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TOTAL QUALITY MANAGEMENT OF STUDY CLUB PROGRAM AT SMAN 1 TOMOHON

Abstrak

Sekolah-sekolah meningkatkan kualitas melalui berbagai proyek sekolah. Artikel ini menyajikan manajemen mutu total (Total Quality Management) dalam program Study Club di SMAN 1 Tomohon. TQM mengacu pada manfaat yang diperoleh oleh siswa, guru dan sekolah. Tulisan ini merupakan hasil dari metode campuran. Teknik yang digunakan berupa studi literatur, observasi, wawancara dan analisis data kuantitatif. Berdasarkan hasil penelitian, Study Club di sekolah tersebut terdiri dari 9 kelompok sesuai dengan mata pelajaran yang ada di Olimpiade Sains Nasional. Tahapan dalam membangun program sebagai pembelajaran ekstra kurikuler meliputi perencanaan, perekrutan, pelaksanaan dan pengendalian. Dengan mempertimbangkan manajemen risiko, program ini telah memenuhi tujuan untuk meningkatkan kualitas sekolah. Penerapan Total Quality Management di unit pendidikan memberikan hasil yang sangat baik dalam kemajuan kualitas sekolah. Indikator Kinerja Utama digunakan untuk mengukur desain proyek dan pencapaian tujuan.

Kata kunci: Manajemen Mutu Terpadu, Study Club, Ekstrakurikuler, KPI

Abstract

The schools improve quality through various school projects. This article presents total quality management in the Study Club program at SMAN 1 Tomohon. TQM refers to the benefits obtained by both students, teachers and schools. This paper is the result of mixed methods. The techniques used in the forms of literature study, observation, interviews and analyzed quantitative data. Based on the research results, Study Clubs at the school consist of 9 groups according to subjects on National science Olympic. The stage in establishing the program as an extra curricular learning include of planning, recruitment, execution and controlling. Considering risk management the program met the objective to increase school quality. Application of Total Quality Management in education unit gave excellent results in the progress of school quality. Key Performance indicators were used to measure the design of project and the achievement of the objectives.

Keywords: Total Quality Management, Study Club, Extracurricular, KPI

PENDAHULUAN

In the 21st century, the quality of school education is very significant because it determines the success of an institution by producing students with integrity, quality and excellence. Quality is a measure in determining whether a value is good or bad to achieve progress. Quality of Education consists of the words quality and education. In Indonesian Dictionary it is defined as measure of the good and bad of an object, level or degree; cleverness; intelligence, and so on. In term of quality, it is the quality of meeting or exceeding of what has been expected. It is a contemporary idea and always discussed by everyone. The Citizen's Charter, The Parent's Charter, Investors in people, The European Quality Award, British Standard BS 5750 and International Standard ISO 9000 are some of the awards and quality benchmarks introduced in

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recent years to promote quality and excellence. This new awareness of quality has now spread to the field of education.

Especially in the context of Integrated Quality Management, this is a specific topic which is called TQM. TQM (Total Quality Management) is a philosophy and a methodology that helps institutions to process change and to create their own agenda in the face of many new external pressures. Quite a lot of things are expected from TQM. In the West, industry is seen as a well-known economic tool to be able to transform itself to better compete with the rapidly growing economies on the edge of the Pacific. Many people in the world of education believe that TQM, if proportionally applied to this field, because it can provide the same results. However, TQM is a cultural change. Changing the culture of an institution is a slow process, and one that is undertaken without haste. If the effects of TQM are to be lasting then people must have a desire to participate and engage. It's not always convenient to put customers first. The message of quality must reach the hearts and minds of many people. In the world of education, this will only happen if they can be convinced that quality is something that is meaningful to them and an advantage for their students therefore. The pursuit of quality is nothing new. There is always a need to ensure that the products produced comply with specifications and provide their customers with satisfaction and of course generate profits. Developing consistent quality allows customers to gain confidence in a product and its procedures.

Ravindran and Kamaravel (2016) explains that the core principles of TQM refer to customer focus, participation and team work, and continuous improvement and learning. The customer is the principal judge of quality. Continuous improvement refers to those improvements which may be either small, gradual or large. Improvement may take forms such as, enhancing value to customers, reducing errors, waste and cost, improving productivity, effective use of all resources and improving responsiveness. Major improvements in response times may require simplification of work processes and a simultaneous improvement in quality and productivity may also occur. Therefore, learning is a lifelong process and a goal directed activity which experiences change and successful learning brings continuous improvement. In addition, the success of total quality management in education depends on eight components. They are ethics, integrity, trust, education, teamwork, leadership, recognisability and communication.

Meanwhile the Quality Management System Development Strategy is an integrated, measurable, interrelated input to output process design. For designing this system, certain approaches and stages are used. The approach to design a quality management system is by developing a "system" within an organization, where the "system" is a process or activity that includes planning, implementation, monitoring, measurement, review and follow-up. The integrated quality movement in the field of education is something new. There are only a few references in the 1980s literature. Much of the pioneering work recognizing working practices in TQM pathways has been carried out by several community colleges in the US and several colleges of further education in the UK. The term quality management in education is often referred to as Total Quality Management (TQM). The application of the TQM quality management concept in education was emphasized by Sallis, namely that Total Quality Management is a philosophy of continuous improvement, which can provide a set of practical tools to every educational institution in meeting the needs, desires and expectations of its customers, now and for the future. This definition explains that TQM quality management emphasizes two main concepts. First, as a philosophy of continuous improvement and second, related to tools and techniques such as "brainstorming" and "force field analysis", which are used for quality improvement in management actions to achieve needs and expectations customer.

Application of Total Quality Management in education will give better results in all fields of the process of education as a good technique of management used and proved giving excellent results in other industrial and business organizations (Akhtar, 2000). It is based on the participatory management philosophy. It believes on never ending improvement through the collaborative efforts of members of the educational organization. TQM philosophy encourages the students, teachers and the employees for extraordinary performance (Akhtar, 2000). Being a potential paradigm we can get benefits of TQM in educational institutions (schools, college and

universities) in both public and private. TQM can help a school providing better services to its primary customers (students).

TQM in education, following the Crosby (1984) model suggest the following strategy: focus not on the students' examination results but on the quality of the teaching system you use to educate them. Consider every component of the system, hence the name "total". The second step is to take action in the teaching system in order to prevent these problems from arising in the first place. This may be accomplished for each of the root causes listed above by taking the following corresponding steps. Give extra remedial and tutorial help for the weaker students; establish clear goals and objectives. Managing the instructional program into a sequence of learning units, each with a set of specific instructional objectives and associated criteria. These strategies are likely to be acceptable in countries where schools are ranked on the basis of the percentage of students who sit for, and are successful in, public examinations (Shutler, 1999).

If the quality of education is to be improved, then there also needs leadership from education professionals. Quality management enables educational professionals to adapt to the forces of change that affect our nation's education system. For this reason, it is an important concern for our country to pay more attention to the quality of education. In order to achieve quality education in the school environment, of course it cannot be separated from efforts in order to develop and even change the existing education system of the educational institution itself. SMA Negeri 1 Tomohon has a program which aims at developing and improving the quality of education to be better and more focused. The program is called study club. The Study club is the solution and best way out to achieve quality in an educational institution. Study club is a forum that allows individuals to deepen knowledge, improve skills, and facilitate the exchange of ideas with people who have the same interest in a particular topic. A study group (study club) is a social unit consisting of several individuals as group members where the individuals have a certain status or role and within the social unit a series of norms apply that regulate group behavior. This article described how the program at SMAN 1 Tomohon is being organized in total quality management.

METHODS

This research was used mixed method in which the procedure for collecting, analyzing, and mixing both quantitative and qualitative research and methods in a single study to understand total quality management of the study club. Thus data collection was carried out through interviewing, searching literature and journals related to this topic as qualitative techniques in order to obtain further information about the total quality management at the school in the program of Study Club, The school in this study is SMAN 1 Tomohon, located in Tomohon City, North Sulawesi province, Indonesia. It is the mover school implementing Merdeka Curriculum. Then the qualitative data followed by a quantitative analysis of the qualitative codes that emerge from the qualitative analysis and that are transformed to quantitative data shown in key performance indicators. uch conversion of qualitative data into numerical codes that can be analyzed quantitatively (i.e., statistically) is known as quantitizing (Onwuegbuzie, 2011). Inferences from qualitative and quantitative findings being integrated as the result of the study of this article, so it is the description of total quality management of the study club program.

RESULT AND DISCUSSION

Study Clubs are learning community. Study clubs are teaching and learning activities carried out over a certain period of time depending on the students' needs. Learning programs can take the form of learning packages and can also be prepared jointly between learning resources and learning residents. (Sa'adah, 2021). Meanwhile Wenger (1998) stated that the aims of the learning community are 1) educating community members by collecting and sharing information regarding questions and problems related to practice and theory, 2) supporting by designing interaction and cooperation between study group members, 3) fostering and directing group members by inviting them to start learning and to learn continuously, 4) encouraging and giving motivation the members by promoting members' work through mutual sharing and discussion, and 5) integrating the learning obtained through study groups in daily work.

Previous research that has relevance entitled Evaluation of the study club extracurricular program in mathematics at Nizamia Andalusia Elementary School by Alfina Zahra and Musringudin, (2022). The aim of this research is to evaluate the extracurricular study club program in Mathematics subjects at SD Nizamia Andalusia in terms of context, input, process and product. The research about Management of the Study Club Program in building school quality at Vocational School Ma'arif NU Kencong was conducted by Alfi Lailiatu Sa'adah (2021). The aim of the research is to understand the management of the study club program in building quality and to find out the supporting, inhibiting and resolving factors in building quality at Vocational School Ma'arif NU Kencong. There is a study about Learning Quality Management at SMA Negeri 1 Wonomulyo by Novia, Faridah Ohan and Muhammad Ardiansyah. This research examines the main components of quality management which include planning, implementation, evaluation as well as supporting and inhibiting factors in achieving learning quality management at SMA Negeri 1 Wonomulyo. The Effectiveness of Study Club in Increasing Learning Achievement of Undergraduate Physiotherapy Students at Muhammadiyah University of Surakarta was studied by Arif Pristianto and Citradewi Ratnadilla (2022). The research aimed at measuring the effectiveness of study clubs in improving student learning outcomes. This article aims to analyze and explain problems related to integrated quality management carried out by SMA Negeri 1 Menganti in improving student achievement.

Study Clubs at SMA Negeri 1 Tomohon consist of 9 groups according to subjects on National science Olympic. The subjects are Mathematics, Physics, Chemistry, Informatics/Computer, Biology, Astronomy, Economics, Earth, and Geography. It is a school project called Extracurricular program.

Table 1. General School Project Overview

Title of project	Program study Club
Description	To develop and increase students' competence, interests and talents in the field of science, a Regular Science competency development program called Study Club is implemented, specifically for the 9 subjects or fields being contested, namely Physics, Chemistry, Astronomy, Informatics, Economics, Earth, Mathematics , Biology and Geography
Goal	Increasing student learning achievement and school achievement
Time frame	September to November 2023
Central Responsible body	Student Affairs
Project-team and roles	Principal: Responsible person Student Affairs: General coordinator Team Leader: One of the subject teachers Team member: Subject teachers
Stakeholders	Komite Sekolah, Cabang Dinas Pendidikan, Diknas Provinsi.
Budget	zero
Potential Risk/Limitations/ Challenges	Next ttable

In order to achieve the school program, namely to develop the quality of education, school leader required every teacher to manage extracurriculars in their respective fields and expertise.

Educators must also have a creative and innovative spirit in order to develop the quality of education in this institution. Study Club is one of the program. Moreover, it is expected that the existence of a study club at SMA Negeri 1 Tomohon will have a significant impact, namely that students will be very enthusiastic about going to school and expressing their talents. In turn, the improvement of studying drive the school to the achievement on Olympic events.

The establishment of a study club is an inspiring step so that the students deepen their understanding in various fields of knowledge. By focusing on specific goals, the process of forming a study club began with identifying shared interests that students have, whether in academics, exam preparation, skill development, or exploring certain topics outside the school curriculum. The formation of a study club not only provides benefits for its members in terms of education, but also strengthens social relationships, promotes collaboration, and encourages personal and professional growth. The study club is a group or community of students whose aim is to study a subject, special topic, or even certain skills outside the school curriculum. Study clubs are formed by schools for students who have the same interest in a particular field of knowledge or activity. It aims at discussing and designing all subjects in learning progress more creative and innovative. The school determined the organizational structure, meeting agenda, and activities which they carried out through the assistance of supervising teachers in each field of science. Through the formation of this study club, students can deepen their understanding, expand their social networks, and improve collaboration and communication skills. With support from supervising teachers, they can also access additional resources and supportive facilities to support their learning.

The main objectives of study club program at SMA Negeri 1 Tomohon were illustrated in the following points.

1. 1). **Studying.** According to Dimiyati (2015) that learning outcomes are the level of success achieved by students after participating in learning activities which are expressed in the form of a value scale in the form of scores, letters and symbols. In this case, study clubs are closely related to studying. With the existence of a study club, both teaching staff and educational staff alike learn about new things in the world of education. Especially in modern times like this, everything cannot be separated from technology and information. Learning is not only obtained from printed books, but can be accessed via websites and even sites that can be easily browsed. Therefore, the importance of the study club program at SMA Negeri 1 Tomohon is so that teaching and educational staff alike learn about new things that can improve the quality of education at SMA Negeri 1 Tomohon for the better and have a good impact on students.
2. 2) **Sharing and collaboration.** Sharing knowledge as a positive activity that exists in a community has a very good impact, especially in the field of education. Sharing knowledge can improve an education system that is still less than balanced, even more so. In the Study Club of SMA Negeri 1 Tomohon, knowledge sharing activities are always held between one educator and another so as to enrich knowledge. This sharing activity is carried out at least once a week. So that educators in a field of study have the same direction and goal to improve and even develop the quality of education in this school. They implied Practical community of learning among teachers. Collaboration (Graya 1989) is a thinking process where the parties involved look at different aspects of a problem and find solutions to these differences and the limitations of their views on what can be done. With the existence of a study club at SMA Negeri 1 Tomohon, it makes it easier and even easier for a field of study to carry out an agreed program. In fact, collaboration is not only carried out by teachers who have the same field of study. At SMA Negeri 1 Tomohon, the study club program always collaborates with teachers from other study fields.
3. 3) **Becoming Innovate and Creative.** Luecke (2003) explained that innovation is a process of realizing, combining, or finalizing knowledge or ideas, which is then adapted to obtain new value for a product, process or service. Meanwhile James Gallagher (1985) described creativity as a mental process carried out by individuals in the form of new ideas or products, or a combination of the two which ultimately sticks with them. The Study Club at SMA Negeri 1 Tomohon aims at making the education at this institution

more colorful and no less competitive with other superior schools. The educators are required to have a creative and innovative spirit that is able to adapt to new needs and all developments in the world of education today. Every educator must think about new breakthroughs and then develop them in a program that will be centered on students. Educators must also have a high spirit of creativity so that later they can apply it in the process of achieving common goals.

Establishing a study club requires some strategic management which is having full suschool leader. According to Makawimbang (2012) leadership is an ability possessed by someone to influence others. Educational leadership is directing and supervising other people so that they can carry out planned tasks in order to achieve the goals and objectives of educational institutions. In communicating directions or orders to the staff, of course it will be directed at efforts to achieve organizational goals, which is in this point to the goals of the educational institution (Purwanto, 2016). As said by Nasution (2015) that leadership is a process of influencing individuals or groups of people to do something voluntarily so that the desired goals are achieved. Thus, a school principal as the leader of a school organization must be able to carry out the leadership function with all the behavior of the staff in the organization he leads. The leadership function is nothing but related to management functions, such as planning, organizing, directing, and supervising. A school principal has competences and carries out certain functions in order to control the program of the school organization.

The steps of establishing study club at SMAN 1 Tomohon practically are executed by following procedure. First, to identify the Main Goals and Focus: An important first step in forming a study club is to identify the main goals and focus of the club. Whether it is to deepen knowledge in a particular subject, discuss a particular topic, or even to support the exchange of certain skills. Second, member selection and organizational structure: after setting goals, the next step is to select members who have the same interest and commitment to the topic being discussed. The selection begins with socialization at morning assembly, the recruitment in each class. The students were at ten and eleven grades. This is the school policy in regarding to risk management. And then a meeting was held to convey the purpose of forming a study club. It is also necessary to establish a clear organizational structure, such as selecting club leaders, member roles, as well as meeting and activity schedules. Third, establishing a meeting schedule and learning plan: scheduling regular meetings and creating a structured learning plan is an important step in ensuring the smooth running and productivity of the study club. This learning plan included of material discussions, presentations, group discussions, or other activities that support the achievement of club goals.

Here are the total quality management become essential to succeed the school project. The procedure in establishing the Study club as a school project involved initiation, planning and recruitment, execution and controlling. Some consideration in the project as reducing risk of failure of the program as shown in the folloewing table.

Table 2. Risk management in Study Club program.

Students	Teachers	Risk Treatment
	Teachers work extra hours	Official award documented in Teachers' performance report.
	When the teacher has certain assignments or other additional tasks	Teamwork, so that the implementation of coaching does not depend on one person

If the recruitment of eleven grade only, then the training will not be optimal. Meanwhile, grade twelve do not meet the requirement in the Olympic.		<ul style="list-style-type: none"> a. Grades X and XI b. Test was carried out for grade X. c. Recommended by the class teacher and subject teacher.
The seriousness of students in participating in study club		<ul style="list-style-type: none"> a. Providing rewards for students. b. School policy provides dispensation for assignments in other subjects.
Recruited students change schools		10 students for each subject

Improving the quality of education can be influenced by educational input factors and educational management process factors. Educational input is everything that must be available because it is needed for the process to take place. Educational input consists of all existing school resources. According to Subagio Admodiwirio (2002), school components and resources consist of people, funds (money), facilities and infrastructure (material) and policy. In this program of study club make use of all human resources in the school and to manage the risk.

The success of total quality management is measured by Performance Indicators. Organizations in the Educational services Industry track Key Performance Indicators to ensure continuous improvement and maintain high standards of education. There are KPIs for teachers, KPIs for school, and those relating to the role of the principal and teacher are all essential components of this process. The KPI of study club program in school illustrated in the table below.

Table 3. Key Performance Indicators

Key Results	KPI	Weight of KPI	Target	Actual	Score	Final Score
Team work building	Involvement of subject teachers	20	6 days	6 days	20	
Recruitment	Average time to recruit the students	20	6 days for 90 students	87	19	
Average daily performance of teachers	% performing the program of study club	20	100 percentage	100 %	20	
Average Daily attendance of Students	% attending the program of study club	20	100 percentage	90 %	18	
Students satisfaction	Level of benefit to students satisfaction	20	satisfied	satisfied	20	

		100			97
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The study club program provides benefit, both teachers and students. Based on the result of this research to the study Club program that students were satisfied. This is an Interest-Based Learning: One of the main goals of a study club is to provide a learning environment that suits the interests of its members. This allows participants to focus on areas of interest and deepen their knowledge more intensively. Surveying students directly also provides useful perception data around course effectiveness, enthusiasm for the subject matter, and other learning experiences. Study club promoted collaboration between members. They can learn from each other, support each other, and exchange ideas to achieve a better understanding of the topics discussed. Study clubs also aim to increase social engagement among their members. They learn how to build teamwork skills needed in the real world. In other words, study club made use in developing life skills, such as time management, organizational abilities, and responsibility for assigned tasks. In other point, no teacher will be left behind in information or even knowledge about newest issues, because all information is always updated and presented at every meeting in this learning community. Teachers keep improving their talents themselves, which is in turn can be directly transferred to students through extracurricular activities. This programs also encouraged them in preparing themselves for exams or academic competition. It improved social engagement and team skills or life skills development which is beyond academic understanding. Moreover, this Study Club has promoted SMA Negeri 1 Tomohon to the national level. Because with this program, many students support the achievement of SMA Negeri 1 Tomohon

CONCLUSION

Educational organizations strive to design their output with customer needs in mind and plan and control all processes and activities to high quality standards. Failure prevention has been carried out in all functions and stages of the education management process. This method is called Total Quality Management (TQM) which has revolutionized educational organizations. In order to increase the quality of school, extra curricular program became significant option.

Making project of study club is an effective way to increase quality of learning, collaboration, and personal and professional growth by ensuring the implementation of total quality management, in which risk management and Key Performance indicator were designed precisely. With clear goals, a good organizational structure, and active participation from members, study clubs can be an environment that enriches knowledge, improves skills, and builds valuable relationships.

So the study club at SMA Negeri 1 Tomohon provided multi benefits. It is not only a place to study, but also a forum that encourages personal and professional growth, as well as building close relationships between students and students and students and teachers. With the spirit of collaboration and cooperation, this study club is an inspiring space for students' self-development. The improvement effected in a good way on educators, students and the educational institution itself. The principal takes important role as a school leader to develop learning and manage the education unit so as to achieve quality education services.

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