



## **IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT (TQM)**

**Dewi Rokhmah<sup>1</sup>, Chaerunnisa Al Mukaromah<sup>2</sup>, Faiz Adittian<sup>3</sup>**

<sup>1,2,3</sup>Sekolah Tinggi Ilmu Tarbiyah (STIT) Al Hikmah Benda, Central Java, Indonesia  
Email: rokhmahdewio2@gmail.com<sup>1</sup>, elnisa308@gmail.com<sup>2</sup>, faiz.adit11@gmail.com<sup>3</sup>

### **Abstract:**

This study aims to describe and analyze the implementation of Total Quality Management in SMA Negeri 1 Bumiayu. This study uses a qualitative approach with data collection techniques carried out using interviews, observation, and documentation. Sources of research data include school principals, deputy heads of curriculum, deputy heads of student affairs, deputy heads of infrastructure, heads of TU, teachers, TU staff, students, and student guardians. The results showed that the implementation of Total Quality Management in SMA Negeri 1 Bumiayu was said to be in accordance with the four main implementations in Total Quality Management, which included: 1. Continuous improvement, including providing training, focusing on facts or valid data in each policy, paying attention to the needs of students and parents, paying attention to good interpersonal cooperation, monitoring and evaluation; 2. Determining quality standards, including implementing standards according to what has been set by the government; 3. Cultural changes, including providing adequate tools or infrastructure as a step to maximize teacher performance, appreciating what teachers do as a form of humanizing humans to improve their performance by giving rewards and taking approaches as a form of strengthening relationships between leaders and members in improving quality education; 4. Maintaining relationships with customers, including optimizing services by providing responsive information search, increasing school comfort, establishing good closeness with internal and external customers, providing the best service, implementing a curriculum that fits the needs of students, providing adequate facilities and infrastructure, and adequate reading references.

**Keywords:** *Implementation, Total Quality Management, SMA Negeri 1 Bumiayu*

### **INTRODUCTION**

At present the very rapid development of science and technology has brought changes that occur in almost all aspects of life. There are many demands to improve self-quality so that they can adapt to technological developments, all the demands that exist, make humans have to be able to play a role in global competition. Therefore, improving the quality of human resources is a reality that must be carried out in a planned, directed, intensive, effective and efficient manner in the development process, if this nation does not want to be unable to compete in the era of globalization. (Jakaria Umro, 2016).

Talking about the quality of human resources, education plays an important role in the process of improving the quality of human resources. Education always experiences changes, developments and improvements in accordance with developments in all sectors of life. Changes and improvements in the field of education through the various components involved in it, both implementing education in the field (teacher competence and the quality of teaching staff), quality of education, curriculum tools, educational facilities and infrastructure and quality of education management including changes in learning methods and strategies that are more innovative. These improvements and changes aim to bring the quality of Indonesian education to be better

than before (Ina Magdalena, 2020).

The quality of education in the current era is less focused on quality. For example, a teacher, namely the teacher, is more required to submit academic assignments (filing) where these tasks are a requirement for smooth disbursement of certification, however, the teacher pays attention to the most important thing, namely the task of educating students to be better (Muttaqin, 2021).

Improving the quality of education as an integral part of the human resource development process must be carried out in a directed, planned and intensive manner so as to be able to prepare the Indonesian nation to enter the era of globalization which is full of competition. Quality improvement can be achieved if schools with their various varieties are given the authority to be able to organize and manage their own households, according to the environmental needs of students. This thinking encourages efforts to provide broad autonomy to schools, so that they can actively and dynamically seek to improve the quality of education through the resources owned by schools. (Engkoswara & Aan Komariah, 2012).

Seeing the demands for improving the quality of human resources in the world of education along with advances in science and technology and the current influence of globalization, it is necessary to have the right strategy to advance education in order to produce quality education, so that educational output is proven to be of quality and can adapt to circumstances and make a positive contribution to the Nation. and country. Advanced schools cannot be separated from the quality of advanced schools as well. This is because schools that want progress in managing the education system are schools that want to make changes by carrying out innovations in each of their programs.

Quality of service is a goal that schools want to fulfill, because this affects one organization more than another which ultimately becomes the competitiveness of the organization. Likewise in educational institutions, in order to achieve customer satisfaction, an institution must seek the right pattern of management. One management model that has been successfully utilized in the industrial world and can be adapted in the world of education is TQM ( Total Quality Management ).

According to Dale, et.al, Total Quality Management (TQM) is an enhancement to the traditional way of doing business. It is a proven technique to guarantee survival in world-class competition. Only by changing the actions of management will the culture and actions of an entire organization be transformed. TQM is for the most part common sense (Dale H Besterfield, 2019). TQM is a way to improve a business that has been proven in business competition by making adjustments through management to improve its organizational structure.

According to Creech quoted by Tilaar put forward five important principles in TQM, namely the organization as a quality development center, products that are relevant to consumer needs, processes directed to quality products as expected, strong leadership, and finally commitment from a number of academics and all education stakeholders to realize the vision and mission education (H.A.R. Tilaar, 2009). From We should really implement these five principles so that we can implement them in the world of education. By implementing what is in accordance with these five principles, it is very easy to achieve the goal of Total Quality Management (TQM).

SMA Negeri 1 Bumiayu is a school that implements Total Quality Management . This can be seen by the existence of a conducive school environment for students such as parking regulations at schools which are only specifically for grades 11 and 12 so that there are not too many vehicles in the school environment, active and fun teaching and learning activities between students and teachers even when online, facilities and adequate infrastructure, good interaction between homeroom teachers and student guardians, there is a division of tasks and persons in charge by involving existing and qualified personnel in their fields, providing good guidance and direction in training and development both directly and indirectly, holding regular meetings regarding socialization of rules and other matters to parents of students, holding school committee meetings when offline or online through zoom meetings which aim to improve communication between the school and student guardians, as well as the involvement of teachers, staff, and student guardians in making decisions in advancing quality education at SMA Negeri 1 Bumiayu.

From background behind what has been explained, the researcher wants to find out more about the implementation of Total Quality Management in SMA Negeri 1 Bumiayu by taking the title "Implementation Total Quality Management At SMA Negeri 1 Bumiayu ". The purpose of this study is to describe and analyze the implementation of Total Quality Management in SMA Negeri 1 Bumiayu.

## **RESEARCH METHODS**

This type of research is Field Research, namely field research that is qualitative in nature. Qualitative research aims to describe the empirical reality behind a phenomenon in depth, detail, thoroughly and systematically (M.Utsman Arif Fathah, 2021). Here the researcher conducted research by going directly to the research location, namely SMA Negeri 1 Bumiayu, in order to obtain information and data about the Implementation of Total Quality Management in the school.

In determining research subjects, researchers used purposive sampling and snowball sampling techniques . Purposive sampling , that is sampling technique in accordance with the criteria and research needs (Dewi Rokhmah, 2021). So that the research subjects in this study were schools. Meanwhile, to deepen the information, research subjects were obtained through the snowball sampling technique so that additional informants were involved which included Deputy Head of Curriculum, Deputy Head of Student Affairs, Deputy Head of Sarpras, Teachers, Administrative Coordinators, Employees, Students, and Student Guardians.

Data collection techniques were carried out in several ways, including interviews, observation, and documentation. The concept of data analysis in this study, researchers used data analysis steps developed by Miles and Huberman including Data Reduction, Data Presentation, Drawing Conclusions and Verification. Furthermore, to obtain diverse and valid data from different sources, the researcher conducted a validity test data . Validity is the degree of accuracy between data that occurs on research objects with data that can be reported by researchers (Sugiyono, 2019). The validity in this study uses triangulation.

Triangulation is an attempt to check or check the validity of data or information obtained by researchers from various different points of view by comparing and reducing as much as possible the differences that occur during data collection and analysis. The data triangulation technique used by researchers is triangulation with sources, in which researchers compare observational data, documentation, and interview data by back-checking the degree of trust in information obtained through different times and tools in qualitative research.

## **RESULTS AND DISCUSSION**

The data presented is data on the implementation of Total Quality Management in SMA Negeri 1 Bumiayu. As for the implementation of TQM, the authors are guided by the four main implementations in Total Quality Management which include continuous improvement, setting quality standards, changing culture, maintaining relationships with customers. Based on the results of interviews, observations, and documentation that has been carried out, the following results are obtained:

### **Continuous Improvement**

Continuous improvement or continuous improvement is a method used to increase the efficiency of the activity process by eliminating waste in an activity that does not add value. Continuous improvement is practiced in various ways and includes the methods used in implementing TQM to improve the quality of education in schools.

SMA Negeri 1 Bumiayu makes continuous improvements by providing training so that the potential it has every day always increases. SMA Negeri 1 Bumiayu in overcoming professionalism obstacles at work, the school provides training so that every teacher and employee can maximize their abilities in the duties and functions they have. Procurement of training is of course very helpful in overcoming obstacles during offline learning or during a pandemic that requires every teacher and student to carry out online learning. Many teachers who are technologically illiterate then carry out learning by

focusing only on the material which then the instructions given are read and understood later as proof of reading is by giving questions which of course learning like this is not effective so the school implements training for all teachers so that online learning runs effective and varied by training teachers to maximize applications that can be used for learning. By selecting appropriate learning media such as zoom for face-to-face meetings through each student's gadget , the teacher then not only instructs them to read the material but also explains the material to students so that they can be better understood and more able to absorb the material being taught.

Data is a record of a collection of facts, data is also a reference for improvement. The implementation of TQM by SMA Negeri 1 Bumiayu in accordance with the data obtained is started by providing the best possible service to teachers, staff, students and parents of students. With teachers and employees being paid according to the UMR so that the work carried out is truly focused and does not think about the lack of needs that must be met. Then teachers are given facilities according to their needs to facilitate teaching so that learning activities are more innovative and quickly understood because previous learning before the facilities were filled the teachers only used old learning methods without media support which could help in making it easier for students to learn to understand the material presented. As a form of continuous improvement, field data is needed so that every development can be improved and problems can be corrected so consistently SMA Negeri 1 Bumiayu always maintains the quality of its education.

Then for SMA Negeri 1 Bumiayu students are very concerned about the needs of students by completing all needs such as complete handbooks to make it easier to retrieve material without having to wait for others to take turns in using textbooks. Then for the guardians of students is the provision of space for information on values that are obtained online and can be accessed anywhere without having to come to school. This application is a form of convenience that is carried out to overcome the difficulties of student guardians who have to go to school because of their busy lives but with an information system that can be accessed online giving parents flexibility to access wherever and whenever.

The next TQM implementation carried out at SMA Negeri 1 Bumiayu is to make continuous improvements to conditions such as tackling acceptance of outstanding students which is changed by zoning. Of course, with different input handled by SMA Negeri 1 Bumiayu, appropriate handling is needed in carrying out learning at SMA Negeri 1 Bumiayu. With adaptations made and adjusting to the abilities of each child, the difficulty in teaching material to zoning students compared to high-achieving students can be handled properly with the same good achievements when accepting only high-achieving students.

SMA Negeri 1 Bumiayu cannot be separated from obstacles in improving school quality. Obstacles faced such as students having difficulty understanding are overcome by teachers who are competent in their fields and have a good work ethic centered on the benefits of what is conveyed, not just completing their working hours which then makes the quality of education better. Bumiayu 1 Public High School teachers will always focus on understanding the material presented, not just conveying it and then letting it go, therefore when there are some students who don't understand, they will be re-explained using a different method so that it is more understandable, so it is not surprising that the learning is carried out like this, many of the students of SMA Negeri 1 Bumiayu received awards from KSN.

The researcher saw that the implementation of learning was in accordance with the data taken by the teacher who taught at SMA Negeri 1 Bumiayu in accordance with the diploma and the abilities they had, whereas if there was a teacher who was less proficient in learning media, training would be given to the teacher concerned. Therefore, there is no doubt that the ability and knowledge of teachers at SMA Negeri 1 Bumiayu can adapt to the conditions of students and the use of existing technology. Another maximization is adjusting the use of the curriculum so that there is a clear lesson plan and can focus on the potential of students not only transferring knowledge but also encouraging students to bring out their talents by building confidence in them.

Next is the Implementation of Total Quality Management at SMA Negeri 1 Bumiayu, one of which is by paying attention to good interpersonal cooperation. According to data obtained by researchers, networking is regularly established at SMA Negeri 1 Bumiayu, both fellow teachers and employees in order to increase program effectiveness for the creation of the desired vision, mission and goals.

In addition, there is also monitoring. Monitoring which was carried out at SMA Negeri 1 Bumiayu was carried out by supervision consisting of the principal, waka and senior teachers who were given authority by the principal to supervise so that more than one supervision was carried out. Formation of supervision itself is carried out by a special team that is under the authority of the Deputy Head of Curriculum. The technical implementation of monitoring is that the supervisor must know in advance about planning to make learning devices. After that the supervisor supervises the teachers in the class about how when the teacher carries out the activity, then how the evaluation is carried out. When giving evaluations about supervisors monitor too. Furthermore, the evaluation process carried out for students is of course from the teacher concerned. So the teacher will be communicated with the homeroom teacher, then also brought together to be communicated also between students and the curriculum to find out how the achievements of students are obtained both from attitudes, knowledge, and student skills.

Evaluation is carried out to follow up on what is obtained through monitoring, it is hoped that with an evaluation of solving problems in schools it can be resolved more quickly and does not take long to complete them. Evaluation is carried out of course by knowing the condition of teachers, employees and students themselves as a step to determine further policies that are more effective and appropriate to achieve predetermined educational goals.

The presentation of the data above shows that continuous improvement must continue to be carried out to provide consistency to the quality of existing education. The implementation carried out by SMA Negeri 1 Bumiayu is to conduct training to improve work efficiency and effectiveness, increase work productivity, reduce costs due to wasted time due to mistakes, improve the quality of work, and utilize existing technology. Then from the implementation carried out so that the level of consistency continues to be achieved, monitoring is carried out as supervision which encourages increased performance and evaluation of the supervision carried out.

### **Setting Quality Standards**

Services provided by educational institutions or often referred to as school quality management services or TQM have recently become one of the focuses of attention of the government, parents of students, users of educational services, and the community. The government through its policies seeks to improve the quality of services provided by educational institutions to the public. These improvement efforts include expanding access, national education standards, minimum service standards, improving facilities and infrastructure, scholarships for poor students, and deconcentration of education funds. Society is increasingly paying attention to education, especially through awareness of the need for good quality school management services.

Good school standards will bring up many alternative aspects and indicators to determine the quality of education. If these aspects and indicators are proposed to the people around you, you can be sure that the answers will vary. Some directly refer to the status of the school in question, whether it is a favorite school or not. There may also be those who provide a number of criteria, such as school reputation, curriculum and quality of graduates who go on to favorite colleges or universities with a higher level of difficulty for college entrance tests, the ratio of students and educators, location, tuition fees and building fees, uniqueness of the school (international school). or foreign language), extra-curricular activities, and various other criteria.

The driving force behind the achievement of the above criteria can be bridged by the existence of national education standards. National education standards are the minimum criteria regarding the education system in all jurisdictions of the Unitary State of the Republic of Indonesia. The function of this standard is to serve as a basis for

planning, implementing and supervising education in the framework of realizing quality national education. The objective of this standard is to guarantee the quality of national education in the context of educating the nation's life and forming dignified national character and civilization.

The national education standards consist of standards for content, processes, graduate competencies, educational staff, facilities and infrastructure, management, financing, and educational evaluation which must be planned and periodically improved. National education standards are used as a reference for curriculum development, educational staff, facilities and infrastructure, management, and financing. The development of national education standards as well as monitoring and reporting of achievement on a national basis is carried out by a body for standardization, assurance and quality control of education. Of course development developments, educational progress, and community needs will make national education standards undergo continuous adjustments which are now linked to the independent learning curriculum.

SMA Negeri 1 Bumiayu has implemented standards in accordance with what has been set by the government, namely 8 standards as quality parameters of the school. The application of the 8 standards contains standards for content, process, graduate competency, educational staff, facilities and infrastructure, management, financing and assessment. The application of the eight standards is something that must be carried out in the implementation of TQM as a process and steps for schools to improve school quality with standards that are interrelated with one another and encourage school quality improvement.

SMA Negeri 1 Bumiayu has made national education standards an indicator of the objectives of school management services including the following: 1) Curriculum and learning services are in line with national education standard policies, especially as a basis or standard in the educational process. 2) Graduate competence is the goal of student services. 3) Educator and education staff services aim at achieving performance in the management of educators and education staff, creating harmonious working conditions without compromising the human elements involved in educational activities. 4) The reference for using school finances to finance school activity programs with a priority scale and directing funds to the right target activities is the goal of education financial services. 5) Facilities and infrastructure services aim to meet existing national standards. Community participation aims to help schools to achieve educational goals.

SMA Negeri 1 Bumiayu has done a very good standard setting and the Waka curriculum explanation explained that the implementation of TQM by setting standards was very good with Education Standards and teaching staff being criteria regarding pre-service education and physical and mental eligibility, as well as in-service education. Subject teachers at least include teachers of religious and noble character subject groups as well as physical education, sports and health teachers. educators and educational staff must be in accordance with the competencies that have been determined by the teacher or education staff. then Standards for facilities and infrastructure are criteria regarding study rooms, places to exercise, places of worship, libraries, laboratories, workshops, playgrounds, places for creativity and recreation, as well as other learning resources, which are needed to support the learning process, including the use of information and communication technology .

Management Standards are criteria regarding the planning, implementation, and supervision of educational activities at the education unit, district/city, provincial, or national level in order to achieve efficiency and effectiveness in the delivery of education. then the financing standard with the amount of operating costs of the education unit which is valid for one year. Education funding consists of investment costs, operating costs, and personal costs. then educational assessment standards are criteria regarding mechanisms, procedures and instruments for assessing student learning outcomes.

The explanation above illustrates that SMA Negeri 1 Bumiayu uses National Education Standards as the basis for planning, implementing and supervising education in the framework of realizing quality national education. The standard provisions that schools hold include the level of competence and the scope of the material.

## **Culture Change**

A very important policy in the application of TQM as an improvement in the quality of education is the change and development of school culture. Improving and improving the quality of schools requires changes in culture, both changes in behavior and changes in the perspective ( mind setting ) of school members. Changes in perspective will affect changes regarding various values in schools which in turn will also affect changes in the behavior of school residents.

The component of the school community in SMA Negeri 1 Bumiayu including the principal, teachers, school employees, students and parents is seen as the most difficult component of change because often the most fundamental change is related to the perspective in seeing the desired cultural change. This difference in perspective and misunderstanding in understanding the purpose of change sometimes causes the reluctance of school members to change established behavior so that what emerges is resistance to the change itself. Therefore, awareness, willingness and shared commitment from school members are needed in making changes.

There are two important things that are the main points in the implementation of TQM with changes in school culture at SMA Negeri 1 Bumiayu, namely: First, teachers and employees need a suitable environment to work. They need skilled tools and must work with simple systems and procedures to assist their work. The environment that surrounds them has a very big influence on their ability to do their job properly and effectively because adequate tools or infrastructure help every teacher and employee do their job well. Among the characteristics of this helpful environment are the systems and procedures in schools that motivate and enhance their work. Procedures or references to good and motivating rules will not necessarily produce quality, but procedures that are not good and mismanaged will actually make school quality difficult to achieve.

Bumiayu 1 Public High School, in order to improve its quality and overcome existing problems, prioritizes the discipline of teachers and employees, as the hours to work and when they go home are very concerned, this is because Bumiayu 1 Public High School stipulates sanctions for each offender. Even though there are sanctions, actually the teachers and staff at SMA Negeri 1 Bumiayu already have an awareness of time discipline. The discipline that is applied fosters a greater sense of responsibility from employees and teachers because discipline indirectly trains each individual to do work without coercion.

Then the second step in implementing TQM for cultural change at SMA Negeri 1 Bumiayu is to do a good job, teachers and employees need an environment that supports and values the success and achievements they achieve. Awards are made through the school principal as the school leader who gives awards for the achievements they get in order to increase them to greater achievements. The motivation to do a good job is the result of a leadership style and from an atmosphere that can increase self-confidence and empower each individual in everything that is carried out at school.

A supportive work environment and good school leadership have a big role in changing school culture. Quality-based school culture does not come by itself but must be created. The development of a school culture that can improve school quality is designed through school programs. The program was built by school principals, teachers, employees, students and parents. That is, school culture has characteristics in the form of collegiality and bottom-up in nature that should be built on the awareness and will of the school community so that it is a collective agreement and broad commitment in the school, becomes the identity and personality of the school. Awareness that has grown and existing commitments will foster a strong bond to carry out the work as well as possible, especially if there is a gap or gap between each party, there will be a decrease in performance that does not pay attention to their commitment to improving the quality of education.

Overcoming gaps in schools so that there are no gaps between employees, teachers and school leaders of SMA Negeri 1 Bumiayu always involve all employees in every event so that involving them always builds intimacy and there is no conflict between teachers or employees because when familiarity is built, quality services will be



maximized and the quality of education can be achieved properly. With familiarity that is built when employees have problems, they are not blaming but helping each other to make it easier for colleagues to be resolved properly, but when there are many conflicts and there are gaps between co-workers, they always look for faults and do not help co-workers who are in trouble.

From the data found by researchers at SMA Negeri 1 Bumiayu, there are two main foundations for cultural change, namely first, providing adequate tools or infrastructure as a step to maximize teacher performance and building a conducive environment by implementing good procedures to motivate teachers to produce good quality education as well. . The second is appreciating what the teacher does as a form of humanizing humans to improve their performance by giving rewards and taking an approach as a form of strengthening the relationship between leaders and their members in improving the quality of education. Procedures that have been established with a clear commitment to produce good cultural changes that make the performance discipline of teachers and employees increase and become more optimal in achieving the specified goals.

### **Maintain Relationships with Customers**

Customer satisfaction in Total Quality Management is an aspect that must be met, so institutions and organizations must know, identify, and analyze what the needs and expectations of their customers are.

Bumiayu 1 Public High School in order to satisfy its customers optimize services by carrying out several implementations including: First, providing responsiveness in information retrieval. The form of increasing public trust in terms of the responsiveness of the information search carried out is a service in providing sources of information that are fast and accurate so that people are more satisfied with the services provided. Second, increasing comfort at school. By increasing comfort in schools, it makes the learning atmosphere more conducive and encourages every student to move and study harder because a good conducive climate greatly influences student learning conditions.

Third, the need for facilities and infrastructure. SMA Negeri 1 Bumiayu is a superior high school with a maximum service pattern, especially in providing qualified facilities and infrastructure because the allocation of funds is really well planned to improve facilities and infrastructure. Financial management and strengthening of a mature RKAS (School Budget Activity Plan) provides a plan for managing the needs for facilities and infrastructure as a complement to learning needs.

The next implementation of TQM by SMA Negeri 1 Bumiayu is to provide the best possible service to teachers, staff, students and parents. With teachers and employees being paid according to the UMR so that the work carried out is truly focused and does not think about the lack of needs that must be met. Then teachers are given facilities according to their needs to facilitate teaching so that learning activities are more innovative and quickly understood because previous learning before the facilities were filled the teachers only used old learning methods without media support which could help in making it easier for students to learn to understand the material presented.

Then SMA Negeri 1 Bumiayu is very concerned about the needs of students by completing all needs such as complete handbooks to make it easier to retrieve material without having to wait for others to take turns in using textbooks. Then for student guardians is the provision of value information space that is obtained online and can be accessed anywhere without having to come to school, this application is a form of convenience made to overcome the difficulties of student guardians who have to go to school because of their busy schedule but with an information system that can be accessed online online gives flexibility to parents of students to access wherever and whenever.

An environment that is dirty, unconducive and lacking in facilities has previously been a huge obstacle in maximizing learning and students' comfort in learning. Bumiayu 1 Public High School made major changes by renovating several buildings and equipping facilities as learning aids to make the learning atmosphere more conducive, comfortable and easy to do, especially facilitated by very adequate media facilities which made the quality of student learning more improved and more comfortable to enjoy good learning.



they do at school.

Next is meeting the needs according to what the students need, because sometimes what they need the aspirations they have are not thought of at all which then creates several problems that arise from a lack of input from each student. To find out the needs of students, the school also provides a suggestion box and Class Representative Clearance which is a place for students to express their aspirations, of course this is also a benchmark for the extent to which the services provided by the school are in accordance with the expectations of students as primary customers. With this, SMA Negeri 1 Bumiayu provides a space for aspirations for students through MPK (Class Representative Assembly) so that all student aspirations are collected into one and conveyed directly by MPK so that delivery is more efficient and there are not many students scrambling to convey their aspirations but have been represented by MPK.

Then the application of TQM in improving service to customers carried out at SMA Negeri 1 Bumiayu is that the fulfillment of the needs of infrastructure is maximized properly so that it helps learning optimally because with adequate infrastructure it will greatly support all activities in the school, especially learning and the problems faced before are a sign identifier that the building on Jl. Talok is SMA Negeri 1 Bumiayu by fulfilling the needs of infrastructure, making SMA Negeri 1 Bumiayu more recognizable, which is evidenced by the installation of a school sign that can be seen by everyone, known or unknown. Fulfillment of sarpras is supported by the flow of funds which are put to good use from the school so that no funds are wasted or returned to the government. By maximizing funds like this, schools always have planning for infrastructure needs to fulfill the budget and as a means of maximizing existing activities at school.

The next TQM implementation carried out at SMA Negeri 1 Bumiayu is strengthening school quality by holding training in overcoming obstacles during a pandemic that requires every teacher and student to carry out online learning. Many teachers who are technologically illiterate then carry out learning by focusing only on the material which then the instructions given are read and understood later as proof of reading is by giving questions which of course learning like this is not effective so the school implements training for all teachers so that online learning runs effective and varied by training teachers to maximize applications that can be used for learning. By selecting appropriate learning media such as zoom for face-to-face meetings through each student's gadget, the teacher then not only instructs them to read the material but also explains the material to students so that they can be better understood and more able to absorb the material being taught.

When experiencing a change in the zoning system, SMA Negeri 1 Bumiayu has an obstacle faced by teachers when teaching, namely low student motivation to learn. Initially SMA Negeri 1 Bumiayu was known as a school that only accepted students who excelled. But because there is a change in student input into the zoning system, it makes it look like students can enter SMA Negeri 1 Bumiayu. Of course, this decrease in input becomes an obstacle for teachers when teaching because students tend to underestimate learning. This obstacle is certainly not taken for granted, therefore the teacher builds a good approach with students in order to eradicate student laziness and build student learning motivation so that whatever the characteristics of students who enter SMA Negeri 1 Bumiayu, of course the output will remain of high quality.

The next TQM implementation carried out at SMA Negeri 1 Bumiayu is to maximize service to customers by overcoming the obstacle of a lack of interest in reading at school. SMA Negeri 1 Bumiayu provides facilities by completing students' needs for books in the library so that they are more complete and have a wide variety of readings. Stimulating students to read little by little will foster interest in students. Then to make it easier for students to develop an interest in reading, reading locations are made as close as possible to make it easier for them to reach what they need in reading the books they want through the reading corner where the reading books are furnished by the school. With an interest in reading and many students reading, the quality of knowledge in schools is growing rapidly.

SMA Negeri 1 Bumiayu fulfills the needs of TU staff in maximizing services both internally and externally. With complete equipment, it makes the work done easier to do and can respond swiftly to everything that is conveyed. As stated by Mrs. Ijah as an employee who said that the provision of adequate facilities and infrastructure for most offices, even if there are deficiencies such as printers, computers and laptops, will be submitted by the Sarpras Section, so the school will facilitate what is needed by its employees.

Finally, the application of TQM in SMA Negeri 1 Bumiayu is not charging tuition fees to students so that there are no limitations for students who can afford or can't afford it. Obstacles for students who cannot afford to reach favorite schools at high costs, SMA Negeri 1 Bumiayu provides free services for all students because it has been borne by the government and this provides benefits for all people that favorite schools are not only for those who have money but those who lack able also to experience a favorite school with good quality without discriminating social status in school. Free schools also do not make schools lose quality but remain consistent in the service and quality improvement carried out.

Based on the elaboration above, the implementation of Total Quality Management which is based on the principle of customer satisfaction includes: providing responsiveness to information search, increasing school comfort, establishing good closeness with internal and external customers, providing the best service, implementing a curriculum that suits the needs of students, providing adequate facilities and infrastructure, and sufficient reading references

## **CONCLUSION**

Based on the data and results of research in the field regarding the Implementation of Total Quality Management in SMA Negeri 1 Bumiayu, it can be concluded that the Implementation of Total Quality Management in SMA Negeri 1 Bumiayu has been said to be in accordance with the four main implementations in Total Quality Management , which include: 1. Improvement continuously, including providing training, focusing on valid facts or data in each policy, paying attention to the needs of students and student guardians, paying attention to good interpersonal cooperation, monitoring and evaluation; 2. Determining quality standards, including implementing standards according to what has been set by the government; 3. Cultural changes, including providing adequate tools or infrastructure as a step to maximize teacher performance, appreciating what teachers do as a form of humanizing humans to improve their performance by giving rewards and taking approaches as a form of strengthening relationships between leaders and members in improving quality education; 4. Maintain relationships with customers, including optimizing services by providing responsive information search, increasing school comfort, establishing good closeness with internal and external customers, providing the best service, implementing a curriculum that fits the needs of students, providing adequate facilities and infrastructure , and adequate reading references.

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