

**MEASURING THE TOTAL QUALITY MANAGEMENT
IN THE INDONESIAN UNIVERSITIES: FROM THE PERSPECTIVES
OF FACULTY MEMBERS**

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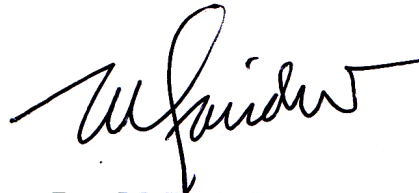
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MEASURING THE TOTAL QUALITY MANAGEMENT IN THE INDONESIAN UNIVERSITIES: FROM THE PERSPECTIVES OF FACULTY MEMBERS

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Abstract

The purpose of this study was to develop a tool to measure the degree of meeting the principles of Total Quality Management in higher education institutions, and included this tool or measure being distributed to the four core areas in Total Quality Management.

The study population included all faculty members holding doctorates and master's Universities in Indonesia. The study sample was stratified random sample was selected to suit the size and the way identified with the requirements of scientific methodology. Statistical references have been identified by the sample size (100). The 95% confidence level, has been distributing a number of forms to each faculty commensurate with the number of faculty members, where with the total number of faculty members in universities. Researchers distributed a questionnaire to the various faculties of universities has recovered 100 form.

The results obtained showed that: Variables are jointly independent (dimension of the field of organizational culture; dimension of the academic field; dimension of the area of professional growth, and dimension of the field of university relationship with the local community) significant influence on the dependent variable (total quality management).

Keywords: *Total Quality Management, Indonesian University*

Introduction

In the present time, societies are experiencing many of the observed changes in various areas that require organizations to change their traditional administration management methods, and the adoption of Modern management concepts if they want to achieve their objectives efficiently and effectively. These

changes will increase the competition in Global inter-institutional productivity and rapid technological development in the world in various areas, and particularly in communications, computer and laser technology.

In addition, the conventions of economic relations between the neighboring States, had turned non-industrially developed countries to the advanced Such as Malaysia, Taiwan, and the Philippines, Indonesia, and the establishment of the new world order, and peace operations. In modern management philosophy, based on a number of (TQM) definition, is a comprehensive quality management concepts of modern management-oriented, which is based on the combination of management tools, the efforts innovation, and specialized technical skills in order to improve the level of performance and improvement and ongoing development (Al-Khatib, 2000).

The Researchers finds that the institutions of higher education academic education and government research institutions to be more to be concerned with the overall quality. It is by learning theories and principles of Total Quality Management. The investment in higher education comes at the expense of other projects because of the limited resources available in most countries, which requires more attention to upgrading the performance of employees of academics and administrators, (Al-Khatib, 2000).

The experts and researchers interested in the application of management principles of total quality management in universities, including Juran, Crosby, Baldrige, and Edward Deming. It was suggested Deming fourteen e step to improve the quality of output universities included well as creating a continuing need and demand for university education, and attention to continuous training for workers at the university, and the adoption of a philosophy of continuous improvement based on a philosophical view and clear the objectives of the University and its mission, and interest in the development of organizational climate which contributes to raise staff morale, and gives them a feeling by gaining stimulates more tender (Al-Musawi, 2003).

The objective of quality management implementation ranges from operational efficiency to organizational effectiveness, and with internal or external

orientations. Linking the process of implementation to the expected performance requires attention to the role of contingencies. The developed practices in Indonesian organizations did provide benefits, but observations have also indicated the existence of doubtful practices. Through a survey, Amar and Zain (2002) reported some impedance factors (mostly related to resources) in quality management implementation in Indonesia, i.e. human resources, materials, and machinery or equipment.

The purpose of this study was to develop a tool to measure the degree of meeting the principles of Total Quality Management in higher education institutions, and included this tool or measure being distributed to the four core areas in Total Quality Management: the creation of the requirements of quality in higher education, follow-up of teaching and learning and development, the development of manpower, decision-making and community service (Al-Musawi's Study (2003).

This Study is a survey of the opinions of faculty members at Indonesian University on the degree of Total Quality Management (TQM) in the educational process. The study included a stratified representative sample of faculty members throughout the University. The study findings show that faculty members do not see Total Quality Management is being fully implemented in spite of the availability of all needed resources. The study revealed no differences of statistical significance among opinions of faculty members in this regard due to sex, age, nationality, or years of experience. The only difference of opinions which is of statistical significance was due to the university from which the faculty member was graduated. The study ends up with conclusions and recommendations on how the University Administration can utilize TQM in order to improve the educational process in view of the research findings (Al-Qaruti and Yousf, 2007).

The researcher developed a preliminary questionnaire comprising ten areas of the Total Quality Management model to be applied in Indonesian Universities. The results revealed about the degree of application of the Total Quality Management model proposed for the administrative development in Jordanian

universities, the general averages estimated by the subjects on all of the paragraphs resolution had been large and medium (Ahmed Badah, 2003).

Research Methods

The study used a descriptive approach through field survey aims to describe the reality of applying the principles of total quality management from the point of view of faculty members, and then analyze, interpret and reach the conclusions and recommendations. This study followed the exploratory approach that combines theoretical study office and review of the literature in the field of research, in addition to the method of field survey. Where it was review of the literature in the field of Total Quality Management. It is then the process of collecting information from faculty members in the various faculties of universities; we will design a questionnaire for this purpose.

The study population included all faculty members holding doctorates and master's Universities in Indonesia. The study sample was stratified random sample was selected to suit the size and the way identified with the requirements of scientific methodology. Statistical references have been identified by the sample size (100). The 95% confidence level, has been distributing a number of forms to each faculty commensurate with the number of faculty members, where with the total number of faculty members in universities. Researchers distributed a questionnaire to the various faculties of universities has recovered 100 form.

Table 1.1 Distribution of study sample according to various independent variables.

Independent variables		Frequency	Percent
Gander	Male	66	66%
	Female	34	34%
	Total	100	100%
Age	Less than 30 years old	16	16%
	30-39 years old	24	24%
	40-49 years old	30	30%
	More then 50 years old	30	30%
	Total	100	100%
	Scientific	53	53%

College	Humanitarian	47	47%
	Total	100	100%
Experience	Less than 5 years	18	18%
	5-8 years	24	24%
	9-12 years	17	17%
	More than 13 years	41	41%
	Total	100	100%
Degree of scientific	Professor	22	22%
	Associate Professor	11	11%
	Assistant Professor	15	15%
	Lecturer	52	52%
	Total	100	100%
Total		100	100%

Data will be analyzed through statistical method of analysis using SPSS 21, and the researcher will use the following statistical treatments: Descriptive; Regression Linear; F Test, and T Test.

The term has been calculated (4) degrees which is the difference between the highest degree (5) and lower (1) in the Likert scale used in the study (5-1), consisting of five degrees, and dividing it along the cell ($4 \div 5 = 0,80$). It was subsequently add this value to the lowest in the class scale, namely, (1), to determine the upper limit of the cell. This brings the length of the cells as follows:

1. The degree to less than 2.6 degree that the measurement of total quality management system is very weak.
2. The degree of 2.6 degrees to 3.4 degrees less than that the measurement of total quality management system is a medium degree.
3. The degree of 3.4 degrees to 4.2 degrees less than that the measurement of total quality management system is a high degree.

The degree of 4.2 degrees to 5 degrees that the measurement of total quality management system is very high (Al-Qaruti and Yousf M. Al-Mutairi, 2007).

To find out how affect of variable dimension of the field of organizational culture of Total Quality Management; dimension of the academic field; dimension of the area of professional growth, and dimension of the field of university relationship with the local community on total quality management, use multiple regression techniques (multiple regression) analysis is a technique that describes

the relationship between the dependent variable with multiple independent variables. t statistical test used to determine whether the dependent variable has a positive relationship (unidirectional) or negative (not in line) with the independent variables, or in other words t test was used to test the hypothesis whether the statement is true. Decision to accept the model is good or right can not only be seen only from the value of the coefficient of determination alone but must be viewed with the magnitude of F and R^2 values.

Findings and Discussion

Validity and Reliability of the Variable

Testing the validity of a test performed using correlation coefficient significance at the 0.05 level, meaning that a system is considered valid if it correlated significantly to the total score. Coefficient significance test is used to test the validity of this research, if the significance is less than 0.05 means that the item is valid. Based from analyze using SPSS 21, all items in all variables that used in this research was valid.

Reliability test is performed to determine the consistency and accuracy of data collected from the use of the instrument, if the data obtained are less valid and reliable it will produce biased conclusions. Reliability testing for each variable dimension of the field of organizational culture of Total Quality Management; dimension of the academic field; dimension of the area of professional growth, and dimension of the field of university relationship with the local community in this study using Cronbach's alpha internal consistency. The following will be summarized Cronbach alpha values of each of the study variables indicated by the coefficient alpha.

Based on the results of calculation of the reliability test as shown in Table 1, the result showed that all the variables studied, namely variable dimension of the field of organizational culture; dimension of the academic field; dimension of the area of professional growth, dimension of the field of university relationship, and average for the question have a Cronbach's alpha coefficient above 0.6 so that it

can be concluded that all the variables used in the study this reliable (Sekaran, 2000).

Table 1. Reliability Variable

Item	Alpha Cronbach	Critical Value	Explanation
dimension of the field of organizational culture (X ₁)	0.958	0.6	Reliable
dimension of the academic field (X ₂)	0.942	0.6	Reliable
dimension of the area of professional growth (X ₃)	0.914	0.6	Reliable
dimension of the field of university relationship with the local community (X ₄)	0.928	0.6	Reliable
Total quality Management (Y)	0.756	0.6	Reliable

Hypotheses Test

Analysis of data on hypothesis testing is intended to determine whether there is influence variable dimension of the field of organizational culture of Total Quality Management; dimension of the academic field; dimension of the area of professional growth, and dimension of the field of university relationship with the local community on total quality management. This analysis was performed using multiple linear regression analysis. The results of the analysis can be seen as follows.

Table 2.
Multiple Regression Linear Test

Variable	Coefficient Regression	t value	t sig.
Constanta	4.083	15.452	.000
Dimension of the field of organizational culture (X ₁)	0.312	2.227*	.028
Dimension of the academic field (X ₂)	0.080	1.997*	.037
Dimension of the area of professional growth (X ₃)	0.221	1.999*	.031
Dimension of the field of university relationship with the local community (X ₄)	0.030	2.185*	.047

R	0.580
R-Squared	0.438
Adj. R-Squared	0.440
F Value	2.720

* significant at 5% level

The results of data processing for multiple linear regression using SPSS 21 views table 2. From the table it can be described as follows: Constanta 4.083 suggests that if the variable dimension of the field of organizational culture of Total Quality Management; dimension of the academic field; dimension of the area of professional growth, and dimension of the field of university relationship with the local community constant, then the total quality management is 4.083; Regression coefficient of variable dimension of the field of organizational culture of Total Quality Management (b1) is positive, it means that variable dimension of the field of organizational culture has positive effect to total quality management; variable dimension of the academic field (b2) is positive, it means that variable dimension of the academic field has positive effect to total quality management; dimension of the area of professional growth (b3) is positive, it means that variable dimension of the area of professional growth has positive effect to total quality management; and dimension of the field of university relationship with the local community (b4) is positive, it means that variable dimension of the field of university relationship with the local community has positive effect to total quality management.

Tests on the variable dimension of the field of organizational culture of Total Quality Management, based on the results of data processing obtained t-value of 2.227 and the probability of less than 0.05 ($0.028 < 0.05$) then H_0 is rejected at significance level of 0.05. This means that the variable dimension of the field of organizational culture of Total Quality Management has significant impact on total quality management. Means the first hypothesis which states that variable dimension of the field of organizational culture of Total Quality Management has an influence on total quality management, proved.

Tests on the variable dimension of the academic field, based on the results of data processing obtained t-value of 1.997 and the probability of less than 0.05

($0.037 < 0.05$) then H_0 is rejected at significance level of 0.05. This means that the variable dimension of the academic field has significant impact on total quality management. Means the second hypothesis which states that variable dimension of the academic field has an influence on total quality management, proved.

Tests on the variable dimension of the area of professional growth, based on the results of data processing obtained t-value of 1.999 and the probability of less than 0.05 ($0.031 < 0.05$) then H_0 is rejected at significance level of 0.05. This means that the variable dimension of the area of professional growth has significant impact on total quality management. Means the third hypothesis which states that variable dimension of the area of professional growth has an influence on total quality management, proved.

Tests on the variable dimension of the field of university relationship with the local community, based on the results of data processing obtained t-value of 2.185 and the probability of less than 0.05 ($0.047 < 0.05$) then H_0 is rejected at significance level of 0.05. This means that the variable dimension of the field of university relationship with the local community has significant impact on total quality management. Means the fourth hypothesis which states that variable dimension of the field of university relationship with the local community has an influence on total quality management, proved.

In a multiple linear regression analysis adjusted R Square value obtained by 0.440, it indicates 44% of the variance explained by the variable dimension of the field of organizational culture of Total Quality Management; dimension of the academic field; dimension of the area of professional growth, and dimension of the field of university relationship with the local community, or it can be stated that the variable dimension of the field of organizational culture of Total Quality Management; dimension of the academic field; dimension of the area of professional growth, and dimension of the field of university relationship with the local community were tested in the model capable, contributing by 44% to changes in total quality management, while 56% is explained by variables not examined in this study.

F test is used to determine whether the independent variables are dimension of the field of organizational culture of Total Quality Management; dimension of the academic field; dimension of the area of professional growth, and dimension of the field of university relationship with the local community consisting of collectively have an influence on the dependent variable total quality management. Significance level of 0.038. It means the probability value $0.038 < 0.05$ then H_0 is rejected, which means that the variable dimension of the field of organizational culture of Total Quality Management; dimension of the academic field; dimension of the area of professional growth, and dimension of the field of university relationship with the local community jointly have a significant effect on total quality management.

Discussion

Organizational culture is important to the organization. It gives the identity of the organization to the employees, which is a definition of the organization's vision. It also important source of stability and continuity for the organization, which is keeping a feeling of safety for its members. At the same time, knowledge organizational culture helps new members to interpretation what to done in organizations. Organizational culture also helps to stimulate the enthusiasm of members or employees for performing their duties (John W. Newstrom, 1997).

Organizational culture relates to the employee perceives characteristics of an organization's culture, by appreciate culture or not. It must be stressed that not be confused with satisfaction employment. Therefore, organizational culture is descriptive. According to Robbins (2001), if the organization does not have dominant culture and composed only of many children's culture, values culture of an organization as a dependent variable will be reduced because there is no uniform interpretation of something describe the proper behavior and improper.

Based on the survey results revealed that dimension of the field of organizational culture of Total Quality Management positive influence and dimension of the field of organizational culture of Total Quality Management

significant between dimension of the field of organizational culture of Total Quality Management to total quality management indicated by the significance value of 0.028 ($P < 0.05$). This means that dimension of the field of organizational culture of Total Quality Management giving effect to improve the total quality management in universities in Indonesia. The results of this study support the research Moh. Arozi (2009) in which the research results stating that organizational culture has a positive influence on the implementation of TQM at SMK Negeri Semarang.

These results indicate that efforts to realize the implementation of TQM, one of which is influenced by the organizational culture of the university. With the organizational culture of the university is good and strong, as indicated in a comprehensive overview of the concept of quality management, employee responsibilities, administrative changes periodically in accordance with the interests of labor, continuous quality improvement, has mechanisms to control the uncontrollable, have facilities that support for student activities and staff, mutual respect among employees, modification of system administration, salaries and provision of appropriate rewards to employees will encourage employees to work as well as possible so that the level of implementation of TQM getting better, which in this case is the implementation of TQM in Universities in Indonesia.

With the condition that both organizational culture and strong are able to provide an atmosphere conducive to TQM implementation. TQM implementation in question here is an application of pattern-oriented management or output quality of education and implemented fully by involving all members involved in the learning process teaching are characterized by the repair process sustained, increased productivity, efficient and effective, the expected to meet the expectations of the parties involved in the process education. The results of this study aligned with Syafarudin (2002) that stated that the implementation of TQM is influenced by several factors where one factor is cultural (organizational climate) while other factors are education and training, leadership, customer focus, scientific methods and tools, data meaningful, as well as problem-solving team.

Based on the survey results revealed that dimension of the academic field positive influence and dimension of the academic field significant between dimension of the academic field to total quality management indicated by the significance value of 0.037 ($P < 0.05$). This means that dimension of the academic field giving effect to improve the total quality management in universities in Indonesia.

These results indicate that efforts to realize the implementation of TQM, one of which is influenced by the academic field. With the university's academic field is good and strong, as indicated in the description of the improvements in teaching, the development of educational programs, balance the number of students and faculty, student training on a regular basis, adequate lecture facilities, library and laboratory facilities that support the teaching and learning process will encourage increased the quality of education so that the level of implementation of TQM getting better, which in this case is the implementation of TQM at the University of Indonesia.

One factor that is often highlighted many parties to improve the professionalism of TQM include involving teachers in performing their duties. This is reasonable because the quality of the education of a nation depends on the quality of its teachers and teacher quality is determined by the wishes of the teachers themselves to improve their quality (Rizali, et al, 2009). Everywhere in the world, the quality of education is determined by the quality of the teacher, not the amount of funding education and great facilities. If the teacher is good quality, better the quality of education.

Based on the survey results revealed that dimension of the area of professional growth positive influence and dimension of the area of professional growth significant between dimension of the area of professional growth to total quality management indicated by the significance value of 0.031 ($P < 0.05$). This means that dimension of the area of professional growth giving effect to improve the total quality management in universities in Indonesia.

These results indicate that efforts to realize the implementation of TQM, one of which is influenced by dimension of the area of professional growth. Given

dimension of the area of professional growth good university and strong, as indicated by the picture in seminars and scientific conferences, training programs for faculty, scholarships for lecturers, scientific research faculty members, graduate labor market needs to determine the level of implementation of TQM at the University of Indonesia.

Benefits in addressing both quality assurance and improvement initiatives within the university, the benefits have been mainly in administrative functions and services (Aly and Akpovi, 2001). Srikanthan and Dalrymple (2002) suggest to apply the quality management model as is done in the industry in the entire operation of a university. The authors also argue that this approach leads to corporatization of the university is being infiltrated by managerial culture (Srikanthan and Dalrymple, 2004). Mok (2005) also reported this practice and argues that quality management has established and maintained in accordance with managerial and economic rationalism. This view is shared by other scholars such as Jackson (1997), Milliken and Colohan (2004) and Dollery et al. (2006). The justification for the current practice of quality management in the university seems to lie in the need for economic efficiency given resource constraints and massification in the university sector. Academics are encouraged to do more with less and be more responsible for the scarce resources.

Based on the survey results revealed that dimension of the field of university relationship with the local community positive influence and dimension of the field of university relationship with the local community significant between dimension of the field of university relationship with the local community to total quality management indicated by the significance value of 0.047 ($P < 0.05$). This means that dimension of the field of university relationship with the local community giving effect to improve the total quality management in universities in Indonesia.

These results indicate that efforts to realize the implementation of TQM, one of which is influenced by dimension of the field of university relationship with the local community. Given dimension of the field of university relationship with the local community in good university and strong, as indicated by the

cooperation of employees, preparation of training programs, output quality education, high rates of university graduates need in the market to determine the level of implementation of TQM at the University of Indonesia.

This study examined the results that have been reached, the arithmetic mean of the total marks for measuring the degree of TQM in Indonesian universities as perceived by faculty members (3.826) which the average falls within the high category. The researcher finds that this index is strong on the possibility of applying TQM in Indonesian universities. The entrance to Total Quality Management is the entrance of a relatively recent phenomenon, especially in the field of higher education. This is consistent with recognized that the realization of the principles of Total Quality Management takes time and effort and requires full commitment of all members in the organization.

The finding corresponds with some previous field studies dealt by the researcher, such as the study by (Badah, 2013), that found develop a model for Total Quality Management to identify the degree of its potential application in Jordanian universities and public, by showing the results of this study that the arithmetic mean of the degree of overall estimates of the sample study all paragraphs of the resolution (3.6), (72%). Some studies such as the study by (Naji, 1998), also indicated that the University of Amman was actually implemented some of the principles of Total Quality Management with low and average arithmetic (2.1, (42%)), and the study by (Al-Abasi, 2004) noting that the arithmetic mean of the degree of College of the reality of the education system at the University of Al-Quds from the viewpoint of faculty members (2.52), (50.4%), and this falls within the low grade, while the results of the study by (Alawnah, 2008), that the arithmetic mean of the total degree of the concepts of Total Quality Management in place at the University of Al-Quds (2.46), 60%.

Conclusion

After data processing and analysis using SPSS 21 will furthermore be concluded that based on the results of testing the effect of independent variables on the dependent variable. In addition, the conclusions that can be described is as

follows: The independent variables (dimension of the field of organizational culture; dimension of the academic field; dimension of the area of professional growth, and dimension of the field of university relationship with the local community) are able to provide a positive influence on the dependent variable (total quality management). Variable dimension of the field of organizational culture of Total Quality Management; dimension of the academic field; dimension of the area of professional growth, and dimension of the field of university relationship with the local community were tested in the model capable, contributing by 44% to changes in total quality management, while 56% is explained by variables not examined in this study.

Limitation

Limitations found in this study may be a source for future research is: Independent variables that used in this study have not been able to prove the existence of a large influence on the total quality management which is only about 44%.

Suggestion

From the results of the above conclusions, the authors provide suggestions, as follows: Although variable dimension of the field of organizational culture; dimension of the academic field; dimension of the area of professional growth, and dimension of the field of university relationship with the local community jointly affect the total quality management but the effect is still small. So it needs to look for other variables that can affect the total management greater.

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