

ABSTRACT

LAMBOK PAMANCAR SARAGI. NIM. 8206119001. Development of a Total Quality Management (TQM) Model Based on National Education Standards to Optimize the Competence of School Principals at State Vocational Schools in Medan City. **Dissertation.** Postgraduate Education Management Study Program, State University of Medan.

TQM is an approach to improve the competitiveness, effectiveness and flexibility of the entire organization, aiming to improve customer satisfaction. In this study, customer satisfaction is the need for stakeholders for skilled personnel who graduated from vocational schools. The purpose of the research is to analyze: (1) to find the Development of a Total Quality Management (TQM) Model Based on National Education Standards at SMK Negeri Kota Medan; (2) find the feasibility of the SNP-based TQM Model that can optimize the performance of the head of the Medan State Vocational School; and (3) find the effectiveness of the SNP-based TQM Model that can optimize the competence of the head of the Medan State Vocational School. The research uses a research and development approach. The research sample consisted of 14 heads of State Vocational Schools in Medan City. The results of the study showed: (1) The SNP-based TQM model is feasible to optimize the performance of the head of the Medan State Vocational School with an average assessment of 90.30 from Material Experts, an average of 86.20 from Design Experts, and an average of 88.60 from Linguists; and (2) SNP-based TQM model effectiveness to optimize the performance of the head of the Medan State Vocational School with N-Gain score = $0.8179 > 0.7$ with the category of very effective. The optimization of the performance of vocational school heads can be seen in the following components: (a) graduate competency standards of 82.20%; (b) content standard of 89.10%; (c) process standards of 80.90%; (d) education standards and education personnel of 82.40%; (e) the standard of facilities and infrastructure is 81.70%; (f) management standards of 83.30%; (g) education financing standard of 85.10%; and (h) the educational assessment standard of 84.40%. Based on the results of the study, it is suggested that the optimization of the performance of the head of the State Vocational School in Medan City must be carried out with integrated planning, organization, implementation and supervision between the supervisors of the education office.

Keywords: *Total quality management; National education standards; Optimization of principal competence*

ABSTRAK

LAMBOK PAMANCAR SARAGI. NIM. 8206119001. Pengembangan Model Total Quality Managemen (TQM) Berbasis Standar Nasional Pendidikan Untuk Optimalisasi Kompetensi Kepala Sekolah di SMK Negeri Kota Medan. **Disertasi.** Program Studi S3 Manajemen Pendidikan Pascasarjana Universitas Negeri Medan.

TQM adalah sebuah pendekatan untuk meningkatkan daya saing, efektivitas dan fleksibilitas dari keseluruhan organisasi, yang bertujuan untuk meningkatkan kepuasan pelanggan. Dalam penelitian ini kepuasan pelanggan adalah kebutuhan stakeholders akan tenaga terampil lulusan SMK. Tujuan penelitian untuk menganalisis: (1) menemukan Pengembangan Model Total Quality Management (TQM) Berbasis Standar Nasional Pendidikan di SMK Negeri Kota Medan; (2) menemukan Kelayakan Model TQM berbasis SNP yang dapat mengoptimalkan kompetensi kepala SMK Negeri Medan; dan (3) menemukan efektivitas Model TQM berbasis SNP yang dapat mengoptimalkan kinerja kepala SMK Negeri Medan. Penelitian menggunakan pendekatan riset dan pengembangan. Sampel penelitian berjumlah 14 kepala SMK Negeri di Kota Medan. Hasil penelitian menunjukkan: (1) Model TQM berbasis SNP layak mengoptimalkan kinerja kepala SMK Negeri Medan dengan penilaian rata-rata 90,30 dari Ahli Materi, rata-rata 86,20 dari Ahli Desain, dan rata-rata 88,60 dari Ahli Bahasa; dan (2) Model TQM berbasis SNP efektivitas untuk mengoptimalkan kinerja kepala SMK Negeri Medan dengan nilai N-Gain score = 0,8179 > 0,7 dengan kategori sangat efektif. Optimalisasi kompetensi kepala SMK terlihat pada komponen: (a) standar kompetensi lulusan sebesar 82,20%; (b) standar isi sebesar 89,10%; (c) standar proses sebesar 80,90%; (d) standar pendidikan dan tenaga kependidikan sebesar 82,40%; (e) standar sarana dan prasarana sebesar 81,70%; (f) standar pengelolaan sebesar 83,30%; (g) standar pembiayaan pendidikan sebesar 85,10%; dan (h) standar penilaian pendidikan sebesar 84,40%. Berdasarkan hasil penelitian disarankan optimalisasi kompetensi kepala SMK Negeri di Kota Medan harus dilakukan dengan perencanaan, pengorganisasian, pelaksanaan dan pengawasan yang terpadu antara pengawas dinas pendidikan.

Kata Kunci: *Total quality managemen, Standar nasional pendidikan, Optimalisasi kompetensi kepala sekolah*