

## AN ANALYSIS OF OBSTACLES OF QUALITY MANAGEMENT SYSTEM APPLICATION ISO 9001:2008 AT SMK SMTI BANDAR LAMPUNG

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### ABSTRACT

The focus of the research is SMK SMTI Bandar Lampung has applied SMM ISO 9001:2008. The objectives of the research are 1) to have description on a commitment in decision making and executive personnel in implementing SMM ISO 9001:2008, 2) to have description on school management efforts especially quality vice management in handling existing obstacles, and 3) to have description of effects of SMM ISO 9001:2008 implementation at SMK SMTI Bandar Lampung.

The method used in the research uses a qualitative approach of case study. The data collecting techniques used are interview, observation, and document analysis based on theme. To gain the data validity the triangulation is used. The research sample is taken by using purposive sampling technique i.e. headmaster section, vice quality management, curriculum and student affairs.

The result of the research indicates that the first commitment of the decision maker and executive personnel in the implementation of SMM ISO 9001:2008 is not optimal, so (a) the achievement of vision is not made; (b) the quality target is not recapitulated based on the schedule, it is caused by lack of executive personnel's knowledge on SMM ISO 9001:2008 and the lack of TUPOKSI of the executive personnel which causes overloaded works to particular executive personnel; (c) several quality targets are not reached especially at internal student customer satisfaction on the teacher's job

performance and extracurricular activities, it is caused by weak monitoring and being infirm of the leader toward law/rule-breaking; (d) the internal audit finding and external audit finding working on similar problems and the awareness to follow up the finding *forced*. Both efforts of vice quality management are (a) monitoring is included into the element of quality target counting, (b) revising Vision, Mission and Target of Quality of the school, (c) doing coaching over sections completely on responsibility taker and executive personnel, adding information on SMM ISO by sticking banners, making proposals on training activity or workshop as refreshment of SMM ISO. (d) Updating TUPOKSI and decreasing teaching time for functional teachers who are also in charge of administrative works. Third, (a) boosting public trust to send their children to school at SMK SMTI Bandar Lampung, (b) increase the school quality image which gives impacts on the trust of business world and industrial world, (c) increasing the graduate quality (d) documenting policy, Procedure and IK connected with the high quality documentation, (e) having a target or well planned working program, (f) increasing human resources quality through education and resources of facility and infrastructure getting better every year.

**KEY WORDS** : SMM ISO 9001:2008, Analysis of SMM obstacles

### 1. INTRODUCTION

SMK SMTI Bandar Lampung fundamentally intends to make itself a quality school in making high quality human resources who can meet the needs of business world and industrial world in Lampung province or out of Lampung province, particularly in the Southern part of Sumatra and Java Island. It is stated in the Vision of SMTI Bandar Lampung to become the best school at analytical chemistry and industry in Indonesia in 2015. To reach the vision, it is formulated as follows: 1) business world and industry-based curriculum implementation at national level and international level, 2) the increase of quality and quantity of human resources, and facility and infrastructure, 3) the increase of cooperative relationship between business world and industry at national level and international level, 4) the implementation of simultaneous quality management system, 5) the increase of quality and competitive traits of graduates. Vision and Mission are reached by implementing Quality Management System (SMM) ISO 9001:2008 at educational activities and training at SMK SMTI Bandar Lampung to produce graduates that meet the demand of business and industrial worlds.

The implementation of SMM ISO 9001:2008 for the time being is ongoing; it is indicated by the gain of ISO 9001:2008 certificate with certificate no.QEC 25534 from SAI GLOBAL foundations. By winning the certificate, the SMM activity does not stop here, to keep the existence of SMM implementation at SMK SMTI Bandar Lampung is by doing supervision of quality document, quality standard revision, POS.IK and forms. The development and implementation of a good quality management system is ideally done systematically and simultaneously. However, SMM ISO 9001:2008 at SMTI Bandar Lampung is still poor and weak, it is caused by many factors, such as the substitution of headmaster, substitution of old teachers to new teachers, addition of new teachers, not all human resources at the school know and understand SMM ISO 9001:2008. It was experienced by the writer as a member of vice SMM for 4 years, weak

commitment and knowledge on SMM was considered as the main factor that causes the problem. The commitments to do SMM ISO 9001:2008 are 1) communication problems such as only one or two quality target recapitulation reports sections consistently report to the vice SMM, for the rest the writer herself asked for them and they were submitted to one day before the external audit, 2) the management review often is obstacle with time, it is difficult to find top management time, so the RTM does not match the existing schedule at the working program of vice time management, 3) the knowledge of personnel on SMM ISO 9001:2008 has attracted the writer's attention to find out the causes of the problems within 7 years. The achievement of the target was often not reached, so there were some revisions on it, and vision and mission of the school which was almost over have not indicated their achievement yet.

## **2. THEORETICAL BASES**

### **2.1 System**

Ludwig Von Bertalanfy in Winardi in his book "Pengantar Tentang Teori Sistem (1999:129) says , 'systems are complexes of elements in interaction which contain laws can be applied.' In addition, Geoffrey Vickers says that system is a regarded set of relationship.

### **2.2 Management**

James A.F. Stoner and Charles Wankel (1986: 4) state management is a process of planning, organizing, leadership, and controlling efforts of organizational members and making use of other organizational resources to reach the organizational goal.

### **2.3 Quality**

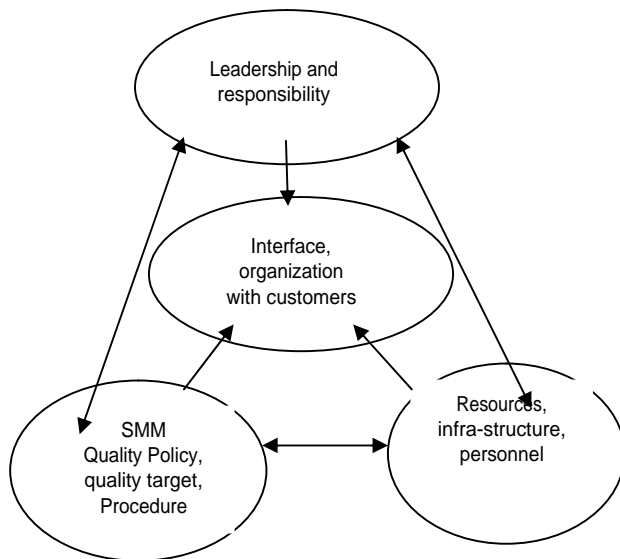
Characteristics define a condition, while *level* indicates position in a scale. Quality is defined as a suitability to be used (Juran JM, 1956:16). In addition, Dorotheaaa Wahyu Ariani (2003: 8) states that a quality product is a product that fits customers' needs. Quality demands total commitment from all organizational levels (Joan B. Haberer & Mary Lou W. Webb, 2010:3)

**2.4 ISO 9001:2008**

SMM ISO 9001: 2008 determines the requirements and recommendation for design of SMM which includes 8 clausal as follows:

1. Scope
2. Normative Reference
3. Terminology and definition
4. Quality Management System (SMM)
5. Management responsibility
6. Resource Management
7. Product Realization
8. Improvement Analysis Measurement

The success of an organization in developing and implementing SMM ISO is determined by 3 factors, i.e. leadership and responsibility, the existence of SMM, and availability of resources such as human resources, infra-structure and fund as illustrated by PPPG team of Bandung Technology (2004: 18) in the following figure:



**3. RESEARCH METHOD**

This research uses a qualitative approach that is a research procedure aimed at understanding phenomena experienced by the research subject, for example: behavior, perception, motivation, and action holistically and descriptively described with words and a language (Moleong, 2005).

The sampling technique used is purposive sampling technique at Vice Headmaster section, Vice Quality Management, Student Affairs and Curriculum. In purposive sampling, it determines qualification and selection of informants assumed to know the problems comprehensively and to be a credible data source. The writer made interviews with 1) 1 headmaster and 1 headmaster secretary, 2) 1 vice quality management, 3) 1 vice headmaster of students affairs, 4) 1 vice headmaster of curriculum with 1 student affairs staff, 5) 1 head of sub-administration section, 6) 6 students, 7) 3 auditors, and 8) 10 teachers.

The data collection is done through interview, observation, and documentation. To measure the data validity is using source triangulation, triangulation method, and review. The writer used an interactive analysis to do data analysis. The activities in an interactive analysis are data collection, data presentation, and conclusion.

**4. RESULT AND DISCUSSION**

Based on the observation, record/ document analysis, and interview, it can be concluded that:

First, the decision maker and the executive personnel were not committed in implementing SMM ISO 9001: 2008, so (a) the vision was not gained; (b) the quality target was not recorded according to the schedule because of the absence of knowledge of the personnel on SMM ISO 9001: 2008 and the unclarity of TUPOKSI of executive personnel which resulted in overloaded works towards specific executive personnel, (c) several quality targets were not reached particularly the student internal customer satisfaction on teacher job performance and extracurricular activities. It was caused by weak monitoring and being infirm of the leader toward the customers; (d) internal audit and external audit findings were on the same problems and being forced to follow up every finding.

Second, the school management efforts, specifically vice quality management in solving the existing problems: (a) monitoring or supervising are placed into the school quality target element point 4 that is the customer satisfaction in accepting service up to 80% in X3 service satisfaction of teachers' job performance was added with supervision, so overcoming the problems in which the supervision was not established for 3 years and opinion from most of the teachers with job performance 80% said the questionnaire was not objective, for being not firm of the vice quality management in taking alternatives, that would be rewards and punishment. The rewards would be in the form of certificate to be used in the next questionnaire, while the punishment would be returned to the policy of the headmaster. The vice quality management only called through a letter of warn to be faced to the headmaster: (b) the commitment in the Vision and Mission, quality policy, and quality target was revised on June 29, 2015. The follow-up of the internal quality audit and Surveillance Audit become the responsibility of WMM for ensuring the closing finding status, for scheduling for a review meeting, the management would coordinate with the headmaster secretary; (c) lack of knowledge and awareness of the executive personnel of SMM ISO 9001: 2008, WM has done coaching on audit sections toward the head or responsibility takers of the section and executive personnel, the installation of frames and banners on SMM ISO 9001: 2008 information at SMK SMTI Bandar Lampung such as quality target for respective section. The proposal for training or workshop on SMM ISO 9001:2008 was made by each WMM section that has representatives; (d) unclarity of TUPOKSI and overloaded works, the head of sub-administration section helped by the employee affairs has updated job description and competency matrix that has been 90% finished and the reduction of teaching time has been seen in the distribution of teaching tasks especially for functional teachers that get additional tasks as administrators.

Third, the effects of the implementation of SMM ISO 9001: 2008 on SMK SMTI Bandar Lampung (a) boosting public trust in sending their children to SMK SMTI Bandar Lampung, (b) increasing the image of school quality which gives impacts on the trust of business world and industrial world, (c) increasing the quality of graduates, (d) documenting Procedure Policy and IK connected with the quality of the document well, (e) having the target or well directed work programs and (f) increasing the quality of existing resources such as human resources through education, and ever-better facility and infra-structure every year.

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