



Quality Strategy in Excellent Service System Management for Customer Satisfaction in Educational Institutions

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Abstract: This study describes the quality strategy used to manage excellent service systems for customer satisfaction in educational institutions. This research uses a literature study method by observing various documents from books and journals. The literature study focuses on researching literature related to education quality strategies, excellent service of educational institutions, and educational customer satisfaction both internally and externally. Data collection is carried out by collecting literature data, reading, recording, and managing research results objectively, systematically, analytically, and critically by looking at the year of publication and the most up-to-date research. The results of this study show that the quality of educational institutions is the responsibility of all elements of the school. Quality Strategy The management of an excellent service system depends on the concept of quality management initiated, the excellent service provided by educational institutions to customers, and the orientation to what customers need. The concepts of quality management, excellent service, and customer satisfaction are three crucial components that must be possessed by educational institutions in order to produce a quality strategy for excellent service in educational institutions.

Keywords: Quality Management, Excellent Service, Customer Satisfaction

INTRODUCTION

Quality management is a crucial aspect of improving services in both the public and private sectors. In the context of excellent service, quality management serves as the foundation for creating a satisfactory customer experience. According to (Juran, J. M & Godfrey, A. B, 1999) Quality management involves all activities geared towards ensuring that products and services meet the set standards and customer needs. This is becoming increasingly relevant in the era of fierce competition, where customer satisfaction is one of the leading indicators of an organization's success.

Quality is crucial for every organization, both business and educational. In formulating quality, educational organizations must have policies, implementations, standards, and forms to be met. The policy will provide direction on how to implement the strategy in general, then give instructions on how to implement it, and then make standards that must be met and measured through a form. These four elements must be known by all.

Excellent service is about providing products or services and creating a positive customer experience. (Rahman Tanjung et al., 2019). Excellent service is the activity or sequence of activities that occur in direct interaction between a person and another person or a physical machine and provides customer satisfaction. Ciputra (2021) explains that excellent service includes various elements, including speed, accuracy, and responsiveness in meeting customer needs. Thus, an effective quality strategy can help organizations create services that meet and exceed customer expectations.

Data shows that organizations that implement good quality management can increase customer satisfaction by up to 20% (Talib, F., Rahman, Z & Qureshi, M. N, 2010) For example, companies that focus on Total Quality Management (TQM) often experience an increase in customer loyalty, which positively impacts profitability. Therefore, it is important to explore how quality strategies can be implemented to manage excellent service systems and achieve optimal customer satisfaction.

In this study, the researcher focuses on implementing quality strategies that can be applied to the management of excellent service systems in educational institutions. The researcher also needs to know the factors that affect customer satisfaction in the context of excellent service in educational institutions and customers. The focus of this research needs to be known so that the study results explain a concrete picture of the problem being researched.

By researching these problems, it is hoped that this research can contribute to understanding the implementation of quality service strategies. In addition, this research will also explore factors that affect customer satisfaction, such as service quality, interaction with staff, and speed of response to customer complaints. The purpose of this study is to analyze the implementation of quality strategies in excellent service and identify relevant customer satisfaction indicators. By analyzing the implementation of quality strategies, it is hoped that best practices can be found that organizations can adopt to improve the quality of their services.

This research also aims to identify indicators that can be used to measure customer satisfaction, such as satisfaction with product quality, service, and overall experience. Thus, the results of this study are expected to provide applicable recommendations for organizations to increase customer satisfaction through implementing effective quality strategies.

LITERATURE REVIEW

Quality Management Concept

Quality management can be defined as a set of activities designed to ensure that products and services meet set standards. According to (Deming, W. E., 1986) Quality management focuses on continuous improvement and reducing variation in processes. This is in line with the principles of TQM, which emphasize the importance of the involvement of all organizational members in efforts to improve quality.

Talking about quality is closely related to the fulfillment of product specifications, assessment criteria, standards, and references. (Muh. Fiqh Shofiyul Am et al., 2023) The product specifications desired by educational institutions are related to how the principal formulated the criteria for graduates, formulating objective, specific, measurable, accurate assessments with a grace period associated with existing standards and references.

Quality development carried out through management is not the responsibility of the internal or external quality organization only but of all members of the organization. This responsibility must be known and understood by all elements of the educational organization, starting from the principal, vice principal, teachers, students, and parents.

In the context of services, (Talib, F., Rahman, Z & Qureshi, M. N, 2010) They explained that TQM includes a systematic approach to improving service quality through process supervision and control. Education managers must emphasize this process control because talking about quality is talking about the process. This process control can be done by collaborating with other stakeholders so that education quality can be adequately achieved.

TQM is one of the many quality management strategies oriented towards stakeholders. Quality management or quality management in TQM is carried out systematically, gradually, comprehensively, and continuously. TQM is carried out based on a philosophical foundation, namely, to improve quality by paying attention to customer

needs and satisfaction (Julita Lindriany et al., 2022). To obtain concrete data, these customer needs and satisfaction must be considered and obtained.

Applying TQM principles in service can assist organizations in achieving competitive advantage and increasing customer satisfaction. For example, research shows that companies that implement TQM in their services experience significant improvements in customer satisfaction and loyalty (Mitchell, 2002). TQM also needs to be built in educational institutions.

The principal must understand and carry out the vision and mission that has been formed. Then, the principal must build awareness among subordinates to achieve the vision and mission. After that, the principal must build a solid system so that quality can be achieved correctly and by utilizing the existing system. The quality of educational institutions is not only the responsibility of one school principal but also the responsibility of everyone.

Excellent Service

Excellent service is a term used to describe the quality of service that is excellent and meets or even exceeds customer expectations. Ciputra (2021) stated that the characteristics of excellent service include speed, accuracy, and the ability to meet customer needs effectively. In this context, the relationship between excellent service and customer satisfaction is very close, where high-quality service can significantly increase customer satisfaction levels (Chairudin & Sari, 2021). Simply put, services are related to how they are managed and supported by resources and institutions. Practically, people want an easy, simple, and time-consuming procedure (Hefniy & Refi Najma Fairus, 2019). Of course, this is how a leader of an educational institution is able to create an effective and efficient system for utilizing the resources they have to provide good service to customers.

Data shows that customers who are satisfied with the service they receive are more likely to return and recommend the service to others. This is in line with the theory of customer satisfaction put forward by Kotler, P & Keller, K. L., (2016), which states that customer satisfaction is influenced by comparing expectations and the reality they experience. Therefore, organizations need to understand the factors that affect customer satisfaction in the context of excellent service.

Excellent service in educational institutions includes learning, personnel, financial, and welfare services. Therefore, there are several things that educational institutions must

know in the context of providing excellent service to customers, namely (1) Trying to provide service quickly and precisely, trying to be friendly; (3) Trying to set a competitive price, (4) Trying to win over buyers, (5) Trying to be honest, and (6) Trying to be able to refrain from feeling disappointed if there is an unpleasant buyer (Julita Lindriany et al., 2022).

Excellent service is also related to how educational institutions encourage subordinates and consistently provide exemplary service through good organizational arrangements. (Long Zhao et al., n.d.) Good service lies in how a leader mobilizes his subordinates to provide good service to customers. In the context of education, customers are divided into internal and external customers.

Internal customers include students and their parents, while external customers are the community and agencies where graduates will work. (Irwan Maulana, 2022) Therefore, educational institutions must have good and strong relationships with the community, state apparatus, government, entrepreneurs, and other institutions where students will work.

In the context of providing excellent service to customers of educational institutions, schools need to pay attention to the division of tasks and activity programs. (Mia Noprika et al., 2020). The division of duties is related to how a school principal can place the right person in the right place and use his power using good leadership and management tools. Then, programs and activities include how school principals can improve the quality of teachers through the programs made, can improve the academic and non-academic achievements of students, improve the quality of exam results, improve facilities and infrastructure, and improve the quality of educators and education personnel.

All of this must be carefully considered so that schools can improve the quality of service they provide to all education customers.

Customer Satisfaction

Customer satisfaction results from a customer's experience with the product or service they receive. According to (Hardiyansyah, H, 2018) Customer satisfaction is affected by various factors, including service quality, interaction with staff, and speed of response to complaints. In the service context, customer satisfaction can be measured through various indicators, such as satisfaction with the product, service, and overall experience.

Research shows that high customer satisfaction not only contributes to customer loyalty but also positively impacts the organization's profitability. For example, companies that focus on customer satisfaction are often able to retain their customers in the long run, which in turn increases revenue and profits (Lovelock & Wirtz, 2016). Therefore, organizations must understand and measure customer satisfaction as part of their quality management strategy.

Before implementing customer satisfaction, education stakeholders must first formulate a customer satisfaction strategy. This customer satisfaction strategy provides an essential overview for policymakers to know what the educational institution needs. There are also strategies regarding customer satisfaction as follows: (1) environmental analysis; (2) determining and implementing organizational direction; (3) strategy formulation; (3) Strategy control (Bastari Adam, 2018).

Environmental analysis serves to provide an overview of the environment of educational institutions. Determine and implement the organization's direction so that the educational organization is always relevant to the development of the times. Strategy formulation aims to formulate various strategies for educational institutions to implement sound strategies, so it is necessary to control them so they can be well controlled.

Educational services include two services: the first is the leading service, and the second is the auxiliary service. The main services include (1) Teaching service personnel, consisting of people whose primary responsibility is teaching, both as classroom teachers, extracurricular activity teachers, tutors, and others; (2) Administrative service personnel, including those who direct, lead, and supervise other personnel in school operations and their parts; (3) School facility service personnel, including personnel in libraries, learning resource centers, and language laboratories; technical experts and personnel involved in the teaching function or the function of serving students; (4) Student or student service personnel, including specialists whose responsibilities include guidance. Counseling, psychological and health examinations, medical advice and treatment, testing and research, work placement and follow-up, and coordination of student activities. While bank services include (1) library services, (2) school building and courtyard services; (3) Health and Safety Services (Julita Lindriany Nasaruddin et al., 2023).

METHOD

This study uses a literature study. Literary research or literature study is a systematic effort to access, collect, and analyze various materials available in libraries, including book references, previous research, journal articles, and journals to support and answer research problems. (Prastiwi & Widodo, 2023). The literature study in this study focuses on researching literature related to adaptive leadership in the XXI century.

This activity method is carried out by collecting library data, reading, recording, and managing research results objectively, systematically, analytically, and critically regarding strategies in excellent service management in educational institutions. (Putri et al., 2020). The literature study in this study is carried out in the same way as other research approaches, only that the data is taken from literature sources, read, analyzed, and recorded. This method aims to answer the data analysis technique using *Content* or content analysis. Content analysis is used to research the most relevant, relevant, and quite relevant literature. Then, a study was carried out by looking at the year of publication from the most up-to-date, up-to-date, to not up-to-date but having substance related to this research. Then, the researcher reads the abstract, which will then be researched and recorded in detail by the researcher.

RESULTS AND DISCUSSION

The application of quality strategy in excellent service system management focuses on three things: the concept of quality management initiated by the educational institution, excellent service carried out by the educational institution, and orientation to customer satisfaction. Basically, the quality concept initiated by educational institutions is a series of activities designed to ensure that products and services meet the set standards.

Students are the products and services in the context of education. How educational institutions seriously initiate graduate profiles and provide suitable learning and education for their students. According to (1986), Quality management focuses on continuous improvement and reduction of variation in processes. Educational institutions need to formulate how this quality concept has a good sustainability program by making achievements, standards, references, and assessment criteria that are accurate and quality-oriented in the future (Muh. Fiqh Shofiyul Am et al., 2023) The product specifications desired by educational institutions are related to how the principal formulates the criteria for

graduates by formulating assessments that are objective, specific, measurable, accurate, and have a grace period associated with existing standards and references.

The management concept initiated by educational institutions must have a systematic approach that uses both internal and external supervisors' supervision and control methods. (Talib, F., Rahman, Z & Qureshi, M. N, 2010). This needs to be done so that what is planned is by what is done and so that optimal results are obtained. TQM is carried out based on a philosophical foundation, namely as a tool to improve quality by paying attention to customer needs and satisfaction (Julita Lindriany et al., 2022). To obtain concrete data, these customer needs and satisfaction must be considered and obtained.

In this context, excellent service is needed to improve the quality of education. The excellent service provided must be fast, precise, and efficient. All education policy stakeholders need to understand the above characteristics because this has a vital significance in the quality management strategy implemented in schools (Chairudin & Sari, 2021). This is also related to the characteristics of customers who want practical services that must be done by utilizing existing institutions, administration, support, and resources (Hefniy & Refi Najma Fairus, 2019).

Excellent service in educational institutions at least includes learning services, financial services, personnel services, and welfare services. These services must be appropriately managed so that they produce the desired quality. The steps in providing excellent service are (1) providing exemplary service as optimally as possible quickly, precisely, and friendly; (3) providing prices that can be competitive but easily affordable by the community; (4) providing a sense of comfort to customers; (5) be honest, and be able to refrain from any criticism and suggestions Trying to entertain customers. (Julita Lindriany et al., 2022).

Organizational structure is the main thing and is one of the strategies in improving the quality of education. Having good consistency in service is something that educational institutions must do (Long Zhao et al., n.d.) Good, excellent service lies in how a leader mobilizes his subordinates to provide good service to the head of students, parents, the community, and the agency owner.

This organizational arrangement must, of course, lead to customer satisfaction. This customer satisfaction includes the products and processes educational institutions provide customers. Hardiyansyah, H (2018) explained that the quality of service influences customer satisfaction, the interaction built by the staff, and the speed and accuracy of educational

institution managers in responding to all kinds of complaints. There are three things that are a measure of satisfaction, namely satisfaction with graduates, satisfaction with educational services, and satisfaction with the overall experience.

A good experience will impact the loyalty and profitability felt by education customers. This, of course, will impact the development of organizations or educational institutions. For example, customer-oriented schools often last longer, which will benefit the institution as well (Lovelock & Wirtz, 2016). Therefore, organizations must understand and measure customer satisfaction as part of their quality management strategy.

Before determining customer satisfaction, it is necessary for educational institutions to formulate what kind of quality they want to achieve. This formulation needs to be carried out by educational institutions by referring to existing rules both from the government and internal rules of the educational institution. That rule must be reflected in the policy and the form used to measure success. There are also strategies regarding customer satisfaction: (1) environmental analysis, (2) determining and implementing organizational direction, (3) strategy formulation, and (3) strategy control (Bastari Adam, 2018).

It is essential to understand that customer satisfaction is affected not only by the quality of service but also by other factors such as interaction with staff and speed of response to complaints. Therefore, organizations must consider various aspects in an effort to improve customer satisfaction. As part of the discussion, this study will also present examples of the implementation of quality strategies in excellent service in an organization. This case study will illustrate how the organization has successfully improved customer satisfaction by implementing an effective quality strategy.

The impact of the implementation on customer satisfaction will be analyzed to provide a concrete picture of the relationship between quality strategy and customer satisfaction. Through this case study, it is hoped that best practices can be found that other organizations can adopt to improve the quality of their services. Real-life examples of organizations that successfully implement a quality strategy can inspire and motivate other organizations to do the same.

CONCLUSION

Based on the results of the study, it can be concluded that the implementation of quality strategies in excellent service system management significantly influences customer satisfaction. Organizations that implement quality management principles tend to have higher customer satisfaction levels than those that do not. Therefore, organizations must improve service quality as part of their management strategy. As a recommendation, organizations are advised to adopt best practices in quality management and continuously evaluate customer satisfaction. In addition, it is essential to involve all organization members in efforts to improve quality, to create a quality-oriented organizational culture. Further research is also needed to explore other factors affecting customer service satisfaction.

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