



QUALITY DEVELOPMENT MANAGEMENT IN IMPROVING THE COMPETITIVE ADVANTAGE OF PRIVATE VOCATIONAL SCHOOLS IN JAMBI PROVINCE

Lidya Triani[1], Lias Hasibuan[2], Kemas Imron Rosyadi[3]

lidyatriani1983@yahoo.com

UIN Sultan Thaha Saifuddin Jambi

Abstract

This study aims to find a profile of Quality Management Implementation in three Private Vocational High Schools with a detailed aim of finding an implementation model to provide information to all other private vocational high schools that have not achieved “A” accreditation so that they can achieve “A” accreditation. This research is a qualitative research, where the research is conducted in three private vocational high schools in Jambi city which are accredited “A” represented in Yadika, PGRI 2, Pelita Raya schools. Data collection techniques using observation, interview and documentation, data Analysis using the Cresweel model and data validity techniques using data triangulation. The results of the research on Implementation of Quality Development Management at private vocational high schools in the form of innovative ideas that are applied in the field, cover a number of aspects that are quite broad because the customers of a Bujan school are only students but also administrative staff, teachers, and stakeholders or the community. The Conclusion of this study is that the Quality development management in Increasing the Competitive Advantage of Private vocational high schools in Jambi Provinces is the existence of a solid and responsible team commitment and cooperation in order to get special attention from the community and become an option for the community, the success factor of the Implementation of Quality development management, what can increase competitive advantage in private vocational schools in Jambi Province is organized management, supported by reliable human resources, good relations with the environment and the world of work, mature leadership policies, support from foundations and a solid work plan.

Keywords: Quality Development Management, School Competitive Advantage

Preliminary

Education is not only for today's needs, but education is more looking to the future. The results of the educational process are relatively felt in the period after the process is carried out. Therefore, the best investment for a nation is investment in education or building human resources for the advancement of the nation's generation in the future.[4] Improving the quality of human resources is important and carried out in a planned, directed and sustainable manner to increase professionalism. The target of developing the quality of human resources is to improve their operational performance in carrying out their duties. In addition, the high quality of human resources is due to the ability and skills in carrying out their duties. These skills and abilities are the impact of the existence of a knowledge of the task at hand.[5]



Management is taken from a foreign language, namely English which means *manage* means to plan, organize, manage and lead. The word Management is part of the process and science of the organization or another meaning is management is the art of organizing work and things. Furthermore, management manages the subject and object. The subject that governs and the object is the one that is governed. Formulation and implementation are management actions. Furthermore, advanced organizations need HR management. Strategic management, HR management and, marketing management and so on. So in particular, management means the art of planning, organizing, directing, and controlling the efforts of organizational members and users of organizational resources to achieve common goals.[6]

Management is also a process of working with and through other people to achieve organizational goals in an ever-changing environment with effectiveness is a central element in the management process to achieve organizational goals objectively, while efficiency is a central element in the process used with the objectives to be achieved. There are components in management, namely (1) working with people, (2) achieving organizational goals, (3) balancing effectiveness and efficiency, (4) maximizing limited resources and (5) overcoming environmental changes as shown in Figure 2.1 below. below.[7] Excellent schools can be interpreted as quality schools and implicitly there is an expectation that students have after leaving a superior school, namely the extent to which the school's output has intellectual, moral and skills that can be useful for the community, for that a quality school needs to pay attention to facilities and infrastructure, school management, vision, school mission, teacher professionalism and others.

Especially for Vocational High Schools (SMK) it is very necessary to improve the quality of education as a basis for students to continue their education to higher levels of education and the needs of the world of work. One of the efforts to improve the quality of the relevance of secondary education is to gradually increase national quality standards so that graduates of vocational secondary education are able to compete with graduates of secondary education in other countries, then collaborate with these vocational high schools in developing planning, developing subject matter, implementation of activities, and assessment of teaching programs. Eligibility of the program and or educational unit refers to the SNP, the SNP is the minimum criteria regarding the education system in all jurisdictions of the Unitary State of the Republic of Indonesia. Therefore, the SNP must be used as a reference in order to fully map the school's quality profile. In article 2 paragraph 1, the scope of the SNP includes 1) Content Standards 2) Process Standards, 3) Graduate competency standards, 4) Educators and Education Personnel Standards 5) Facilities and infrastructure standards, 6) Management standards, 7) Financing and 8) Educational Assessment Standards.

Accredited scores of Private Vocational Schools in Jambi Province 2020/2021 are: Accreditation A totaling 7 Private Vocational High Schools (SMK S), Accreditation B totaling 38 Vocational



High Schools (SMK S), Accreditation C totaling 28 Vocational High Schools (SMKS) and 7 Private Vocational High Schools (SMKS) that are not accredited. Sources were processed from documents obtained from the Jambi Provincial Education Office 2020/2021, from the data above it appears that very few private vocational schools have obtained "A" accreditation, which is only 17%, "B" accreditation is only 36% and "C" accreditation is 30%. , and 17% who are not accredited, from this data it can be seen that very few private SMKs in Jambi Province can be said to be of good quality, While all these private SMKs should make their schools quality, but in reality very few are accredited "A" as one of the indicator of the quality of a school.

The reason why the researchers chose SMK S as the research location was because SMK S seemed to be more popular with the Jambi community, although parents still chose private status as a place to send their children to school when SMK S was indeed superior and looked different, SMK S accredited "A" was able to maintain quality and be able to compete in society. The guarantee of discipline and the appearance of the magnificent building in SMK S is an attraction for parents to send their children to SMK S even though they have to pay tuition fees every month. *"The qualification of human resources will determine whether or not the goals of an institution or institution are achieve.*The above states that the qualifications of human resources will determine the achievement or failure of an institution or institution, meaning that education and training provided to employees will increase their qualifications so that they can be developed in a work institution or work organization.[8]

Quality is everything that determines customer satisfaction and efforts to change towards continuous improvement which basically refers to a number of product features, both direct features, and attractive features that meet customer desires and thus provide satisfaction for the use of the product, quality or quality consists of of everything that is free from flaws or damage.[9] *Sallis (1993; 107) asserts "Quality does not just happen. It must be planned for quality needs to be approached systematically using a rigorous strategic planning process. Strategic planning is one of the major plants to TQM. Without clear long-term direction the institution cannot plan for quality improve"[10]*

Educational output is school performance. School performance is school achievement resulting from school processes or behavior. School performance can be measured by quality, effectiveness, productivity, efficiency, innovation, quality of work life and work morale. especially with regard to the quality or quality of school output, it can be explained that school output is said to be of high quality if school achievement, especially student learning achievement shows high achievement in 1) academic achievement, in the form of daily test scores, portfolio scores, general test scores or competency mastery achievement scores. . Scientific works, academic competitions, student works and 2) non-academic achievements such as IMTAQ, honesty, decency, sports, arts, honesty skills and so on. School quality is influenced by many stages of interrelated activities such as planning, implementation, and supervision. 11]



Quality in education is in the form of services, where quality must be able to meet the needs, expectations, and desires of all parties with the main focus being on the students.[12]

Accreditation is an activity to assess the feasibility of educational programs and or units based on the criteria stipulated by Law Number 20 of 2003 concerning National Education System Article 1 paragraph 22. Accreditation of schools/madrasahs is a comprehensive assessment process of the feasibility of educational units or programs, the results of which are realized in the form of recognition and eligibility rating issued by an independent and professional institution.[13] Competitive advantage in English is competitive advantage which means a strong competitive spirit. [14] This competition usually occurs in the business world as stated by Gary Dessler that competitive advantage is something that allows a business to stop or continue production, namely how to build and strengthen a long-term competitive business position in the market, things that determine competitive advantage according to Porter is the condition of production factors, demand conditions, respective supporting and related industries, company strategy, structure and competitors. New approaches in competing for advantages include determining unserved segments, creating additional facilities in a new product or changing the process that goes through it. The interaction of these factors creates forces that will shape certain possibilities, direction and speed in improvement and innovation carried out by an organization.[15]

Sallis in Burhanuddin said that "Those companies which excellent relationships with their customers are often those which are the most competitive and profitable".[16] The meaning contained in the statement is that a superior or quality school is: (1) An organization that must be close to the customer, (2) Has an obsession with quality, (3) Has a bureaucracy based on the activities and enthusiasm of members, success in implementing TQM can be seen from: (1) work culture factors, (2) attitude towards quality, (3) competition to dominate the market, (4) develop an attitude of innovation and foster motivation of members.

TQM in Education is basically a management approach that focuses on quality aspects by creating a quality culture, prioritizing customer satisfaction, improving processes on an ongoing basis, and involving every member in order to face global competition and the existence of educational organizations in the future, when the knowledge of the workforce is becoming more and more important as a source of competitive advantage, the capacity to learn is becoming more and more important for organizations, Adaptation to the environment and continuous improvement can be facilitated by creating learning organizations. A leader can enhance learning and innovation in organizations by encouraging experimentation, reflection, knowledge entry, information sharing, knowledge dissemination, systems thinking, and improvement of mental models.[17]



Research methodology

Research is a study that reveals, finds and explores information and data. In general, this research approach is descriptive qualitative research which aims to examine the Quality Development Management of Private Vocational High Schools Accredited 'A' in Increasing Competitive Advantage in Jambi Province. This research was conducted in three private vocational high schools accredited 'A', namely SMKS Yadika Jambi City, SMKS PGRI 2 Jambi City, SMK S Pelita Raya Jambi City as primary data, namely the principal because primary data is a data source that directly provides data to collectors. data.[18]

The selection of the location was based on the following considerations: First, the three private schools were accredited 'A' with the highest score in Jambi Province, Both these three schools were both privately united under the auspices of a foundation that managed itself without government intervention, Third each of these schools has special characteristics that make them superior and favored by the people of Jambi, Fourth, the acquisition of 'A' accreditation for each school in accordance with their respective majors so that the applicable policies are also in accordance with the head of their respective departments. Fifth, all schools are equally domiciled in one district with geographically close proximity so that it can be said that the culture is not much different, all six schools are easily accessible to obtain research information.

Results and Discussion

SMK S accredited 'A' these three SMKs are always quality oriented. They seriously implement quality development management so that the three SMK S stand out and become superior in Jambi society. This is in accordance with the theory that educational institutions are said to be 'quality' if input, processes, and results can meet the requirements demanded by users of educational services, If its performance can exceed the requirements demanded by stakeholders (users), then a new institution can be said to be superior. develops, then the notion of quality is also dynamic, continues to grow and continues to be in an atmosphere of continuous rivalry.

Based on an interview with Mr. Didi as the principal of the Yadika school who said the following: Vocational High School is a school that is much favored by the people of Jambi. This is because some parents already know that when their children are enrolled in a vocational school, after graduation they will be able to work directly if they do not enter college. So in Jambi Province there are very many Vocational High Schools, besides State Vocational High Schools, there are also many Vocational High Schools. The private sector is no less attractive to the people of Jambi. This is because private vocational high schools are able to compete with state vocational high schools, it is proven that many graduates from private vocational schools can work because at school they often practice, and practice is carried out directly to



employment in the Jambi City area. , all students can certainly follow the practice to get them used to work later.[19]

Private Vocational High Schools that are able to compete and excel in the community are marked by the fact that these private Vocational High Schools have high accreditation scores and have working ties to the business world and the industrial world. From the data that the authors obtained that Private Vocational Schools that have "A" Accreditation [20] This shows extraordinary achievements, they carry out all the regulations set by the government, meet the standards made by the government, meet the standards made by the government and produce graduates who are able to compete in society.

The advantages of each SMK S are different, all of which make them superior in Jambi society and make them achievers and are loved by the community. This is in accordance with the theory that to be able to meet the living conditions needed for development, the education system must change. If not, then education as *an agent of social change* does not function properly. Its structure, curriculum, management, education staff inevitably have to be adapted to the new demands of life.

The results of the observations that the researchers found were that these three SMK.S always showed differences with other SMKs or SMK Negeri, SMKS Yadika has a magnificent building because this school was founded by its own foundation which began with the construction of a good building without asking for construction costs first from students. [21] While SMKS Pelita Raya has a simple building, they have sufficient equipment to practice at this school, because the principal always asks for help from the central government, so that all the equipment needed by students can be met.[22] SMKS PGRI 2 has a nice and spacious building, the foundation manages school finances very well and wisely, makes the appearance of a public school but the implementation of management is integrated by creating a superior program for reading the Koran, depositing verses, practicing prayer and tahlilan during the entrance test and when finishing school.[23]

An interview with Mr. Didi as the principal of the Yadika school said that: "The most important factor that makes private secondary schools different from the state is the foundation's commitment to creating quality alumni, such as SMKS Yadika which has a commitment to collaborate with the business world, so they always try to produce graduates who quality so that they can work directly in companies that have made MOUs with Yadika, one example of collaboration with the Ministry of Manpower, then the company PT Nissan IndoMobil, and Indo Auto Mobil from 2009 we have collaborated from 2009, so Yadika graduates excel in society, because the community can prove that Yadika graduates are of high quality and can work directly"



The second factor that makes Yadika superior is the development of the foundation having a company that is ready to accommodate all qualified Yadika graduates to be able to work, the coach of the Yadika foundation has 16 business units, including cooperatives, banks, hotels, gas stations, schools, universities, travel, swimming pools and On the other hand, all of these units promise to accommodate qualified Yadika graduates to be able to work directly here, this is what attracts the community to send their children to Yadika, because if you can't afford to go to college, Yadika graduates already have jobs to accommodate, all work units spread in all districts in Jambi Province.

The Yadika school principal stated that: "Yadika Vocational School is a model school for Vocational Schools in Jambi City, because it is able to foster several schools that are in its target area, Yadika School is able to become a pilot model school in Jambi city for high school level, SMP 4 for junior high school level, and elementary school. 28 for the elementary school level, Yadika was chosen to be a model school for the high school level because Yadika is an outstanding school that has an "A" Accreditation and its good relationship with the community and the environment is considered capable of being a target school for other high school level schools both public and private to excel achieve "A" accreditation, the guidance carried out is in the form of providing directives for completing documents and completeness of facilities and infrastructure related to SNP which can be used as a reference in the accreditation of a school".[24] Field investigations show that the appearance of the magnificent building is only the Yadika Vocational School, while the Pelita Raya SMKS building is simple but looks clean and neat and beautiful, while the PGRI 2 SMKS building is also spacious and should not be as grand as Yadika but they have practical tools that are complete because the principal always asks for help from the central government.

Based on the observations made in these three SMK3s, it can be seen that the foundation always provides support in all activities. Especially at SMK Pelita Raya, the management process that occurs in this school is 'very dependent on the foundation'. All policies implemented in Vocational Yadika School, Pelita Raya Vocational School, PGRI 2 Vocational School are carrying out what the foundation has ordered. The position of the principal and all his subordinates is only a symbol. In fact, it is the foundation that provides the full policy. The foundation is a very monopoly policy that is carried out at SMK Yadika, SMK Pelita Raya, SMK PGRI 2 . Not a single decision dared to be made by the principal without first coordinating with the Foundation.

The deputy principal and all TU staff are selected and appointed by the foundation. The incumbent principal is chosen and appointed by the foundation. As the principal was appointed by the foundation since SMK Yadika, SMK Pelita Raya, SMK PGRI 2 were established. namely 1998. Until now, the mother of the foundation has never replaced it. It's the fourth period. The deputy head of the SMK is the Head of Curriculum, Student Affairs and Facilities. This happens



because there is a regulation if the group (study group) is under 5 groups, the Waka is also chosen by the foundation. It is the foundation that determines who becomes waka. Regardless of whether according to the principal or not. this is an unusual management process. Usually the head of the institution, the top manager, determines the subordinates. But what happened in Vocational Yadika School, Pelita Raya Vocational School, PGRI 2 Vocational School, all personnel who became leaders and levels were chosen and determined by the foundation only.

As for the planning in terms of quality development carried out at SMKS Yadika, SMK Pelita Raya, SMK PGRI 2, at first it did not have special characteristics, only as a vocational school that managed itself. However, with the mayor's policy of making public schools free, this has resulted in fewer students attending private schools such as Attaufiq. Parents prefer to send their children to the country even though the learning process is not optimal. As a result, students who apply to private schools are greatly reduced, because the private sector has to pay per month (SPP). This is what makes the pattern change and shows a distinctive feature that is different from other private schools in the city of Jambi. vision and mission Changes in Yadika's, SMK Pelita Raya, SMK PGRI 2 made him stay ahead and show maximum results and be able to compete in the community, even getting good grades and being liked by certain parents. In fact, all policies that apply in schools are still applied in Yadika, Pelita Raya Vocational School, PGRI 2 Vocational School training is and then additional given outside of the KBM.

The results of discussions with school principals revealed that making policies was based on a certain vision and mission. As stated by the principal: "We are here carrying out a learning process based on themes. The themes that we have designed, alhamdulillah so far have produced encouraging results. What we do is liked by the community. in Yadika, SMK Pelita Raya, SMK PGRI 2, the majority were tahfidzul Qur'an. From the beginning of new student admissions, it was seen that students who applied to Yadika, SMK Pelita Raya, SMK PGRI 2 were those who wanted to add to their memorization of the Qur'an.

The researcher interviewed the school principal about why it was accredited 'A'. The principal replied: "We always conduct a self-evaluation, from 180 items in 8 accredited standards, we fulfill all of them, except for the problem of financing, it's the foundation that knows we can't, besides that we prepare everything, the teachers work hard, all the staff also worked hard, thank God what we hoped for was fulfilled." Because when new students are admitted, those who can enter Yadika, SMK Pelita Raya, SMK PGRI 2 are really qualified prospective students. For yadika, SMK Pelita Raya, SMK PGRI 2 also get support from the foundation. but not in detail. The foundation only monitors from afar. receive reports from the principal and provide moral and material support. Especially Yadika, SMK Pelita Raya, SMK PGRI 2, the principal is the one who takes care of everything, the foundation asks to receive a report, if there is excess funds



the foundation asks for 10%, but if it is not enough, the principal is trying to find additional funds by submitting a proposal to the central government .

Based on the results of observations and interviews conducted in the three SMK S, it can be explained that all the activities they carry out always start with a solid plan. Especially in SMK PGRI 2 the management process that occurs in this school is 'simple management'. The principal always functions the vice principal, department head, and the people around him. All problems that occur the principal never works alone, but always involves subordinates , and always form a work team. So if there is a problem, it is clear the level of completion. At which stage you want to be repaired. Always solving problems according to the main tasks of each section.[25] The work plan made by the principal of Yadika School, Pelita Raya Vocational School, SMK PGRI 2 are: Every new academic year they sit together to discuss everything for the next year's journey. Elections and appointments are held for curriculum representatives. Student representatives, study program heads, and homeroom teachers. Each position occupied by each personnel is explained the task and responsibilities. Each position is required to make its own work plan. On the way, the principal monitors the implementation of the plan made through the deputy head of the curriculum.

Work is never piled up, but divided according to their respective tasks. At Yadika, SMK Pelita Raya, SMK PGRI 2 only have two deputy principals, namely a representative in the curriculum field who also serves as a representative in the field of Public Relations, and a representative in the Student Affairs field who is concurrently in the field of facilities and infrastructure. study (number of classes) is below 20 then there are only two vice principals. In fact, at SMK Pelita Raya there are only eleven (11) study groups, so there are only two deputy principals. The results of the study indicate that SMK Pelita Raya has a School Work Plan (RKS) which is a process of planning for all things properly and carefully to achieve educational goals. With this aim, schools can be adapted to the peculiarities, conditions and potential of the area, the socio-cultural community, the potential of the school and the needs of students. The RKS (School Work Plan) is prepared as a work guideline for school development, and as a reference material for identifying and proposing the necessary resources.

The principal of SMK Yadika always coordinates school programs, namely establishing school programs, supervising program implementation, giving rewards and sanctions to all work units, school committees and external customers. because he will be responsible to the district/city education office. Furthermore, the head of TU coordinates the school's administrative activities, namely determining activities and compiling administrative reports to all similar internal and external work units and will be responsible for the principal. The responsibility of the Quality Management Representative (WMM) is to ensure the implementation of the quality management system, namely ensuring the implementation of processes according to the QMS, reporting the performance of the QMS implementation. ensure understanding of customer requirements. His



authority is to control the school quality management system, namely controlling the QMS, determining the performance of the QMS implementation and communicating the QMS inside and outside because he will be responsible to the principal and relate to all internal and external auditor work units.

TQM is one of the methods in the quality development program. The main aspect of TQM is that it must involve all people who work in an institution. Everyone, institutional managers, teachers and staff are responsible for their role in delivering quality services. Strengthen staff commitment and use it for quality improvement. The quality system should be a vehicle for helping staff to solve their problems, without the aim of controlling them. The most important thing to remember is that the staff is the one who produces quality.

Therefore, their achievements need to be considered and considered. Educators must remember that the message of quality is very simple by nature. [26] Competitive advantage can be identified as any factor that allows an organization to identify its products or services from competitors' products or services in order to increase market share. There are several ways that organizations can take to achieve competitive advantage. Cost leadership is a competitive strategy, meaning the organization strives to be the industry's low cost leader. Differentiation is the second competitive strategy. In a differentiation strategy, the organization seeks to be unique in the industry along dimensions that are widely valued by customers.[27]

Conclusion

The concept of Quality Management perceived by the leaders of three SMK.S quality development management in Private Vocational High Schools in increasing competitive advantage in Jambi Province is the commitment of private high schools to show differences with State vocational high schools, the presence of religious content given in secondary schools. Private Vocational and Teamwork are solid and responsible in order to get special attention from the community and become an option for the community.

The success factors of implementing quality development management that can increase competitive advantage in SMK S in Jambi Province are management that is organized in every activity supported by reliable human resources, good relations with the environment and the world of work, mature leadership policies which always leads to excellence to obtain both academic and non-academic achievements, support from the foundation and the existence of a solid work plan.

The contribution of quality development management to the achievements of SMK S in increasing competitive advantage in Jambi Province is the existence of a quality assurance system including carrying out responsibilities and authorities properly, management



responsibilities, setting work standards, education based on local and global excellence. The fulfillment of 8 national education standards, as well as evaluation in all activities. The Quality Development Management Implementation Model adopted from 3 (three) Private Vocational High Schools is the TQM (Total Quality Management) Model which is a method in the integrated quality management quality development program for Education by means of continuous improvement to each educational institution in meeting the needs, the desires and expectations of its customers, now and for the future by fulfilling the important elements in TQM.

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Wawancara Kepala Sekolah Yadika, Tanggal 13 April 2021

[1] Mahasiswa Pascasarjana UIN Sultan Thaha Saifuddin Jambi

[2] Dosen UIN Sultan Thaha Saifuddin Jambi

[3] Dosen UIN Sultan Thaha Saifuddin Jambi

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