened with constant changes and additional tasks associated with quality improvement efforts. If not managed properly, this could lead to a decline in morale and productivity (Gervas, 2024).

Finally, there is a risk that an excessive focus on processes and documentation can stifle innovation. In some cases, organisations get too caught up in trying to comply with standards and procedures and become less flexible and adaptive to rapid changes in the market. In fact, innovation and the ability to respond quickly to external changes are also critical elements for long-term success (Komen & Nyandoro, 2023).

Overall, although the implementation of Integrated Quality Management offers many advantages especially in terms of improved quality and efficiency, organisations also need to be aware of potential barriers and manage them wisely. Strong support from

management, full involvement of employees, and a good balance between procedure and flexibility are key to successful TQM implementation.

### **The Impact of Integrated Quality Management on the Quality of Education in Schools**

Total Quality Management (TQM) has become an increasingly important approach in education to improve school quality. One of its most obvious impacts is the increased consistency in the teaching-learning process. With the implementation of TQM, schools can ensure that all aspects of their education system - from planning to implementation to evaluation - adhere to set quality standards. This ensures that students receive quality education consistently, anywhere and anytime (Sintapertiwi et al., 2023).

In addition to consistency, TQM also increases the involvement of all stakeholders in the education process, including teachers, students, parents and the community. With this approach, communication between related parties becomes more open and collaborative. Teachers become more motivated to give their best because they feel supported, while students benefit from teaching methods that are more innovative and relevant to their needs. Parental involvement also becomes more active in supporting their children's learning (Mohamoud, 2024).

Another impact is the improvement in operational efficiency in schools. By applying TQM principles, schools can identify and eliminate bottlenecks or inefficient processes. For example, resource management, be it teaching staff, facilities or budget, can be optimised, creating a more productive and conducive learning environment. These efficiencies will ultimately contribute to improving the overall quality of education (Bostain et al., 2024).

In addition, TQM promotes a culture of continuous improvement in schools. This approach requires all school components to never be complacent with existing achievements and to constantly look for ways to improve educational processes and outcomes. Regular evaluation and feedback become an integral part of this system, which enables schools to quickly adapt to changing needs and external conditions (Madina, 2024).

Finally, the implementation of TQM in schools has been shown to increase the satisfaction of all parties involved. With better quality education, students find the learning experience more enjoyable and meaningful; teachers feel more valued and supported; and parents feel satisfied with their child's development. All of this creates a positive educational environment and encourages schools to continuously strive to provide the best for all parties involved (Engler-Jastrzębska & Wilczyńska, 2024).

Overall, Integrated Quality Management has a significant and far-reaching impact on the quality of education in schools, ensuring that every student receives the best education possible.

## Conclusion

The implementation of Total Quality Management (TQM) in secondary schools has shown a number of significant positive results. Firstly, the implementation of TQM in secondary schools is able to create a consistent and systematic mechanism in terms of planning, implementation, and evaluation of educational processes. Schools that implement TQM manage to maintain consistently high quality standards in all aspects of teaching and learning activities. This leads to improved education quality and student learning satisfaction.

Secondly, TQM encourages increased participation and involvement of all stakeholders in the education process. With more open communication and a collaborative culture between teachers, students, parents and other school staff, problems can be quickly identified and resolved. This collaboration also supports innovation in teaching methods and builds stronger relationships between the school and its community, which in turn improves the quality of education received by students.

Finally, the implementation of TQM in secondary schools brings about a culture of continuous improvement and operational efficiency. The emphasis on evaluation and feedback enables the school to continuously adapt and refine its processes so as to meet the evolving needs of students. Efficiency in resource management and continuous improvement efforts also contribute to a more conducive learning environment. The overall impact of TQM results in a marked improvement in satisfaction and performance in terms of both students and educators, creating a healthier and more productive educational environment.

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