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The Implementation Analysis of Total Quality Management in Clothing Sewing Training

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Abstract

The new paradigm in the era of globalization of education is to prioritize the quality and relevance of education to support global competition, so that the application of the Total Quality Management model in the training program and the achievement of service quality dimension in education is the implementation step of Total Quality Management. The purposes of this study to analyze and describe the application of Total Quality Management models, the quality dimensions of training services as a form of customer satisfaction achievement of Sewing Training at the Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus. This research used qualitative descriptive approach method with direct research data source on research subject by using snowballing sampling method. Technique of collecting research data through interview, observation, Focus Group Discussion, documentation. The results of this study describe that the Deming model, Crosby model, and Juran Model were implemented in training programs. The conclusion of this study describes the implementation of Total Quality Management in the training program applies various models of Total Quality Management, carried out continuously to improve the quality of training implementation and achieve customer satisfaction through the achievement of the quality dimension of training services.

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INTRODUCTION

Related to the launching of MEA (*Masyarakat Ekonomi Asia*) and the declaration of MEA establishment in 2015 that actualizes ASEAN economic integration, ASEAN successfully becomes a safe region with a higher level and integrated dynamics development, reduce poverty, and raise economic growth to achieve equitable and sustainable prosperity. So, the establishment of MEA gives impact to free markets in the capital sector, goods and services and skilled labor fulfillment to support the free flow of skilled labor in ASEAN countries. From manpower aspect, there is a huge opportunity for job seekers since there are many jobs available with various needs for diverse expertise. Viewed from education aspect and productivity, Indonesian labors are still unable to compete with labors from other countries. Given the education quality of labors in Indonesia is still relatively low based on data taken from national geographic.co.id, it said "the quality of education of labors are still low, where in February 2014 the number of workers with junior high school education or below was recorded at 76.4 million people or around 64 percent of 118 million workers in total in Indonesia ". This phenomenon opens up opportunities for non-formal education to participate in developing society through training programs to realize a skilled, productive and quality labors by implementating Total Quality Management in every training program.

Training is a short-term education process (activity) using systematic and organized procedures in which people, except the manager, learn knowledge and skills to achieve certain goals. It is a learning effort managed by organizations (government agencies, non-governmental organizations, companies, etc.) to meet needs or to achieve goals of organization (Andrew E Sikula to Sudjana, 2007). A training is considered successful if it can bring the reality or performance of human resources involved in the organization at this time to the reality or performance of human resources that should

be there to desire which is organized by the training organization. In other words, training is an educational activity to bring the current state of trainees behavior to the better behavior as desired by the organization. The main pressure of training is the role of individuals work. The main intervention in training is planned learning for the individuals. The training is directed to improve to which extent the individuals play a role based on their needs to know or show their work ability.

Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus is non-formal institution under Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah which organizes various types of training programs. In accordance with the Constitution No. 13 Year 2003 about manpower, it stated "job training is organized and directed to equip, improve and develop competencies to improve the ability, productivity and prosperity of workers and their families". Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus pays attention to the needs of the work market and the business world which refers to the standards of work competency.

Education in the 21st century applies Total Quality Management in each aspect of education system to improve internal and external quality to overcome education problems and lead to future education (Wiedmer, 2008). The transformation steps to be a quality school begin by adopting the dedication of the quality of school boards, administrative staff, staff, students, teachers and the community (Arcaro, 2007). The program of involvement of education managers through the implementation of Total Quality Management can improve the quality of education by referring to the formulation of vision, mission, and academic problems that occur in the world of education (Ngwenya, 2014). The implementation and adoption of the Total Quality Management principle in learning and teaching through measurable steps is a manifestation of the development of

Total Quality Management (Al-Shafei, 2015). In addition, the application of the 13 principles of implementing Total Quality Management in the world of education through the Delphi technique can improve the quality of education (Mehta, 2014). Total Quality Management is implemented in distance education programs and education systems with direct contact to improve the quality of education and program development, and support the role of work, institutions, and as a tool to implement and regulate institutional quality assurance (Aluko, 2011).

The practice and implementation of Total Quality Management to improve teaching can be carried out through evaluation steps that refer to the principle of Total Quality Management (Bass, 2010). This can also be applied in the implementation of training programs carried out at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus as a form of a quality improvement of the training. By implementing Total Quality Management in training programs, it is expected to be a qualified training, so it can result labors with global competitive and achieve a quality service dimension for customers satisfaction. Total Quality Management is a concept referring to quality that is used to satisfy the customers. In the context of training, a training is considered as a quality training if the internal and external customers satisfy with the services provided in order to guarantee the management that can produce quality, skilled and highly competitive outputs. According to Sallis (2010) stated "Integrated Quality Management in the world of education is educational institutions put themselves as service institutions or become service industries, namely institutions that provide services in accordance with what is desired by customers".

So, it is needed a quality services and can give satisfaction. In order to realize quality services, it needs a management system that can empower educational institutions to be more quality. Integrated Quality Management is systematically oriented to the organization,

by developing through combination and creating significant improvements in quality, management productivity, and problem solving, in order to create significant improvements in quality, productivity, and other performance of the organization (Gaspersz, 2000). The implementation of Total Quality Management in the education sector is expected to fill the gaps that occur by applying the principle of Total Quality Management according to the context and conditions of the school (Rampa, 2010).

The approach and practice of Total Quality Management in the world of education is in line with the practice and review of the application of Total Quality Management in the world of industry and health (Cruickshank, 2003). Implementation of Total Quality Management in the world of education includes the problem solving process that occurs to improve the quality standards and quality of educational outcomes (Schargel, 2010). The concept and principle of measurement of Total Quality Management to improve the quality of education, the quality of management of institutions, and towards better management of institutions (Kanji, 1999). Implementation of Total Quality Management can include improving the quality of governance, administration, finance, curriculum, technology use, distance learning, and leadership (Koch, 1998).

Implications of Total Quality Management in organizations to develop systems through three perspectives communication, culture, and commitment (Younis, 2010). Through the implementation of integrated quality management in the training program, it is expected to guarantee the implementation of continuous improvement in the quality of training, which can also be measured by customer satisfaction, services or products that meet quality or quality, innovative changes in the training provider institutions on an on going basis. Through the implementation of integrated quality management in training programs, it is expected to assure the sustainable improvement of the quality of training which

can also be measured by customer's satisfaction, the services or products of the training meet the quality, and there are innovative changes in the training organization institution continuously

Based on the description, the implementation of training programs at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus is a step to improve knowledge, skills and attitudes of trainees, so that a skilled and globally competitive labors can be realized to face the competition of *Masyarakat Ekonomi ASEAN* and also to apply the concept of education for all to improve the training programs.

The implementation of total quality management through the application of total quality management models and quality service dimensions to ensure customer satisfaction in training is expected to be able to create skilled labors to fulfill and support the free flow of skilled labor traffic in ASEAN countries. This condition is very interesting to be observed, given an institution or education institution must be quality and competitive to achieve the customers' satisfaction on its quality service dimension. The application of the Total Quality Management principle through the quality of service and customer service in the field of education to show a realistic improvement will require time, commitment and substantial investment by top management (Mehta, 2014).

METHODS

The format of qualitative research design consists of three models are descriptive format, verification format, and grounded research format (Bungin B, 2001). This research used descriptive qualitative approach with research focus: 1) implementation of Total Quality Management models in training, 2) quality service dimension as a form of customers' satisfaction is well achieved at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus.

The main data source in qualitative research is word, actions, the rest are additional data such as documents and other. (Moleong, 1999). Research data sources were directly involved to the research subjects, namely information from 1) Head of UPT Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus, 2) Training sewing instructor, 3) Training sewing participants, 4) A third party or company that cooperates with the training program.

Data collection techniques used in this research were interview, observation, documentation and Focus Group Discussion. Data validity according to Maleong (1999) uses four criteria that are credibility, transferability, dependability, and confirmability. Data analysis techniques according to Miles and Huberman in Emzir (2012) proposed three steps or stages that must be done in analyzing qualitative research data, those are: (a) data reduction (b) data display, and (c) conclusion drawn/ verification.

RESULTS AND DISCUSSION

The importance of Deming's contribution to improving the quality of education management and the application of 14 points of Deming theory through ideas and implementation for practical development in the world of education (Stensaasen, 2010). Total Quality Management in the pyramid and PDCA models (Plan - Do - Check - Act) and leadership models are easier to use and practically applied to improve leadership quality and Total Quality Management in the world of education (Dahlgard, 2010).

Implementation of the Total Quality Management model based on the Deming model which consists of four main components sequentially known as the PDCA (Plan - Do - Check - Act) cycle, Tjiptono & Diana (2002) stated that the deming cycle stages consist of: 1) Carry out consumer research and use it in product planning (plan). 2) Produce products (do). 3) Check whether the product has been produced according to the plan (check). 4) Market the product (act). 5) Analyze how the

product is accepted in the market in terms of quality, cost, and other criteria (analyze).

PLAN

Based on the results of the study, the implementation of Total Quality Management that is applied in the planning of clothing sewing training programs at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus is proposed annually by considering the results of research through the analysis of participants and instructors' feedback sheet, implemented program evaluation, criticisms and suggestions from all parties related to the implementation of training programs. Government policies at that time also played a role in planning training programs related to funding of training programs.

Planning of clothing sewing training program at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus is carried out by program planning and evaluation division and coordinates with the planning division of Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus and then coordinated with the BAPPEDA Kabupaten Kudus and budgeting division of Dinas Pengelolaan Daerah for further funding allocation for training programs and related to the number of packages and types of training to be carried out. In planning training program, it contains types of training, number of training packages, fund allocation, length of training, and schedule of training implementation, training materials, relevant instructors, and related partner LPK.

Training program planning of clothing sewing at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus also refers to the vision, mission and objectives of the training that are realized in the type of training that will be carried out, as well as is socialized to trainees during the opening ceremony training program of clothing sewing at Balai Latihan Kerja Dinas Tenaga Kerja,

Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus.

DO

Based on the results of the study, the application stage of training in sewing clothes at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus is implemented through understanding the vision, mission, and objectives of training institutions, training program inspection activities through routine monitoring cooperation with Pendamping Wira Usaha in each sub-district. The result of this monitoring will be communicated with Head of Tata Usaha division to be next communicated with Head of Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus and followed up according to the results of its monitoring, as well as good communication between all relevant parties in the implementation of the training.

Furthermore, the application stage of Total Quality Management concept to improve the quality of education refers to the *Kerangka Mutu Pelatihan Indonesia* which consists of eight quality training frameworks, *Standar Kompetensi Kerja Nasional Indonesia (SKKNI)* implemented in training materials and training modules, analyzing the suitability of training needs for the needs of the business world or the workforce, updating facilities and infrastructure that are appropriate with current technology, and educators who are competent according to their fields. Institutional quality improvement is carried out simultaneously and together with all parts there, starting from the planning, recruitment, implementation and evaluation sections that refer to the institution's accreditation standards and the reference quality training framework.

CHECK

Based on the results of the research, at the stage of re-examining the materials and components. That have been prepared to build a quality institution and identifying deficiencies and can be used as evaluation material for future programs. Implemented

through several improvements that lead to the improvement of the quality of fashion sewing training programs referring to the revised. Results *SKKNI* is held every two years and adjustments to conditions in the local area so that learning needs are in accordance with the needs of the community.

Efforts to realize training that meets the training objectives and training objectives, increase cooperation with third parties or companies, improve the achievement of service quality satisfaction towards training participants through the priority of facilities and infrastructure facilities used during the training there is a Mobile Training Unit (MTU). Training that facilitates the implementation of training in areas far from the location of the Training Center Work of the Manpower, Industry, Cooperatives and Small and Medium Enterprises Cooperatives of Kudus Regency and is the implementation of the Customer Focus concept in accordance with the principle of Total Quality Management. As well as measuring the dimensions of the quality of training services using references from participant feedback sheets, suggestion and complaint boxes and using training program alumni data. This is a form of implementation of the review design and total quality audit in accordance with the Check concept in the PDCA cycle component.

ACT

Based on the research results, Act relates to conducting assessment toward materials, concept and components to be reconsidered in changing an institution comprehensively. This can be implemented through some supports to trainees, efforts reduce obstacles in implementing clothing sewing training, efforts of system upgrading services relate to clothing sewing training program which is generally planned to create an IT integrated service system, so it can be accessed by all people involved in online training, efforts to keep the consistency to continuously improve, efforts to follow up to any suggestions from trainees, instructors, recruitment division, providers, recruitment and evaluation division, and *Pendamping Wira Usaha (PWU)* used to evaluate

periodically and final evaluation for the next program planning consideration. This is a motivation from Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus to the trainees, instructors, and all people involved in the training and as a consideration for the next training planning program.

Thus, based on the description, clothing sewing training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus applied Deming model which consists of Plan – Do – Check – Act in every step of clothing sewing training program implementation. This is also appropriate with 14 points of Deming' philosophy: (1) Formulate and announce to all staff, goals and objectives of the institution/ organization/ school. (2) Learn and implement new philosophies, both by leaders and staff. (3) Understand the purpose of inspection, which is to improve the process and reduce the costs. (4) End the practice of activities that use awards based on numbers/ money only. (5) Constantly and continuously improve the system and service at any time. (6) Cultivate or institutionalize education and training. (7) Teach and institutionalize leadership. (8) Keep away fears, create self-confidence and climate that supports innovation. (9) Optimize institutional goals, teamwork, and groups. (10) Eliminate pressures that hinder employee development. (11) Eliminate quota based on numbers, but continuously institutionalize improvement. (12) Eliminate obstacles that make employees not feel proud of their duties. (13) Support education and enhance everyone's achievement. (14) Carry out actions/ activities to achieve goals or objectives.

Philip B. Crosby Model

Quality is a tool to achieve excellence and the main factors that determine the thought to products and services for consumers. According to Crosby, quality is seen as conformance to requirements. Quality is the overall characteristics of products and services that can satisfy the needs of consumers and in accordance with the requirements they

desire. Quality management expert, Crosby introduced four important things in quality management. These four functions are as follows. (1) Definition of quality. Quality is a conformance with needs. (2) Quality Achievement System. This system is a rational approach to prevent defects and errors. (3) Performance Standards. Performance standards of organization/institution that has a quality orientation are no errors. (4) Measurement. The performance measurement used is cost of quality. Crosby emphasizes quality costs such as expenses, inventory, inspection and testing.

Based on the results of the study, the definition of quality relates to the quality of graduates in accordance with the standards that have been set referring to *Standar Kompetensi Kerja Nasional Indonesia (SKKNI)*.

The quality achievement system related to the quality produced is a form of cooperation between training programs, training participants, managers and training providers. Quality is related to the learning outcomes of clothing sewing training participants, the quality of the learning process, and the quality of training output.

Standard of performance without any error are related to quality commitment, quality measurement, awareness of the importance of quality improvement, as well as quality improvement efforts related to the implementation process of training and efforts to improve the quality of human resources involved in training programs at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus.

The performance measurement used is the quality cost. Crosby emphasizes quality costs such as expenses, inventory, inspection and testing. Related to the evaluation of the costs of quality improvement support, Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus structurally does not have a team assigned with auditing the costs of supporting quality improvement. The study of quality improvement support cost is

reviewed by the training organizer and the training program and evaluation division to be further coordinated with Head of Kepala Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus.

Thus, based on the description, training in clothing sewing at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus applied Crosby model through fourteen quality improvement measures, those are: (1) management commitment, (2) quality improvement team, (3) quality measurement, (4) quality evaluation costs, (5) quality awareness, (6) corrective actions, (7) disability prevention programs, (8) training for supervisors, (9) defect-free days, (10) set objectives, (11) errors lead to changes, (12) introduction, (13) quality officers/quality boards, (14) do everything repeatedly.

Joseph M. Juran Model

Quality Planning

Quality planning, based on Juran theory, includes the identity of customer, the determination of customer needs and the development of results characteristics which are responses to customer needs, developing quality objectives, developing processes that can produce products/services that are in accordance with certain characteristics, and improve or enhance process capabilities.

Based on the research results, Quality planning is implemented based on planning program of quality clothing sewing training carried out by program and evaluation division at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus by considering suggestions from the previous programs and analyzed disadvantages and advantages of the program, coordinate with field survey team and people involved in training implementation dan communicated and discussed with the Head of Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus to be further delivered to the planning program division of Dinas Tenaga Kerja, Perindustrian,

Koperasi Usaha Kecil dan Menengah Kabupaten Kudus.

Quality planning also relates to the recruitment system of training participant, there is participant qualification of clothing sewing training which is based on Standar Kualifikasi Kerja Nasional Indonesia (SKKNI) dan explained on the standars competency which must be achieved by participants. Clothing sewing training materials are formulized based on Training Need Analysis which is carried out by the training program and evaluation division together with the field survey team and by considering suggestionos as well as needs of global market of garment company, time allotment and training schedule based don the planning results which have been approved, supporting facilities and infrastructure used to support the representative implementation and comfortable training programs, training for people sourced from regional expenditure funds from the results of state revenues and expenditures, ongoing valid and reliable statistics trained by training and coordinated to the training organization .

Quality planning is also related to the use human resources involved in the training which consists of instructors of clothing sewing training, LPK that involved in of clothing sewing training, toolman who organizes supporting facilities of of clothing sewing training, Pendamping Wira Usaha Kecamatan which involved in supporting the implementation of of clothing sewing program planned in accordance with the needs in training implementation, third party who cooperates and empower clotng sewing training output formulized in the planning program through the cooperation between garment company and Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus, and the monitoring of the training program is carried out by the part of the training program providers in collaboration with Pendamping Wira Usaha Kecamatan and carried out periodically, daily, and at the end of the training.

In addition, quality planning is also a planning of a clothing sewing training program and also considering the results of the evaluation of the previous training program and input as well as suggestions based on the feedback sheet analysis of training participants and instructors.

Quality Control

Quality Control, according to Juran theory, consists of choosing basic control, choosing measurement types, arranging measurement, arranging standard of work, measuring the actual performance, interpreting differences among the actual data and taking action of those differences.

Based on the research results, Quality control is implemented through monitoring program in every training implementation that is 3-4 times directly to the target, cooperation with choosen *LPK* which was carried out in accordance with the procedur, namely by considering the location, places, supporting facilities and being ready to execute the task. This *LPK* have a SK from *Dinas Pendidikan* to be an organizer of clothing sewing training. The implementation of clothing sewing training in Mobile Training Unit at Desa Jojo Kecamatan Mejobo Kudus was also implemented through the procedure of submitting training activity proposal, data verification dan the location. After fulfilling the requirements , the training implementation can be done in accordance with the clothing sewing training schedule.

Quality Control was also implemented through training output through communicating the monitoring program activity of clothing sewing training which had been done either through formal and informal or incidental to know the extent of training can be done in accordance with the training program planning and to find the solution towards the problems faced.

Quality control concerned on training output quality is related to the implementation of learning evaluation of trainees referring to *SKKNI* and the needs of global market and industry. Training evaluation of clothing sewing was done as the procedures assessment;

those are knowledge assessment, skills assessment through practice, and attitude assessment during the training by doing observation and record in the process of clothing sewing training.

Quality control was also implemented so that the clothing sewing training could be done in accordance the planning program, namely discipline and be on time in implementing the training in accordance with the time allotment and schedule, monitoring and communicating to all aspects involved in training. They were the instructors, toolman, Pendamping Wira Usaha during the training, the use of training methods that is appropriate, administration obedient, and evaluation in accordance with the procedures.

Quality Improvement

Quality improvement, based on Juran theory, covers raising needs to arrange the improvement, identifying special improvement projects, organizing projects to diagnosis errors, finding causes of errors and arranging improvements. Processes which have been fixed are on effectively operational condition and provide control to keep up the improvement or enhancement which has been achieved.

Based on the research results, Quality improvement was implemented through some improvement efforts in clothing sewing training program at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus which covered the improvement planning program of clothing sewing training, the improvement of learning needs analysis of trainees, the improvement of clothing sewing training, the improvement of evaluation program of clothing sewing training, the improvement of things which needs to fixed related to the clothing sewing training and the effort to improve clothing sewing training in order to keep up the quality.

Thus, based on the description, the clothing sewing training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus applied Juran model through Quality

Planning, Quality Control, and Quality Improvement steps to achieve improvement structurally and sustainable as well as the realization of customers' satisfaction.

Quality Service Dimension of Clothing Sewing Training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus

In Total Quality Management, the success of education institution is measured based on the level of customer satisfaction either the internal customers or external customers. The internal customers consist trainers, administrators or staff, technician. The external customers consist of primary customer, secondary customer, and tertiary customer. The primary customer is the trainee. The secondary customers are parents, society and government. The tertiary customers are the users or the receiver of graduate service. The customers' satisfaction in Total Quality Management can be seen through quality training service dimension which covers five aspects quality service dimension, namely Reliability, Assurance, Tangibility, Empathy, Responsiveness.

Reliability can be obtained through attitude and actions such as, on time service, guarantee of feeling safe with the product/service which is used or obtained and the product/service availability needed by customers. Reliability relates with honesty, safety, punctuality and availability as well as the ability to provide service which is promised soon or fast, accurate and satisfying for the customers.

Reliability can be implemented in clothing sewing training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus through high interest of trainees, suitability of training materials with the needs of trainees, training schedule which is accurate and on time, service priority for trainees, monitor during the training, ways of delivering training material from instructors to trainees, availability of instructors based on trainees

needs, management facilities by toolman and trust in cooperating with the third party or company.

Assurance of a service quality can be made by the condition, for example; product/service providers are competent in their fields, objective in their service, and confident and convincing to perform themselves to the customers. Assurance implementation covers knowledge, competency, politeness, respect to the trainees, believable, having academics and competency qualification as an educator, healthy physically or spiritually, and having ability to realize national education objective.

Assurance can be implemented in clothing sewing training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus through registration and information online service related to training for trainees, clarity and easiness of information service for trainees, main facility for trainees, service easiness, hospitality and politeness of administration staff, instructors, and monitoring division during the training and service, ability and expertise of instructors appropriate with their fields as well as third party satisfaction in using service from clothing sewing training output.

Tangibility is the look of products or services. Facilities implementation can be in the form of physical proof of training facilities, such as furniture, education instruments, books and learning sources, tools and practice materials and other equipments needed to support training process regularly and sustainable. While facilities implementation can be in the form of field, classroom, chief room, teacher room, library, laboratory, workshop room, production room, service installation, sport room, prayer room, and other rooms to support the training.

Tangibility can be implemented in clothing sewing training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus through training facilities availability, such as module books for trainees, mode books, ruler, plastic gage, bag, sewing machine, highspeed

machine, clothes for trainees practice, iron, table and chair, and whiteboard. Facilities availability of clothing sewing training covers theoretical rooms, practical rooms, and sewing workshop rooms. Facilities availability in Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus also supported the training implementation.

Tangibility also can be seen from the rooms comfort used in clothing sewing training, training location which is strategic and easy to reach, training place cleanliness, easiness of using and availability facilities for trainees and instructors, tangibility of staff and instructor which is neat and polite as well.

Empathy is a having feeling of what happened to the customers. The way to give empathy can be shown by giving full attention to the customers, serving friendly and satisfying, understanding the customers' desire, communicating correctly and well, and having attitude of sympathy. Empathy implementation in training can be in the form of easiness in having contact, good communication, personal attention and understanding the needs of trainees.

Empathy can be implemented in clothingsewing training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus by giving full attention from instructors to the trainees, giving sympathy from instructors to the trainees, friendly service, satisfying, giving spirit to the trainees and giving service without looking at social status.

Responsiveness is an expression of fast response and attention to customers' complains. It can be done by giving fast response to customers' requests and be fast to pay attention to them and overcoming customers' complains. This can be in the form of willingness from staff to help trainees and give fast service.

Responsive can be implemented in clothing sewing training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus through the availability of feedback sheets or

evaluation sheets for trainees and instructors as suggestions for the next planning program, the ability of administration staff, toolman, *PWU*, instructors in handling problem in training process and easiness to access facilities service from Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus.

CONCLUSION

The implementation of Total Quality Management models in Clothing Sewing Training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus was well conducted in accordance with Deming model, Crosby model, Juran model and the quality service dimension achieved the customers' satisfaction level as it is expected.

Deming model was well implemented in Clothing Sewing Training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus. It was implemented through training program planning, program evaluation and current local policies, inspection and monitoring, and improvement effort of training quality.

Crosby model was implemented in Clothing Sewing Training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus in accordance with quality concept based on quality standard formula and improvement effort of training quality.

Juran model was implemented in Clothing Sewing Training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus completely and sequentially through quality planning, quality product, dan quality improvement to support a quality training and have national and international competitiveness.

Customers' satisfaction in Total Quality can be seen through the quality training service dimension which consists of five aspects of it. Those are Reliability, Assurance, Tangibility, Emphaty, dan Responsiveness. Those five aspects had been implemented well in the implementation of clothing sewing training at Balai Latihan Kerja Dinas Tenaga Kerja, Perindustrian, Koperasi Usaha Kecil dan Menengah Kabupaten Kudus.

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