



IMPLEMENTATION OF INTEGRATED QUALITY MANAGEMENT IN IMPROVING THE QUALITY OF SCHOOL LIBRARY SERVICES AT SMPN 4 SIBULUE, BONE REGENCY

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Abstract

This study aims to analyze how the implementation of Total Quality Management (TQM) can be integrated within the context of educational institutions, particularly school libraries, to improve operational efficiency, customer satisfaction, as well as the overall management and governance of the library. This research employs a qualitative method with a phenomenological approach. The data analysis technique involves a systematic process of searching and organizing the results from interviews, notes, and collected materials to enhance understanding of all gathered information and to enable the presentation of findings. The results indicate that the library at SMPN 4 Sibulue faces challenges such as limited collections, facilities, and librarian competencies, which hinder optimal service delivery. To address these issues, the library implements systematic collection management, utilizes digital technology, establishes cooperative book procurement, and improves staff competencies through training. The school also strives to maximize space usage and proposes the acquisition of new facilities despite budget constraints. Strengthening staff mental and character development, literacy and digitalization training, and fostering a quality culture involving all parties are key factors, with regular monitoring and evaluation to ensure continuous service quality improvement in accordance with the principles of Total Quality Management.

Keywords: Total Quality Management, School Library, Principles, Evaluation

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INTRODUCTION | مقدمة

Based on Government Regulation Number 19 of 2005 concerning the National Education Standards (SNP), an advanced school is a school that at least meets the 8 National Education Standards. In Article 3, the National Education Standards function as the basis for planning, implementing, and supervising education. Meanwhile, Article 4 states that the National Education Standards aim to guarantee the quality of national education in order to educate the nation's life and shape the character and civilization of the nation that is beneficial. Therefore, an advanced school must meet the 8 National Education Standards, namely: content standards, graduate competency standards, educator and education personnel standards, facilities and infrastructure standards, management standards, financing standards, and assessment standards (Ulum, 2020).

School libraries play a strategic role in improving the quality of education by providing adequate information and learning resources for students and teachers. In the era of

globalization and rapid development of information technology, school libraries are required to adapt and enhance the quality of their services to remain relevant and effective in meeting the needs of their users. According to the Republic of Indonesia Law Number 43 of 2007 concerning Libraries, Chapter I on General Provisions, Article 1, paragraph 1 states: A library is an institution that professionally manages collections of written works, printed works, and/or recorded works using a standardized system to fulfill the needs of education, research, preservation, information, and recreation for its users (Munir et al., 2015).

Republic of Indonesia Law Number 43 of 2007 concerning Libraries Chapter V on Library Services Article 14, paragraph 1 states: "Library services shall be conducted excellently and oriented towards the interests of the users." (Munir et al., 2015). The meaning of the law is that library services are developed through the utilization of library resources to meet the needs of the users. Library services are organized in accordance with the national library standards (including collection standards, facilities and infrastructure standards, service standards, library staff standards, implementation standards, and management standards) to optimize service delivery to the users.

The condition of libraries in Indonesia is quite concerning. This can be seen from both internal and external factors. Internally, most libraries contain only old, outdated, and dusty books, as well as service systems that are slow and lack cooperativeness (Asari et al., 2019). This makes visitors reluctant to go to the library. Meanwhile, external factors lean towards the rapid development of science and technology, which influences changes in information-seeking behavior. If previously people who needed information had to pore over books, journals, or newspapers in libraries, now they have shifted to the internet (Susilorini, 2021). Thus, libraries are required to improve their services in accordance with technological developments.

A similar situation also occurs at SMPN 4 Sibulue in Bone Regency. Based on the analysis of the quality of library services, the quality of the library circulation services is considered good, with the book borrowing and returning processes running smoothly and efficiently. However, there are several challenges, such as the library space being inadequate to accommodate visitors and to provide a comfortable study area; most of the book collections in the library are still old and outdated, which can reduce students' interest in reading and the relevance of the available information. This poses a challenge in meeting current information needs. Some users also reported experiencing confusion in locating collections and not receiving adequate guidance from the librarians. This can hinder the user experience in the library. Furthermore, the arrangement of the book collections still needs improvement to facilitate users in finding the reading materials they need. Inefficient organization can lead to confusion and dissatisfaction.

Total Quality Management encompasses elements such as leadership and commitment, full involvement of all employees, good planning, implementation strategies, measurement and evaluation, control and improvement, as well as achieving and maintaining standards of excellence (Nasution, 2019). The implementation of Total Quality Management is necessary to improve the quality of school library services because of its ability to identify and address weaknesses in the service system. Total Quality Management is characterized by continuous improvement (kaizen), quality that meets customer expectations, and the elimination of waste (Fahruruddin, 2020). Thus, Total Quality Management can help identify weaknesses in the school library service system through systematic and continuous analysis. For example, Total Quality Management can identify weaknesses in the book collection, availability of resources, or inefficient service processes.

The implementation of Total Quality Management in the context of school libraries is expected to provide significant benefits, including increased user satisfaction, operational efficiency, and overall improvement in service quality (Nawawi & La'alang, 2020). Total Quality Management emphasizes the importance of understanding and meeting the needs of library users. By regularly collecting feedback through satisfaction surveys or suggestion boxes, the library can adjust its services and collections to be more relevant to user expectations. Additionally, the implementation of Total Quality Management principles encourages librarians to be more responsive to user requests and complaints (Wijaya & Thoha, 2020). This can create a positive experience for users, thereby increasing their level of satisfaction with the library services.

Total Quality Management also focuses on operational efficiency by identifying and eliminating unnecessary steps in the service process. By improving workflows and procedures, the library can save time and resources (Fahrudin, 2020). Furthermore, Total Quality Management encourages libraries to establish clear quality standards for every aspect of their services. With these standards in place, all staff can work under the same guidelines, resulting in consistent and high-quality service. Lastly, Total Quality Management promotes the involvement of all members of the organization in the quality improvement process (Saril, 2019). By involving librarians and other staff in decision-making related to services, they will feel more responsible and motivated to provide the best service to users.

SMPN 4 Sibulue, as one of the educational institutions in Bone Regency, always strives to implement Total Quality Management as an effort to maintain and continuously improve the quality of its education. Likewise, its library serves as an information center for students to complete assignments given by teachers. The need for information is not only required by students but also by teachers and educational staff who utilize the library's resources. In line with this background and the research title, which is the implementation of Total Quality Management in the library to improve the quality of its services, it is certainly interesting to study as feedback for the implementation itself as well as a reference for similar efforts elsewhere. Therefore, based on the description above, the researcher is interested in writing about **"The Implementation of Total Quality Management in Improving the Quality of School Library Services at SMPN 4 Sibulue, Bone Regency"**.

METHOD | منهج

This study uses a qualitative method with a phenomenological approach. The research aims to analyze how the implementation of Total Quality Management can be integrated within the context of educational institutions, particularly school libraries, to improve operational efficiency, customer satisfaction, as well as overall library management and governance. Through this approach, it is expected that the improvement of service quality can contribute to enhancing the quality of education at the school (Sugiyono, 2020). The data analysis techniques include data reduction, data presentation, and drawing conclusions. Data analysis is a process of systematically searching and organizing the results of interviews, notes, and collected materials to enhance understanding of all gathered information and to enable the presentation of the findings (Moleong, 2017).

Sumber Data

This study uses primary and secondary data sources. Primary data are data obtained

directly from respondents or objects being studied, or related to the objects being studied. These data can be obtained directly from the individuals being studied or can also come from the field (Albi & Setiawan, 2018). In this study, the primary data were obtained from five individuals, namely the vice principal, the head of the library, library staff, and two students of SMPN 4 Sibulue, Bone Regency.

Secondary data are data that have been collected by other parties and reused by researchers for their research purposes, such as reports, publications, or previously available administrative documents (Budiaستuti & Bandur, 2018). In this study, the secondary data sources are references such as books, journals, articles, documents, or literature available at SMPN 4 Sibulue, Bone Regency. In this case, the documents needed for this research include the school's profile data, interview notes, or recordings used during the research process.

Desain Penelitian

The method used in this research is the tool required or utilized to obtain and collect data in solving research problems to achieve the research objectives. In this regard, the researcher uses instruments to collect data by directly asking informants, listening, requesting, and gathering data and information related to the study. Data collection is conducted from information sources (informants), so the researcher needs instruments during the research process (Kusumastuti, 2019).

Metode Pengumpulan Data

1. Observation

Observation is a complex data collection technique, involving a process composed of various biological and psychological aspects through observation and memory. Thus, the researcher directly goes into the field to observe objects related to the study in order to understand the objective conditions surrounding the research location (Bachri, 2020). The observation conducted by the researcher is a structured observation referring to an observation guide used to observe the implementation of Total Quality Management, such as management processes, where the researcher will enter the library and witness the activities carried out by the library staff and students.

2. In-depth Interview

An interview is a conversation with a specific purpose. The conversation is conducted between two parties: the interviewer, who asks questions to the informant, and the informant, who provides responses to those questions (Sugiyono, 2020). The type of interview used by the researcher is an in-depth interview. The in-depth interview is conducted by the researcher by asking several questions related to the implementation of Total Quality Management in improving the quality of school library services at SMPN 4 Sibulue, Bone Regency.

3. Documentation

Documentation refers to data collected from past events and can consist of writings, images, works, or results of observations or interviews. Documents include diaries, letters, publications, official reports, program notes, and others (Kusumastuti, 2019). The documentation conducted by the researcher involves collecting data related to the implementation of quality management in improving the quality of school library services at SMPN 4 Sibulue, Bone Regency.

Overall, the implementation of Total Quality Management in improving the quality of library services at SMPN 4 Sibulue has identified the limited library collection as the main obstacle to providing optimal services. This limitation causes difficulties in meeting students' information needs, which impacts low reading interest and user satisfaction. The situation is further exacerbated by budget constraints and the need to improve staff competencies. In response, the library has implemented various strategies, including systematic collection management, utilization of digital technology, establishing cooperation for book procurement, enhancing librarian competencies, and involving students in collection maintenance. All these efforts aim to gradually develop the library and improve service quality in accordance with the principles of Total Quality Management.

The limited facilities also pose a challenge in providing optimal library services to effectively support learning and literacy development. Nevertheless, the school strives to overcome this obstacle by maximizing the use of space through more efficient collection arrangement, improving existing facilities, and submitting proposals for the procurement of new facilities and collections to the relevant parties. Although the acquisition of new facilities is still limited, the library remains optimistic that with careful planning, library development can be carried out gradually according to needs and available budget. The strong commitment from the school and library management is a key factor in facing the challenges of limited facilities to ensure the sustainable improvement of library service quality.

The limitations and lack of competence among librarians are the main causes of suboptimal collection management and library services, resulting in difficulties in implementing structured procedures and consistently achieving quality standards, thus leading to less than optimal user satisfaction. Nevertheless, the school demonstrates a strong commitment by striving to improve staff competence through training and workshops, building solid teamwork, and encouraging the participation of all staff in continuous improvement. Active support from the school leadership in the form of training facilities and resource allocation also plays an important role in motivating library staff to continuously enhance service quality in order to achieve the desired quality standards.

There is a need to strengthen the mental resilience and character of the staff so they are better prepared to face changes and able to implement service standards with discipline, responsibility, and a proactive attitude. In addition, limitations in information literacy and digitalization pose significant obstacles, as both staff and students still have limited abilities in effectively searching for, evaluating, and utilizing information. Constraints in resources and time also hinder the optimal implementation of digital literacy training. Digitalization is considered crucial to accelerate services, facilitate collection management, and expand access to information. Therefore, the procurement of technological facilities and the development of a quality culture involving all parties actively are necessary. Regular monitoring and evaluation are critical steps to ensure that library service quality continuously improves in accordance with Total Quality Management standards.

DISCUSSION | مناقشة

Implementation of Integrated Quality Management at SMPN 4 Sibulue School Library in Bone Regency

The implementation of Total Quality Management in the school library, through a focus on customers, participation of organizational members, a fact-based approach, and continuous improvement, can significantly enhance the quality of services (Lastiawan, 2020). By involving all stakeholders within the organization and utilizing data as the basis for decision-making, the school library can positively impact the learning process of both students and teachers (Septiadi, 2019).

The implementation of Total Quality Management (TQM) at the school library of SMPN 4 Sibulue, Bone Regency, concludes that the active involvement of students and teachers in the library development process is crucial to creating an environment that is responsive to the needs of the school community. By using various methods such as interviews and observations, the school can continuously improve library services and collections in accordance with user expectations. This collaboration not only enriches students' learning experiences but also strengthens the role of the library as an educational resource center within the school.

Furthermore, internal processes involving all members of the organization in training and development not only enhance individual skills but also strengthen the sense of commitment to continuous improvement (Ibadillah, 2022). When each member feels involved and has a contribution in the development process, they are more likely to be committed to the shared goals and support the implementation of necessary changes to achieve higher quality standards (Adam et al., 2022). By relying on accurate and relevant data, the library can gain a deep understanding of users' needs, preferences, and satisfaction levels.

A library managed with the principles of Total Quality Management not only functions as a center for book collections but also as an agent of change that promotes a culture of literacy and active learning within the school (Adam et al., 2022). Therefore, the commitment of all parties, from school management and librarians to library users, is essential to ensure that the library can contribute optimally in supporting the educational process. Thus, the school library will be able to fulfill the institution's vision and mission and improve the overall quality of education.

Quality of School Library Services at SMPN 4 Sibulue, Bone Regency

The quality of school library services reflects the quality and effectiveness of the services provided to students, teachers, and school staff (Saputra et al., 2019). An important aspect of service quality includes the availability and currency of book collections and teaching materials, as well as the ease of access and use of library facilities. Additionally, service quality is also determined by the friendly attitude and professionalism of library staff in assisting users to find the information they need (Wijaya & Thoha, 2020). Therefore, the quality of school library services contributes to a better learning environment and supports the overall achievement of educational goals.

The quality of circulation services at SMPN 4 Sibulue, Bone Regency, is still in the development stage with manual services that have been running well but are limited by facilities and resources. Library staff strive to provide friendly and responsive services, despite being constrained by limited space and inadequate building conditions. Students appreciate the ease of borrowing and smooth return processes, as well as the clearly communicated late fine policy.

However, students also hope that the book collection can be expanded and that the service system can be modernized to improve the effectiveness and comfort of library users.



Figure 1: Library Room at SMPN 4 Sibulue, Bone Regency

Overall, regarding the quality of school library services at SMPN 4 Sibulue, Bone Regency, the library's reference services play an important role in providing accurate and relevant information sources to support students' and teachers' understanding of learning materials and academic success. However, the library still faces significant challenges such as limited space, the absence of a computer-based service system, and a limited reference collection. The manual information search process results in less efficient services and makes it difficult for users to obtain information quickly and accurately.

On the other hand, activities to develop reading interest through competitions and other library programs have been effective in increasing student engagement, providing a space for self-expression, and encouraging the exploration of library collections. The quality of reading interest development services is measured by the success in increasing student participation, developing academic skills and creativity, as well as boosting self-confidence. Overall, the library at SMPN 4 Sibulue, Bone Regency, plays a strategic role in supporting the learning process and fostering a culture of literacy, although improvements in facilities, resources, and service systems are still needed to provide more optimal and efficient services.

Challenges in Implementing Total Quality Management to Improve the Quality of School Library Services at SMPN 4 Sibulue, Bone Regency

The implementation of Total Quality Management (TQM) to improve the quality of school library services plays an important role in creating services that are effective, efficient, and oriented towards the satisfaction of users, namely students, teachers, and school staff. By applying the principles of Total Quality Management, the library can ensure that collections, facilities, human resources, and services provided meet established quality standards and align with user needs. This not only enhances operational efficiency but also strengthens the culture of literacy and supports the success of the learning process in the school (Rahmi et al., 2023). However, in its implementation, there are challenges in ensuring the sustainability and holistic, integrated improvement of school library services. The challenges at the SMPN 4 Sibulue library in Bone Regency include collections, facilities, human resources, and library services.

Overall, the implementation of Total Quality Management in improving the quality of library services at SMPN 4 Sibulue has identified the limited library collection as the main obstacle

in providing optimal services. This limitation causes difficulties in meeting students' information needs, resulting in low reading interest and user satisfaction, further exacerbated by budget constraints and the need to enhance staff competencies. In response, the library has implemented various strategies, including systematic collection management, utilization of digital technology, establishing cooperation for book procurement, improving librarian competencies, and involving students in collection maintenance. All these efforts aim to gradually develop the library and improve service quality in accordance with the principles of Total Quality Management.

Limited facilities also pose a barrier to providing optimal library services that effectively support learning and literacy development (Susilorini, 2021). Nevertheless, the school strives to overcome these challenges by maximizing the use of space through more efficient collection arrangement, improving existing facilities, and submitting proposals for the procurement of new facilities and collections to the relevant parties. Although the acquisition of new facilities is still limited, the library remains optimistic that with careful planning, library development can be carried out gradually according to needs and available budget. A strong commitment from the school and library management is a key factor in addressing facility limitations to sustainably improve the quality of library services.

The limitations and lack of competency of librarians are the main causes of suboptimal collection management and library services, resulting in difficulties in implementing structured procedures and achieving consistent quality standards, which in turn leads to less than optimal user satisfaction (Fahmi, 2020). Nevertheless, the school demonstrates a strong commitment by striving to improve staff competencies through training and workshops, building a solid team collaboration, and encouraging the participation of all staff in continuous improvement. Active support from school leadership in the form of training facilities and resource allocation also plays an important role in motivating library staff to continuously enhance service quality in order to achieve the desired quality standards.

There is a need to strengthen the mental resilience and character of staff so they are better prepared to face changes and able to implement service standards with discipline, responsibility, and a proactive attitude. In addition, limitations in information literacy and digitalization pose significant obstacles, as the ability of staff and students to search for, evaluate, and effectively utilize information is still limited (Wijaya & Thoha, 2020). Limited resources and time also hinder the optimal implementation of digital literacy training. Digitalization is considered very important to accelerate services, facilitate collection management, and expand information access, thus requiring the procurement of technological facilities as well as the development of a quality culture that actively involves all parties. Regular monitoring and evaluation are crucial steps to ensure that the quality of library services continues to improve in accordance with Total Quality Management standards (Saputra et al., 2019).

CONCLUSION | خاتمة

Conclusion on the Implementation of Total Quality Management in Improving the Quality of School Library Services at SMPN 4 Sibulue, Bone Regency it can be concluded that the SMPN 4 Sibulue library faces challenges such as limitations in its collection, facilities, and librarian competencies, which hinder optimal services. To address these issues, the library implements systematic collection management, utilizes digital technology, establishes cooperation for book

procurement, and enhances staff competencies through training. The school also strives to maximize space and proposes the procurement of new facilities despite budget constraints. Strengthening the mental resilience and character of staff, providing information literacy and digitalization training, and fostering a culture of quality involving all parties are key. Regular monitoring and evaluation are crucial to ensure continuous improvement in service quality in accordance with Total Quality Management principles.

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