CONDUCTING QUALITY CULTURE IN EDUCATIONAL INSTITUTIONS

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Abstract

A good quality of educational institutions is very important nowadays. Currently, there are many educational institutions that are not qualified by considering from grade of national education. It is still low. In addition, there are some basics schools, high and university that have not been accredited or achieved grade C. The lack of education institutions will lead to rising unemployment and crime. In addition, the nation's competitiveness will also be low in facing global competition. To improve good quality of educational institutions, it needs to work high and state a commitment together. The existence of a good quality of educational institutions can be seen from the improvement of culture, structure, access, systems and relationship with stakeholders. Management of human resources in educational institutions is also a key quality of the educational institution.

Keywords: *Culture; Quality; Educational Institution; Management*

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A. Introduction

The problem of education quality must be a serious concern. The number of tertiary institutions that seem abusive indicates a poor quality of education. Seeing this, Nasir (2017) stated that Menristekdikti closed 140 illegal colleges. In addition, Totabuanes.com stated that there were 243 universities whose alumnus could not follow CPNS. It could be concluded that the universities did not apply a good quality culture.

Quality issues in educational institutions not only occur at higher education level, but also at the level of primary and secondary education. Schools do not have complete facilities indicated that the schools have a poor quality. In addition, if the grade of national education is compared to others countries, Indonesia get rank on 108th in the world with a score of 0.603 under Palestine, Mongolia and Samoa, DW (2017).

Quality issues are also seen in school accreditation ratings. Effendi (2017) stated Based on the data from Planning and Foreign Cooperation of Kemendikbud stated that there are 27,408 schools that have accredited C for all levels of education. Meanwhile 4,058 primary and secondary schools have not been accredited. Nasir (2017) stated on 2017 year, there are 3500 Universities that have not been accredited. The data shows that 55 universities are categorized in rating, 375 universities are categorized in rating B and 700 universities are categorized in rating C. The above issues clearly indicate that the good quality culture is not yet implemented in the educational institution.

Educational institutions that are not qualified will cause problems in the availability of quality of human resources. Unemployment and increasing crime can also be caused by the unavailability of quality education institutions. Therefore, it is necessary to apply a quality culture in educational institutions. Based on the phenomenon that the author is interested in writing articles about the culture of quality in educational institutions.

B. Method

The methodology of this article is literature studies. Problems in the research are seen from the phenomena that occur in the field. The discussion uses descriptive analysis approach. Data were collected by describing comparison of previous research results and related theories as well as other relevant sources.

C. Research Finding / Study Theory

Basically, Quality is customer's satisfaction toward presenting the goods or services. Good quality educational institutions are educational institutions that are able to provide satisfactory service to internal customers and external customers. It can be seen from the fulfillment of their expectations of the school. Understanding quality according to Davis in Engkoswara (2010: 304) is a dynamic condition that deals with products, services, people, processes and environments that meet or exceed expectations. Juran defines quality as a fitness for use, as judged by the user. While Crosby defines quality as conformance to requirements and Feigenbaum defines quality as full customer satisfaction.

To create quality work can be done by considering every step of the work. Deming stated 14 statements about quality, they are:

1. Create a chance to improve products and services, in order to be competitive and keep going and provide job vacancies. (New innovation to achieve quality)
2. Adoption of a new philosophy
3. Avoid reliance on mass inspection / supervision to achieve quality.
4. End the practice of valuing a business with a price/ stop working relationship based on price.
5. Constantly increase/ continuous improvement of production and service systems, to improve quality and productivity, and further reduce costs constantly.
6. Provide job training.
7. State leadership.

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8. Eliminate fear/ communication coaching, so everyone can work effectively.
9. Describe the constraints each departments
10. Eliminate slogans, insistence, targets and increase productivity without adding workload
11. Eliminate working standard that use numerical quotas/ quantitative targets usually eliminate quality
12. Eliminate the constraints that rob employees of their pride in their skills.
13. Establish a variety of educational programs that enhance enthusiasm and improve work quality.
14. Put everyone in the work team in order to make the transformation

The steps above can be the reference of an organization/ educational institution in order to achieve good quality. Currently the integrated quality management movement (TQM) has become a movement in various universities in the world to achieve optimal organizational goals. The results of Majed Aldaweesh et al research (2013) suggest that in the Middle East countries there has been an increase in the implementation of TQM in higher education. Furthermore, Majed Aldaweesh also stated that "*Since the TQM is an effective tool to enhance the quality for better improvement*".

Besides Deming, some experts also state the concept of quality. Juran (in Sallis, 2010: 108) argues that 85% of the quality problems in an organization are the result of poorly designed processes. So that the application of the correct system will produce the right quality. While Crosby (in Sallis 2010: 109), expressed his opinion about quality with the concept of zero defects. The implementation of work with quality orientation should always be applied in educational organizations to achieve optimal educational goals.

D. Discussion

Basically, Quality culture of organization is organization's action that was done reflecting and reaching the achievement of quality. In an educational organization, the role of management is very important. To

achieve a quality education management or quality educational an institution is needed the commitment of all organizational components. It is done in internal institutions that should be started from planning, organizing, and actuating up to controlling.

Planning is carefully arranged by considerations of existing resources and achieving the vision and mission of organization. After that, the institutions choose the competence people for it. Moving/ directing are done in the appropriate style, because everyone needs different actions to help them expend their competence. Supervision must be done well for getting the achievement of planning. These steps need to be done so that the organization can run optimally.

The results of Abdul Azeez Research (2016) mentions that there was the influence of TQM practice and teacher education quality. It is so necessary to apply TQM in an educational organization appropriately. It is done by changing the quality culture and joining with stakeholder. This statement is suitable with Sing Ong Yu research (2016) suggests that there were5 keys sustainability of an educational institution. They are improving culture, improving structure, improving access to resources, improving systems and improving relationship with stakeholders.

Improved culture is cultural changing in educational institutions. Institutions must change habitual culture. It needs a strong leadership and commitment together. Barney (2002) points out that they were five things that must be done in improving culture such as leadership, people development, technology enablement, performance management, and innovation.

John Saphier and Mattiuw King in Suhardan (2010: 123) suggested the special characteristics of school culture in the following:

1. Collegiality;
2. Experimentation;
3. High expectation;
4. Trust and confidence;
5. Tangible support;

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6. Reaching out to the knowledge bases;
7. Appreciation and recognition;
8. Caring, celebration and humor;
9. Involvement in decision making;
10. Protection of what's important;
11. Traditions;
12. Honest, open communication.

Improved structure is an improvement of the leader in conducting an institution. Schmoker (2006), states that there is no change without the leader's commitment to improve teaching and learning. Improved structure can also be done by increasing the motivation and skills of managers. According to Danny Meirawan (2010: 112) states that Headmaster or manager is an educational leader who should be able to make the right decisions, communicate and inform and mobilize the power of resources to be willing and able to implement management or education administration to achieve education productivity in a high schools.

Improved access to resources is how the student's candidate understands correctly the condition of the institution. Institution should find out the income from the government and companies if it wants to increase the students' interest. In addition, it should improve its infrastructure and technology. When the institution has complete facilities and infrastructure, effective communication is needed to share the information to students' candidate/society.

Improved systems are the changing academic and non academic systems in educational institutions. The use of e-Learning better than manual system. It is called improved systems. E-Learning will be able to make learning more fun and quality. There are some advantages e-Learning (Deni Darmawan, 2012: 86):

1. Using up date material;
2. Applying the new learning strategy and innovative learning;
3. Exploring learning access activity;

4. Browsing the learning resources from internet;
5. Using multimedia to apply learning materials;
6. Enlarge learning interaction and multisource learning.

Improved relationship with stakeholders is an improvement of relationships with stakeholders that can be done by establishing cooperation with other institutions. It can be exchange of students, internship program and scholarship. Cooperation can also be done with the user of alumnus like business or companies. It is done to describe the competence that they are needed.

According to Yance Chan in Asmani (2015: 139) the advantages of building relationships are in the short time used to get information, knowledge, experience, and add friends. In addition, it can expand opportunities and synergies. This relationship has much advenatagesboth individualand institution.

Quality management education with the application of TQM will make the vision and mission of the organization can be achieved effectively and efficiently. To apply TQM, it is necessary to consider the condition of working environment. The better working environment and work culture of organization will appear the good organization performance. Based Diana Khairani Sofyan's research (2013) suggests that there is a significant influence between work environments toward the working of civil servant at Bappeda Regency X. It means that it is needed the conducive working environment. The Improvement working environment conditions is the important part of TQM implementation.

In addition, the implementation of good TQM also need to pay attention to the relationship between members of the organization. It will be done by establishing a good communication each other of organization members. The result of Hairy Ansari research, H. Masjaya and H. Jamal Amin research (2014) suggest that there is an influence of organizational communication and organizational culture toward civil servants' interest of social division of the regional secretariat of East Kutai either partially or simultaneously. It means that the improvement of working interest should

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be enhanced organizational communication and organizational culture. The improvement of organizational culture and organizational communication is also included in the context of TQM implementation.

Furthermore, Sophia Anastasiou and Giorgus Papakonstantinou (2014) argue that "*Environmental factors that are found to have positive effect on teachers' work performance include: provision of ethical rewards, good working conditions, motivation by the school principals and participation in school administration and decision making* ". Based on the results of the research above, it is known that to create TQM necessary is needed to improve organizational communication, organizational culture, working conditions, appropriate incentives / salary and motivation from the leadership.

As we know that education is a system. It has some components to support the educational goals. They have close relationship between one components to another's. So, the education problem should always be considered comprehensively and holistic. The application of TQM is necessary to get education system. TQM has some impacts to get a good quality education process. Khadijah et al (2016) argue that "*TQM has many effects on the educational process and on the HE institution overal, those effects ensured continues improvement and progress toward excellent HE institution and hence competitive*".

TQM or the application of a quality culture in an educational organization needs to be considered the management of human resources. As an educational organization, which will produce a better generation, the educational system should have a good quality. Management of human resources in educational institutions is starting from the recruitment process until the retirement. There are at least eight things that must be considered in the implementation of quality human resource management. This is relevant with Raed A.S Abu Teir and Ren Qian Zhang research (2016) *which suggest that strategies and plans for effective human resource management should be reversed*. There are eight components that relate to human resources such as the following:

1. Recruitment, Selection and Termination;
2. Professional Training and Development;
3. Appraisal and Performance Metrics and Reviews;
4. Human Resources Systems and Technology;
5. Risk Management, Safety and Health;
6. Salary Administration;
7. Employee Relations;
8. Retirement.

Recruitment of a qualification teacher and educational staff are important part in educational institution. They need a good controlling from the beginning until retirement time. They will give their competence if they have the comfortable working. It should always be done if it wants to be achieved effectively and efficiently.

E. Conclusion

To create a quality management institution, it is necessary to implement Total Quality Management properly. Implementation of Total Quality Management requires joint effort and commitment from all components of the organization. The five keys for an education organization to exist are improved culture, improved structure, and improved access to resources, improved systems and improved relationships with stakeholders. In addition, the management of human resources is also important to be considered by educational institutions.

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