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**Quality Assurance Implementation
In Efforts To Improve The Quality Of Human Resources In
Vocational High Schools
(Case Study at SMK Ma'arif 1 Kebumen, Central Java)**

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ABSTRACT

This study discusses the implementation of the concept of Quality Assurance (QA) at SMK Ma'arif 1 Kebumen. Because Quality Assurance (QA) is a concept or part of Total Quality Management (TQM) where the task and function is to guarantee quality in services carried out through a process both before and during the process with the intention of preventing failure from the beginning to the end of the process. standard compliance. This study uses a qualitative-descriptive method, while the analytical method used is interactive, namely the model. developed by Miles and Huberman. The results of this study indicate that in its implementation SMK Ma'arif 1 Kebumen is still guided by applicable government regulations, then adds several local regulations. Whereas in improving the quality of Human Resources, Ma'arif 1 Kebumen Vocational School makes two programmed activities, namely On The Job Training and Off The Job Training.

Keywords: *Quality Assurance, Human Resources, Vocational High School.*

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INTRODUCTION

Based on the United Nation Educational, Scientific and Cultural Organization (UNESCO) survey, the quality of education in developing countries in Asia Pacific, Indonesia is ranked 10th out of 14 countries. As for the quality of human resources,

namely teachers, the quality is at level 14 out of 14 developing countries. That means that human resources in Indonesia are at the lowest level compared to other developing countries. Therefore, to solve this problem, a systematic planning concept is needed to satisfy the needs of education itself. According to Sulis (2015: 23) one of the concepts for improving the performance of educational institutions is Quality Assurance (QA) quality assurance, where he explains that Quality Assurance (QA) is all plans and systematic actions to provide confidence that is used to satisfy certain needs of quality.

Basically QA is a manufacturing process that guarantees that the product or service can meet the requirements according to the quality design which includes a statement that the producer (institution) guarantees the product or service that has been issued. So that quality assurance and institutional quality are prioritized to gain public trust. Schools or educational institutions whose quality is trusted must instill QA values properly, so that they can increase the quantity and interest of the community to enter these institutions. However, the problem is that not all educational institutions are able to implement QA properly.

SMK Ma'arif 1 Kebumen is a SMK Center of Excellence implementing industry-based learning that has received A accreditation from BAN-SM with components of expertise 1) Automotive Light Vehicle Engineering (TKRO), 2) Industrial Electronics Engineering (TEI), 3) Audio Vidio Engineering (TAV), 4) Hospitality, and 5) Multimedia. SMK Ma'arif 1 Kebumen is widely known in the community as a school that has good quality and quantity. The infrastructure owned is quite complete and adequate. In the 2022/2023 academic year, the number of students as of July 2022 recorded 772 students who were accepted in class X. This means that public interest in the trust of SMK Ma'arif 1 Kebumen is increasing.

Ma'arif 1 Kebumen Vocational High School always focuses on service, especially services during the implementation of New Student Admissions (PPDB) which is called One Day Service serving for one day. In addition to conducting IT training for teachers to improve complex human resources. As for supporting Ma'arif 1 Kebumen Vocational High School as a Center of Excellence Vocational High School in establishing partnerships with the industrial world, including: 1) PT. Open Main Engineering, 2) Batam Group. 3) Fuso, 4) Ratih tv Kebumen. 5) PT. Mada Wikri Tunggal, 6) Nasmoko, 7) PT. RPA, 8) PT. Morita Tjokro Gearindo. 9) PT. Krama Yudha Tiga Berlian Motor, 10) BNI, 11) Hotel Maxolie, and 12) Hotel Grand Kolopaking Kebumen.

Starting from the facts and explanation of the background of the problems above, the researchers felt interested in raising the issue of QA as an effort to improve the quality of human resources with the theme of Implementation of Quality Assurance (QA) in an effort to Improve the Quality of Human Resources in Vocational High Schools (SMK) Ma' arif 1 Kebumen - Central Java)

METHODS

The method used in this study is qualitative, namely describing data related to the situation that is currently happening, attitudes and views that occur within a community variable, conflicts between existing facts and their influence on a condition, and so on. This is as Bogan and Taylor in Meleong (2011: 4) who define that qualitative methods are procedures that produce descriptive data in the form of written or spoken words from people and observable behavior. While the approach used is descriptive. This is because the purpose of this study is to make a systematic, factual, and accurate description of the facts and characteristics of a particular population or area. The data collection technique uses observation, interview, documentation, and interview techniques.

Meanwhile, to test the validity of the data in this study, researchers used a method in the form of triangulation, namely using something other than the data for checking purposes or as a comparison of the data (Moleong, 2017: 330). This study uses interactive data analysis techniques such as those developed by Miles and Huberman (1992: 16). The analysis technique basically consists of three components, namely data reduction, data display and drawing and verifying conclusion.

RESULT AND DISCUSSION

Ma'arif 1 Kebumen Vocational School is an institution that has carried out the SPME carried out by BAN-S/M in 2016, and obtained an accreditation score with an "A" predicate. In this case the researcher describes the Internal Quality Assurance System (SPMI) that has been created and implemented at SMK Ma'arif 1 Kebumen as an effort to improve the quality of human resources. Even though SMK Ma'arif 1 Kebumen has carried out a quality assurance system implemented by an accreditation agency and received "A" accreditation, researchers feel interested in describing one of the standards that is in accordance with national education standards, namely the standards of teaching and educational staff which will impact on standards process and content standards.

Based on research findings found at SMK Ma'arif 1 Kebumen that it has implemented quality assurance in accordance with the quality standards of the Ministry of Education and Culture for Elementary and Secondary Education, although it still has some deficiencies that must be completed, SMK Ma'arif 1 Kebumen in carrying out its duties Principals, Teachers, and Education/Administrative Personnel always cooperate and communicate well with the school committee. Even SMK Ma'arif 1 Kebumen has a committee involving the Kebumen Nahdlatul Ulama Branch Board, community leaders and education experts chaired by Mr. K. Fatkhurrohman, S.Ag., M.Pd.

With the implementation of education quality assurance, it is a process of consistently setting quality standards for education management so that stakeholders get satisfaction. To consistently set quality standards for education management, so

that stakeholders get satisfaction, the form of implementation of the internal quality assurance system implemented at SMK Ma'arif 1 Kebumen is centered on the principal. Various controls in each standard are controlled by the principal and assisted by his representatives. Several policies in the quality assurance system as an effort to improve human resources, especially for teaching staff carried out by the principal at SMK Ma'arif 1 Kebumen are:

1. The Head of Madrasah plans and implements an overall academic quality assurance system in the form of a Standard Operating Procedure (SOP) as a guideline that must be owned by teachers and staff.
2. Make instruments and documents needed in the implementation of quality assurance in the form of rules or regulations that apply at SMK Ma'arif 1 Kebumen.
3. Conduct training in order to improve the quality of human resources, as evidenced by training reports.
4. Developing a quality assurance information system, through school operators in implementing student data input through training, and.
5. Report once a month on the implementation of the quality assurance system in a regular evaluation meeting.

Basically the quality standards at SMK Ma'arif 1 Kebumen are determined through several stages, first, that the quality standards for human resources are set. Second, forced quality in the sense that every human resource initially feels compelled to carry out the standards set. Then third, getting used to it means that after all this time the quality standards that have been forced to start to become a habit. Fourthly, having a quality culture, it is at this time that quality begins to emerge as one of the objectives of quality assurance so as to produce productive human resources.

Several components of Quality Assurance at SMK Ma'arif 1 Kebumen are grouped into three levels, namely:

1. At the strategic level, the head of the madrasa makes a quality policy, objectives and management which is carried out with several personnel and then produces a quality manual (guidebook) at SMK Ma'arif 1 Kebumen.
2. The tactical level, madrasa heads at this level always provide training, facilities, and other types of operations.
3. Operational level, namely worksheets made by the principal of the madrasah based on existing environmental conditions and human resources, often referred to as Standard Operating Procedures (SOP).

Systematically, SMK Ma'arif 1 Kebumen, starting in May 2019, was held by Mr. Subchan, S.Sos.I., M.Pd. who in carrying out all forms of programs or activities are always guided by the procedures that have been implemented by the institution. Whereas holistically the Head of SMK Ma'arif 1 Kebumen also considers, makes policies,

and is responsible for all aspects of the activities carried out by the institution. This means that the role of the headmaster of the madrasah is not just overseeing the course of activities but has a great responsibility towards his institution.

In his responsibilities, the principal also makes policies that are in written or oral form. One of the policies given by the head of SMK Ma'arif 1 Kebumen both in writing and verbally is to provide opportunities for teachers and employees to improve their quality through Education and Training as well as further study. This is a form of concern for the principal of SMK Ma'arif 1 Kebumen for employees and their institutions in order to improve the quality of existing human resources. As a form of improvement or follow-up to the policies that have been given, the school principal always evaluates the results of the policies that have been given (Interview with Kun Aminah, Deputy Head of Curriculum at SMK Ma'arif 1 Kebumen).

Quality Standards for Human Resources at SMK Ma'arif 1 Kebumen

Running a quality assurance system is an obligation that must be carried out by educational institutions. In accordance with Law no. 20 of 2003 concerning the National Education System, which has been described in government regulation no. 32 of 2013 concerning National Education Standards, are the minimum standards that need to be prepared by educational institutions including: 1) content standards, 2) process standards, 3) graduate competency standards, 4) educator and educational standards, 5) facilities and infrastructure standards, 6) management standards, 7) financing standards and 8) assessment standards.

Of the eight standards that have been proclaimed by the government, Ma'arif 1 Kebumen Vocational School has carried out all the minimum standards in accordance with the elaboration of the government regulations above. However, in this study the researchers only focused on the standards of educators and educational staff that had been carried out at SMK Ma'arif 1 Kebumen. To achieve quality standards for human resources that have high competitiveness, according to the results of interviews with researchers to the head of SMK Ma'arif 1 Kebumen, it is necessary to set quality standards for human resources. Quality is an initial concept that must be built since the institution was founded. Various ways to maintain quality are indeed a difficult business, but in its development the head of SMK Ma'arif 1 Kebumen is always looking for ways to maintain quality. One of the efforts to ensure the quality of the Head of Ma'arif 1 Kebumen Vocational School is to make quality standards for human resources that are applied when recruiting educators and education staff.

Some of the steps taken by the head of SMK Ma'arif 1 Kebumen to set quality standards in the recruitment of educators and education staff were started with careful planning. The plan that was made was then written down and ratified according to the results of a joint agreement at the meeting of the head and deputy head of the madrasa which then became a guideline that had to be implemented. Setting quality standards for human resources is a form of response to QA implementation implemented at SMK Ma'arif 1 Kebumen. This is part of the Principal's activities in

planning and implementing the overall academic quality assurance system which is embodied in the Standard Operating Procedure (SOP) as a guideline that must be owned by teachers and staff.

Efforts to Improve the Quality of Human Resources at SMK Ma'arif 1 Kebumen

Improving the quality of human resources is important in the HR quality assurance process. This is bearing in mind that the nature of quality assurance always improves every time to see changes and increase in stakeholder satisfaction. Improving the quality of human resources for educators and education staff is a complex process and involves various interrelated factors. Therefore, in practice, it does not only require the skills of experts to develop the competence of educators and education staff, but also must understand the various factors that influence it. In this regard, it is necessary to make various efforts to improve the quality of educators and educational staff in developing various aspects of education and teaching. The most relevant human resource development for educators and education staff at SMK Ma'arif 1 Kebumen is carried out using two methods, namely On The Job Training and Off The Job Training.

Development of human resources for educators and education staff included in On The Job Training, namely: position rotation, training, guidance/counseling, training of job instructors, demonstrations/providing examples, and temporary assignments, while those included in the Off The Job Training method are: courses, education, workshops, seminars, MGMP and Comparative Studies. The madrasa head's efforts to improve the quality of human resources begin with job analysis which then determines the number of human resource needs, whether they require recruitment or not.

If the madrasa principal's analysis requires employee recruitment, the madrasa head disseminates it to various media such as mass media and social media. If you get a response from potential applicants, the applicant will take part in recruitment at SMK Ma'arif 1 Kebumen by submitting documents or application letter to Ka. TU, then the head of the madrasah will hold a selection test based on predetermined administrative qualifications and tests, for applicants who do not pass the selection test will repeat the process from the beginning again, while applicants who pass the selection test will be given an announcement of the test results as well as the active start date, after the applicant entering an active day of work asked to be introduced to both colleagues and the environment at SMK Ma'arif 1 Kebumen and at the same time given a job description in accordance with the position analysis of the head of the madrasah.

After working for a long time at SMK Ma'arif 1 Kebumen, during the process of carrying out the duties of the head of the madrasah, the head of the madrasa provides opportunities for employees to take part in improving the quality of human resources. The results of various quality improvement programs are then evaluated by the head

of the madrasa to be given an assessment if they are not in accordance with the standards then there is a need for guidance and vice versa if the employee meets the standards for the assessment of the head of the madrasa then the head of the madrasa analyzes the position which consists of Job Descriptions regarding duties, positions and responsibilities, and Job Specification regarding employee requirements in order to hold a position properly.

The Impact of Quality Assurance on the Quality of Human Resources at SMK Ma'arif 1 Kebumen

After the QA was implemented at SMK Ma'arif 1 Kebumen, this clearly had a very strong influence and impact on the development of human resources at SMK Ma'arif 1 Kebumen. When discussing the impact of course the impact can be divided into two, namely positive and negative. However, in practice it is quite clear that by implementing QA, the quality of human resources will improve in a better direction, so that the impact in this study will refer to a positive impact.

One of the positive impacts that occur with the implementation of QA at SMK Ma'arif 1 Kebumen is First, being able to provide satisfaction to customers, has become a definite provision where educational institutions have the best quality in service and systematization, so customers or the public will feel satisfied when sending them to school. his sons and daughters. Ma'arif 1 Kebumen Vocational School until now still has a strong enough appeal so that there are quite a lot of enthusiasts from outside the island.

Second, motivating the team to work better with high quality. With increasingly good quality, Ma'arif 1 Kebumen Vocational School always gets praise from the wider community. At least this praise is what motivates employees to keep up the enthusiasm in maintaining their good name. Because if the good name of an institution is gone, it will cause a decrease in loyalty at work.

Third, produce high-quality output. Ma'arif 1 Kebumen Vocational School which has carried out quality assurance even though internally it is different from other SMKs which are indeed careless or do not use quality assurance in managing it, so this is where the importance of quality assurance is in managing an institution so that students are properly cared for in order to get maximum results. Fourth, avoid wastage. Quality assurance is more directed at the point of prevention, so that whatever is done by SMK Ma'arif 1 Kebumen must be in accordance with the initial plan that has been set, don't let what has been planned from the start not be in accordance with the desired expectations in the end the activity must be repeated again, this is which results in wastage

CONCLUSION

Implementation of QA as an effort to improve the quality of Human Resources at SMK Ma'arif 1 Kebumen, the school principal has made several stages including the following:

- a. Determining the Quality Standards for Human Resources, the Quality Standards for Human Resources at SMK Ma'arif 1 Kebumen, government policy also refers to the standards that have been made by the head of the Madrasah. Some of the qualifications that must be met include: 1) being Muslim 2) being able to read the Koran, 3) having high integrity, 4) having educational qualifications that are linear in accordance with expertise and having social skills as needed, at least a Bachelor's degree, 5) willing to obey the rules and regulations that apply in madrasas, 6) willing not to work in other institutions.
- b. The efforts of the head of Ma'arif 1 Kebumen Vocational School in improving the quality of Human Resources, through two programmed activities, namely:
 - 1) On The Job Training, including: a) Position Rotation, b) Training, c) Performance management teacher, d) Career Development, e) Welfare Improvement.
 - 2) Off The Job Training, including: a) Education, b) Workshop, c) Seminar, d) MGMP, e) Comparative Study.

The Impact of QA on the quality of Human Resources at SMK Ma'arif 1 Kebumen After QA was implemented at SMK Ma'arif 1 Kebumen were as follows:

- a) Able to provide satisfaction to customers.
- b) Motivate the team to work better with high quality.
- c) Produce high quality output.
- d) Avoid waste.
- e) Reduce costly rework.
- f) Increasing operational efficiency.
- g) Increasing customer confidence

Other positive impacts that can be seen in implementing QA at SMK Ma'arif 1 Kebumen are 1) increasing service quality, 2) Encouraging and increasing efficiency in service management, 3) Protecting service delivery from lawsuits. While the positive impact of implementing QC is being able to improve the quality of educational output as well as the quality of teachers and staff, thus increasing public trust, especially in the services of educational institutions, and being able to compete with other institutions in order to improve the quality of education.

While some of the negative impacts that occurred after the implementation of QA at SMK Ma'arif 1 Kebumen were:

- a) The amount of budget that must be spent to carry out quality assurance,
- b) Not all teaching and educational staff have awareness of the importance of quality assurance,
- c) There are pros and cons for those who are not ready to face the quality assurance system so that they leave the work environment,
- d) Make it uncomfortable for employees who are not familiar with the quality assurance and control system.

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