

# Strategy in Improving the Quality of Vocational High School Graduates

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**Abstract**—Based on data from the Central Statistics agency noted that the education level of vocational high school becomes the highest contributor to the open unemployment rate in Indonesia. This can encourage the improvement of the quality of education in order to improve the quality and competitiveness of human resources. In an effort to raise the quality of education will not fulfil the expected goal if not focus on improving the quality of students or the quality of graduates. Therefore, quality is the most important part of the school's strategy and requires a systematic approach by using a strategic planning process. Based on this, the research focuses on analysis and determines appropriate strategic planning to improve the quality of graduates. This research uses a descriptive qualitative approach with a type of case study research. Data collection uses observation, interview, and documentation techniques. Where the sample from this research is a strategy to improve the quality of graduates of Vocational Texar. The results showed that to improve the quality of graduates focus on curriculum development, improvement of facilities and infrastructure, improving the human resources of educators and education, using teaching factory (TEFA) learning models, in cooperation with DU/DI to synergize in efforts to improve the quality of graduates in accordance with market demands and absorption/distribution of graduates. The impact of these graduates ' quality improvement strategy, can be used as a reference for schools to improve the quality of vocational high school graduates to be better prepared in the business and industry.

**Keywords**—graduate quality improvement strategy; vocational high school

## I. INTRODUCTION

The development of science is determined by the development of education. Education has a very strategic role in determining the forward direction of the quality of knowledge of society. Education is key to the progress of a country. Based on the results of education quality control in Nana Syaodih stated that education plays a key role in human resource development and quality people. The better the quality of education is organized, the better the welfare and prosperity of the people in a country. Thus, the process of quality improvement of graduates is the first step to realize the welfare and prosperity of people [1].

The quality of graduates according to the purpose of national education is to develop capabilities, forming a character of a dignified nation civilization in order to educate the life of the nation, aiming for the potential development of learners to become Human beings who have faith and fear to the Almighty God, noble, healthy, knowledgeable, capable, creative, and self-reliant, and become democratic and responsible citizens.

Quality is conformity to the needs of the market or consumer. In general sense, quality contains the significance of the degree of excellence of a product or work, either in the form of goods or services. In the context of education, the sense of quality refers to input, process, output, and impact [2].

Currently, vocational high school is seen as the most appropriate to face the challenges of globalization which is expected to be key to victory in the competition in the global era, especially in empowering human resources. Global transformation towards a knowledge-based economy, lead to higher quality demands of human development as a resource of international and regional competitions in various parts of the world [3].

The relevance of education to the needs of the work market becomes a requirement for vocational high school that is prepared to master certain skills in various business sectors and national development industries. Vocational high school graduates are still not able to answer the labor problem that the world needs. Job opportunities offered by the job market are still unallocated [4]. According to the Central Statistic Agency, in February 2018 the education level of vocational high school became the highest contributor among other education levels, which amounted to 8.92% higher compared to high school graduates by 7.19% and college graduates of 6.31%.

The results of interviews with the party of the competition showed that in general, the industry feels there is a gap with the output of vocational high school that many do not have the competency of expertise according to Industry needs today. This reflects the gaps in demand of manpower from vocational education institutions and encourages the improvement of the quality of education in order to improve the quality and competitiveness of human resources using the approach of the strategic planning process.

According to Fred R. David, "Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives." [5]. The right strategy will have an impact on goal achievement. To get the right strategy, the school requires knowledge of information related factors that can support success in achieving goals. Therefore, it needs analysis. By conducting analysis is expected to provide information that can be used as reference material in the process of drafting a strategy to improve the quality of education.

Based on the identification of problems and issues and findings in the field that have been displayed earlier, the research related strategies in improving the quality of vocational high school graduates are very important, so that the research done can provide benefits for educational institutions in minimizing unemployment at the vocational high school level.

## II. METHOD

Based on the problems that will be researched then the method used in this research is a qualitative descriptive method. Sugiyono said Qualitative research method is a method of research used to examine on the condition of natural objects, where researchers are the key instruments, data collection techniques are done in a triangulation (combined), Data analysis is inductive, and the results of qualitative research further emphasize the meaning of generalization [6]. The data sources in this study consist of primary data and secondary data sources. The data source is the principal of Texar Vocational High School, deputy principal, educator and education personnel and the company. The data collection techniques in this study were conducted in three ways: observation, interviews, and documentation studies.

## III. RESULTS AND DISCUSSION

### A. Results

This study was conducted using quantitative method. Data In line with the growth of the problem and the magnitude of the demands on education, especially in the development of science and technology, the educational institutions, especially vocational high school, are required to be more able to develop the potential In cooperation with stakeholders in efforts to improve the quality of school graduates who have the competence in accordance with PP 32 year 2013 on the standards of competency of graduates and in the regulation of the Minister of Education and The knowledge number 54 year 2013 on the competency standards of primary and secondary education graduates. The efforts/strategies conducted by Texar vocational high school in improving the quality of graduates are by several stages, namely:

Planning, at the planning phase, includes formulating the vision, mission, and objectives of the school. The formulation of the vision and mission is carried out by analyzing the environment by looking at the fundamental needs of the environment and education that the school can provide. After fulfilling the vision and mission in detail, further, formulate the objectives. After formulating the objectives, the achievement strategy is made through a number of programs as a strategy

activity using SWOT analysis, the results of the analysis are curriculum development, improvement of facilities and infrastructure, and human resource improvement.

Implementation, the second stage of implementation or implementation of the previously made planning so that what has been previously completed can be achieved with maximum.

- Curriculum development, that is by combining productive subject matter with the material of the partner company by using teaching Factory learning model, it is aimed to the graduates that are produced according to the needs of DU/DI. According to Tracey Allen and Marilyn J. Amey, the concrete result of the partnership cooperation is expected to provide benefits mainly in supporting the implementation of academic and professional education programs [7].
- The fulfillment of facilities and infrastructure, namely in cooperation with the participation of students and DU/DI with the aim of improving the skill skills of learners in support of teaching and learning activities.
- Improving the quality of human resources educators and education by attending workshops and pieces of training according to the taken field.

Evaluation, evaluate the performance that has been done according to the program that was planned in advance. In this case, the school collaborated with DU/DI with the aim of being able to produce competent graduates. Evaluation functions to measure and interpret program achievements during implementation and at the end of the program in the form of outputs. stated by Cohen and Uphoff community involvement in decision-making processes, program implementation, gain benefit and evaluate program is a concern that is very valuable for education world [8].

### B. Discussion

Strategic management According to Igor Ansoff & Edward J. Mc Donnell is a systematic approach to a major change in key responsibilities of the main managers, how to place and adapt its organization in order to successfully conclusive in the face of a rapidly changing environment, so its organization survives [9]. In addition to adjustments to organizational environment change, in strategic management, there are formulating, implementing and evaluating strategic decisions between functions that enable an achieve future goals [10].

1) *Strategy formulation*: The stages of formulating or formulating a strategy include establishing a vision and mission, identifying the opportunities and challenges facing the Organization from an external standpoint, establishing weaknesses and advantages that the organization has from An internal perspective, devise a long plan, create alternative strategies and choose specific strategies to be achieved.

The education unit is required to continuously revitalize its strategy to ensure the suitability of environmental demands and competition with its internal powers. Given the inability of an education, unit to respond to opportunities and external threats

will result in decreased competitiveness and performance achievement [11].

A potential management tool to help analyze opportunities and such threats can use SWOT analysis techniques (Strength, weakness, opportunity, and threat), with this method of analysis of the vocational middle school Texar analyzing the environment Around in accordance with the strengths and weaknesses of the institution, in addition to seeing the current challenges and several years in which vocational high school graduates become the most donors compared to high school graduates and Higher education, this is a trigger for the Institute to prepare competent graduates and ready to dive in the world of business and industry, on the other hand, the agencies see benefit companies who can help the institution in supporting the objectives Schools in improving the quality of graduates. The results of the analysis of the institutions are curriculum development, facilities and infrastructure fulfillment, and improvement of human resources. The stage in the planning stages of the school is systematic starting from the determination of the vision, mission, objectives, and analysis in accordance with the theory.

2) *Strategy implementation:* Implementation of strategy in school management involves a large effort that aims to transform strategic objectives into the action of the implementation of school programs [12]. The hardest part is in this section, which an institution leader performs operational strategies, establishes short-term and long-term goals, motivates and empowers available resources to realize the plan Strategies that have been formulated can be implemented in improving the quality of school graduates.

- Curriculum development, the school in cooperation with DU/DI in the method of learning using the Teaching Factory (TEFA) method so that learners have the selling price. In addition, in the development of the curriculum of Vocational secondary school, Texar also collaborated and was elected to be one of the representatives of the private vocational high School of Karawang in the program KEIZEN (make people before making the product) PT. Toyota Manufacturing Indonesia in Change Ambassadors Program and Kama Goes to School.
- The fulfillment of facilities and infrastructure, not only focus on the development of the curriculum, the school continues to improve and improve infrastructure facilities in the school in support the creation of quality graduates who cooperate with the business world and the world of industry and students ' parental participation such as giving infaq to the mosques, cement, AC, fan, etc.
- Increase in human resources, the process of improving the quality of human resources by involving educators and education and students to various workshops held by the Government and DU/DI. Not only that, but a Texar Vocational High School also follows the PT. Toyota "Ecoyouth" which displays the works of Indonesian vocational high school students. In this case, Texar Vocational High School created a jamming tool

and was chosen as the 25 majors of 4,500 schools that signed up for Indonesia. In implementing the strategy of improving the quality of graduates, the Texar Vocational High School in collaboration with the business world and industrial world such as cooperation with the company that offers training, this opportunity schools take as one of the Strategy in order to improve the competence of the Texar Vocational High School, so that the public school is designated by the government as one of the private vocational high schools who get assistance in the 3D Printing program that carries Students to participate in the training at Gajah Mada University. At the implementation stage, the school implements management functions and environmental analysis by taking advantage of existing opportunities.

3) *Strategy evaluation:* The main focus of strategy evaluation is the performance measurement and creation of an effective feedback mechanism. Performance measurement is an important step to see and evaluate the achievement or outcome of the work that is targeted by the job [13].

Evaluation is an activity showing an assessment of the success or failure of execution according to the advice and objectives set in the formulation of the strategy. The evaluation held at the Texar Vocational High School in accordance with the programs that runs are evaluation every week, month, and year by making ongoing improvement. However, at this stage, there is a shortage where the school only evaluates programs that run without giving more motivation to educators and education personnel who directly participate actively in the process of implementing the program.

The stages of strategy compiled by the Texar Vocational High School systematically aim to improve the quality of graduates according to customer expectations. The quality of education is relative because everyone has an exact size [14]. The quality of education is said to be good if the education can provide services that fit the needs of the customers. In relation to the strategy, quality and quality of education as outlined above, TQM (Total Quality Management) is a continuous improvement effort, which can provide a set of practical tools to each educational institution in Meet the needs, desires, and expectations of its customers, current and future [15].

#### IV. CONCLUSION

Based on the research results of the strategy to improve the quality of vocational high school graduates can be concluded that the strategy to improve the quality of graduates in Texar Vocational High School includes strategy formulation by formulating vision, mission, The purpose and the quality improvement of the graduates with the use of SWOT analysis. The formulation of strategy focuses on the development of curriculum, fulfillment of facilities and infrastructure, increasing human resources, and conducting learning with a teaching factory (TEFA) model that cooperates with DU/DI.

The formulation phase that has been formulated is implemented in the control of the principal, the technical related is handed over to the respective responsibilities of each section. The supervision of the graduates quality improvement

strategy is conducted through performance evaluation on each program that works with the business and industrial world in order to produce graduates who are ready to work in the business and industry.

In this case, a precise and accurate strategy in service quality is an important factor affecting competitive advantage when planned and implemented appropriately. Thereby, the benefits obtained by the institution of the implementation of strategic management is to make the organization more dynamic, effective and efficient, facilitate and agree on changes in the development of strategies implemented and can be used sustainable quality improvement.

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