

## Analysis The Application of Deming Model to Performance Management in The As-Sakinah Integrated Islamic Kindergarten

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**Abstract.** *Currently, many organizations are implementing the PDCA model to improve performance, one of which is As Sakinah TK in the city of Tanjungpinang. Even though the PDCA model has been implemented, there are still several obstacles in implementing the performance plan at As Sakinah TK. The aim of this research is to find out and describe the obstacles and how to apply the PDCA model to As Sakinah TK. This research method uses a qualitative descriptive method where the data collection technique is carried out by means of observation, interviews and documentation directly with the teacher and principal of As Sakinah Kindergarten. The results of this research are that As Sakinah TK has implemented the Deming/PDCA model, such as planning daily/weekly/monthly and even annual activities. Even though there are obstacles in its implementation, As Sakinah TK continues to implement daily and annual evaluations and take corrective actions to improve and improve performance.*

**Keywords:** *Performance Management, Deming, PDCA*

## INTRODUCTION

### Background of the Problem

For the running of an organization or company, of course management is very necessary. An understanding of management needs to be applied as the basis of knowledge for every employee, so that this will improve the implementation of tasks in an effort to achieve the targeted goals of an organization or company. One aspect of management is performance management. Performance management has an overall organizational goal by linking jobs and managers to all work units.

According to Armstrong 2004, performance management is a means of getting better results from organizations, teams and individuals by understanding and managing performance within the framework of agreed goals, standards and attribute requirements (Nursam, 2017) . Performance Management not only provides benefits to the organization but also provides benefits to managers and also to individuals. The application of performance management in an organization or company is of course to review performance in a structured manner so that satisfactory results are obtained . Performance management is related to how employees can

continue to improve employee performance in order to achieve organizational or company success in the future

Employees who have continuous improvement will benefit the organization or company, because this will have an impact on performance and achieving desired targets. Employee performance according to Mangkunegara (2005) explains that employee performance is the achievement or ability achieved by a person in carrying out their duties in accordance with the responsibilities given to them and in accordance with the work standards set to achieve a goal in an organization (Nursam, 2017) . Of course, employee performance will experience increases and decreases. Therefore, an organization must have chosen a method that aims to solve problems using four steps repeatedly.

One of the methods used by an organization or company is PDCA method . This method is especially good for development functions, as it can be adapted for either day-to-day management with individuals or teams. Kindergarten As Sakinah, which was founded in 2012 and is located at the Taman Harapan Indah housing complex, km 9 Tanjungpinan , has implemented this model . The research was conducted by interviewing Mrs. Intan Permata as the principal and Puja Fitrianti as a teacher at As Sakinah Kindergarten. Ass Sakinah Kindergarten consists of 19 teachers and 92 students. Not only kindergartens, but Ass Sakinah also consists of PAUDs and daycares.

The application of the PDCA model at As Sakinah Kindergarten is functioning properly. After having a plan, of course it will be implemented by the teachers, but not all plans are successfully carried out , in implementing the performance of course there are problems and obstacles such as not carrying out one of the activities in the weekly/daily planning table because a teacher is sick and cannot come to teach, there are also teachers who forget the daily schedule that has been determined, not only teachers are obstacles to implementing performance plans but students are also one of them. Poor classroom conditions are also one of the causes of failure to implement performance plans, such as students being fussy and crying in class.

### **Problem Solving Plan**

Problem solving that can be done to improve employee performance by providing solutions from the results of evaluations carried out and providing training to employees. It is hoped that this training will become the basis for employees to be able to train themselves and develop their abilities. Giving awards for performance that has been achieved can also be done to increase competitive spirit and become even better at completing assigned tasks.

## **Research Formulation and Objectives**

From the explanation of the background to the problem above, Therefore, researchers conducted research on problems 1. Are the plans made by As Sakinah Kindergarten structured? 2. What is the implementation of the plans made at TK As Sakinah implemented? 3. Is there an inspection or evaluation of the implementation of teacher performance? 4. Is there any action taken by the Principal as a result of this evaluation? The research problem that is used as the main problem is the things that become obstacles in implementing the PDCA performance model in Ass Sakinah Kindergarten. The purpose of writing a journal is to find out and describe the obstacles and how to apply the PDCA model to Ass Sakinah Kindergarten. The researcher hopes to help describe and explain the obstacles to implementing the PDCA model at As Sakinah Kindergarten.

## **LITERATURE REVIEW**

### **1. Work management**

According to Drs. H. Malayu SP Utilizing human resources and other resources effectively and efficiently to achieve certain goals is the science and art of management. (Sp Hasibuan, 2017) . Meanwhile, according to *Michael Armstrong* , Performance management is a continuous process with the aim of improving performance by setting individual and work group achievement targets that are aligned or consistent with organizational goals, planning performance to achieve targets, reviewing and evaluating progress achieved, and developing knowledge, skills and resources. ability. (s. ruky, 2022) . And according to Gary Dessler (2015:331), performance management is a continuous process for assessing, improving and aligning team and individual performance with company goals (Saleha et al., 2023) .

The four basic phases of implementing performance management are directing/planning, managing/supporting, reviewing/appraising, and developing/rewarding. One of the results of effective performance management is 1. the creation of clear organizational goals and effective methods for identifying, setting, evaluating, and debating goals. 2. Coordination between broad goals set by top management and employees' personal goals. 3. Greater clarity regarding the organization's ideals and goals. 4. Establish continuous communication between management and employees (suryanto, 2022) .

Performance management can help managers, employees, and organizations. (Silaen, 2021) . The benefits of performance management for organizations include unifying team and individual goals with organizational goals, improving performance, inspiring employees, fostering commitment, upholding core values, improving training and development procedures, enhancing basic skills, and implementing work-based continuous improvement and development . effort. in career planning, helping prevent smooth staff turnover, encouraging efforts to improve overall quality and customer service, and driving cultural transformation programs (Nursam, 2017) .

## **2. Employee performance**

Performance is the main determinant of organizational success. According to experts, it is defined as the work results achieved by a person in carrying out the tasks assigned to him based on expertise, experience, sincerity and time. The Big Indonesian Dictionary (KBBI) defines performance as an achievement or demonstration of achievement. Therefore performance can be assessed using metrics including product quality, output volume, timeliness of completion, use of resources, and development of positive interpersonal skills . (Ginting et al., 2021)

According to Milner (1988), Performance is based on each person's specific requirements and expectations for their job. Apart from that, Mangkunegara (2007) defines performance (work performance) as the quality and quantity of work that a person can do in carrying out tasks in accordance with the responsibilities given... (DEWI & FRIANTO, 2013) . Simply put, performance evaluation is a procedure that a business uses to assess or measure the productivity of its employees . (Hakim, 2019) . Based on the various definitions given by the experts above, it can be said that employee performance is carried out not only for the interests of the company, but also for the interests of individual employees, such as developing a person's career in supporting the company's established vision and mission (II & Pustaka, 2009)

The aim of this performance is to improve employee performance results both in quantity and quality, to foster new knowledge that will help employees in resolving problems that may arise for the business due to the tasks or responsibilities given, and to fortify employees. relationships when participating in work activities within the organization (Qomariah et al., 2022) . This can be achieved through performance appraisals, which are

evaluations of how well managers, employees and other staff members have carried out their duties.

According to Robert L. Mathis and Jhon H. Jackson "The process of showing how well personnel carry out their duties compared to specified criteria and then sharing this knowledge is called performance appraisal." The assessment carried out will then become a significant input in the performance evaluation carried out, and then changes or whatever can be made. usually referred to as continuous improvement. (Fahmi, 2021)

### **3. PDCA model**

PDCA is a great model for development tasks because it can be adapted for day-to-day management with either people or teams. This approach is often used in change management processes for company improvement. Involving the community in the development process is very important. (Kurnia et al., 2022)

The PDCA cycle is an improvement process that is continuously improved (Tsani & Nurleli, 2021) . To improve the performance of a product, process, or system and influence future success, the PDCA cycle is often used to test and implement improvements (Jamalludin, 2022) . W. Edwards Deming created the Deming cycle (Deming Cycle/Deming Wheel) where quality can be controlled through a continuous process (Gaber & Lusk, 2018) . This happened because it was Deming who made wider use of it and increased its use. Although the Shewhart Cycle, widely considered the originator of statistical quality control, is what Deming himself always called it, it was not Deming by name. By using the PDCA method, you can continue to develop without pause. (Rachman, 2020) .

The key to implementing and practicing the standardization process of PDCA theory lies in the overall management process, comprehensive staff mobilization , and thorough understanding of the real situation of each participant. (Pan et al., 2022) . Through the application of PDCA. This process is used to improve the performance of the production process in a company (Khaerudin & Rahmatullah, 2020) :

- a. Planning ( *Plan* ) is planning, setting quality standards continuously and sustainably to achieve predetermined goals.
- b. Implementation ( *DO* ), is the activity of carrying out and controlling plans in stages so that goals can be achieved.

- c. Evaluation ( *check* ), is an activity of checking the results achieved by comparing the standards that have been set so that implementation is in accordance with the plan that has been set.
- d. Action *is* the activity of making necessary adjustments to the results of the inspection stage. This action is divided into corrective action which is the resolution of the problems faced and standardization action which is the standard method.

## **RESEARCH METHODS**

This research method uses a qualitative descriptive method. According to Moleong (2005:4), qualitative descriptive techniques, or techniques that collect data through the use of words, images and other visual elements, rather than numerical data. This information can be gathered through interviews, field notes, pictures, videos, personal notes, memoranda, and other types of documentation. Researchers provide an overview of the implementation of performance using PDCA mode. The population in this study consisted of all teachers at Ass Sakinah Kindergarten. Meanwhile, the sample for this research was two people consisting of the principal and one of the teachers at As Sakinah Kindergarten.

Data collection techniques are carried out by means of direct observation, interviews and documentation. In this study, researchers made direct observations at the object, namely at one of the Ass Sakinah Kindergartens which is located at Batu Sembilan housing complex Taman Harapan Indah, Tanjungpinang. The researcher also conducted interviews with the principal, one of the teachers named Intan Permata and Puja Fitrianti, who was recorded using a cell phone, and the answers from the resource persons were recorded using a pen and a researcher's book. In collecting data, the researcher also documented the supporting information files in preparing this research using one of the researcher's cellphones.

## **RESULTS AND DISCUSSION**

In implementing performance, teachers of course go through an education process and skills training within a certain period of time. Teachers are required to be able to provide better learning and changes to students. Therefore, in its implementation, teachers need to improve their performance so that school principals must be able to manage it well through coaching teachers. Teachers must also be able to improve their own abilities, not just hope for guidance from the school principal. Performance improvement management is carried out using a

performance management approach, one of which is the Deming model or PDCA (planning, do, check, act). This performance implementation model is carried out by schools in an effort to improve teacher performance. One of the schools we studied was the As Sakinah Integrated Islamic Kindergarten, As Sakinah Kindergarten. TK As Sakinah implements performance in improving employee performance using the Deming or PDCA model. Based on the results of interviews with the Principal of As Sakinah Kindergarten, Intan Permata, and 1 teacher, Puja Fitriyanti, it was found that performance implementation at As Sakinah Kindergarten uses the Deming model with the following 4 indicators:

### **1. Planning (Planning)**

Planning at As Sakinah Kindergarten is made every semester change. In planning, of course there are targets that must be achieved by the teacher. Planning can be seen from several factors. From the results of interviews with the Principal of the As Sakinah Integrated Islamic Kindergarten, planning was carried out at work meetings for one week to plan learning plans for one semester. Performance planning at Kindergarten As Sakinah takes the form of preparing semester and annual programs, teaching modules, creating new targets to include the latest changes, creating a Learning Implementation Plan (RPP). The broadest scope of the learning plan includes one basic competency consisting of 1 indicator or several indicators for one or more meetings. The teacher designs a lesson plan for each meeting that is adjusted to the scheduling in the educational unit. Then the teacher will carry out tasks based on the RPP that was created previously.

Performance planning at As Sakinah Kindergarten is structured, starting from student achievement targets to achievements by the teacher himself. The plans that have been made by the As Sakinah Integrated Islamic Kindergarten consist of learning outcomes from the teacher to each student every day, how the teacher conveys learning and the use of learning support media. The lesson plans made by the Integrated Islamic Kindergarten are also clear and detailed so that teachers can estimate and target learning outcomes for students.

In setting standards for teachers, TK As Sakinah determines that teachers who teach must have a minimum education of a high school/vocational school diploma. Apart from that, to serve as principal of the As Sakinah Kindergarten school, a minimum education standard of S1 is set. Of the existing workforce, namely 19 teachers, teachers have varied education ranging from vocational/vocational high school graduates to bachelor's degrees. Apart from that, As Sakinah Kindergarten sets learning process standards that each class contains 10-15 students,

in 1 class there are two teachers as teachers and assistants. This is done so that the teaching and learning process can be conducive.

## **2. Do (Implementation)**

The implementation of As Sakinah Kindergarten teacher performance is an effort to improve employee performance through the implementation of the plans made. In the performance implementation program to improve employee performance there are mentors and skills training. At As Sakinah Kindergarten, implementation of plans to achieve learning targets occurs every day. Implementation of performance is based on plans that have been made previously, one of which is the Learning Implementation Plan (RPP). The Learning Implementation Plan becomes a standard learning process for teachers which will later become components in performance assessment. Kindergarten As Sakinah 2 plans, namely daily and semester RPP.

In implementing the RPP that has been determined, the teachers at the As Sakinah Integrated Islamic Kindergarten have implemented it thoroughly. Of the 19 teachers, the RPP preparation was good, but there were 1-2 teachers who were still adapting to the RPP because these teachers were still new to teaching. For this reason, in controlling the plans that have been prepared, As Sakinah Kindergarten carries out training and development for teachers. The Principal does this to be able to carry out plans in accordance with the plans that have been made so that he can achieve the goals of As Sakinah Kindergarten.

## **3. Check (Inspection)**

Examination or what can also be called evaluation, is very important done. The preparation of performance plans written in the RPP needs to be evaluated and assessed so that in the future implementation can be improved, so that the achievement of the specified performance plans can be maximized and optimal.

At the As Sakinah Integrated Islamic Kindergarten, performance evaluations or assessments are carried out twice per year. As Sakinah Integrated Islamic Kindergarten in improving performance and assessing teacher performance, the Principal makes improvements by carrying out supervision. From this supervision, the Principal will know the teacher's performance and the development of teacher performance from semester to semester. Supervision is the main basis for analyzing the implementation of teacher performance in preparing RPPs. During this supervision which is carried out every semester, the Principal will



note what is lacking in the implementation of the RPP, so that teachers can find out the shortcomings.

Apart from supervising the Integrated Islamic Kindergarten, As Sakinah also carries out regular evaluations, namely every week. This weekly evaluation is carried out on Friday afternoon after the teaching and learning process is complete. From the results of an interview with one of the teachers, according to him, this weekly evaluation can not only improve teacher performance but also create closer ties between teachers. So as to create a comfortable working environment. Meanwhile, from the results of the interview with the Principal of Kindergarten As Sakinah, according to him, this evaluation is important so that teachers have work enthusiasm and can complete existing learning targets. The principal also hopes that this evaluation will result in improved performance for each teacher .

#### **4. Action { Action )**

The action stage aims at a sustainable development process. From *checks* or evaluations that have been carried out by an organization, of course there are actions taken by leaders to change and develop their employees. If there are gaps between the RPP and its implementation, then corrections need to be made after which the steps for completion are planned again.

From the results of interviews with the Principal and teachers, Kindergarten As Sakinah has taken action based on the evaluation carried out. From the supervision carried out by the Principal, the Principal will later write down follow-up actions regarding teacher deficiencies in the learning process on the assessment paper. Teachers who have slight deficiencies in the learning process will receive notification from the Principal and solutions to overcome these deficiencies. Meanwhile, teachers who have quite a lot of deficiencies in implementing learning will be followed up to take part in training. One example of training is *classroom management*. Based on the supervision report given by the Principal to the researcher, several examples of follow-up evaluations are as follows :

- a. Findings : There are still several children who are not orderly while praying  
Follow-up : Make sure the child is ready and ready orderly will begin to pray
- b. Findings : There is a lack of props when explaining the theme  
Follow-up : if the activity does not require a lot of props, it should be maximized during the introduction and explanation of the theme.

The findings were teacher errors that occurred when the principal witnessed the teaching and learning process in the classroom directly, namely carrying out supervision. From these findings, the Principal then provides suggestions for teachers to improve it.

In planning to determine standards for teachers to be able to teach at As Sakinah Kindergarten, they must at least have a high school/vocational diploma. Meanwhile, based on the regulation of the Minister of Education and Culture of the Republic of Indonesia number 137 of 2014 concerning national standards for early childhood education P origin 25 that:

(1) PAUD Teacher Academic Qualifications:

- a. have a Diploma four (D-IV) or Bachelor's degree (S1) in the field of early childhood education obtained from an accredited study program, or
- b. have a fourth diploma (D-IV) or bachelor's degree (S1) in other relevant education or psychology obtained from an accredited study program and have a PAUD Professional Teacher Education (PPG) certificate from an accredited university.

## **CLOSING**

### **Conclusion**

From the results obtained through interviews with the Principal and Teachers, As Sakinah Kindergarten is quite good even though it is not yet 100% in implementing performance in these 4 indicators. As Sakinah Kindergarten has a plan that has been prepared in the Learning Implementation Plan (RPP) which is the basis for performance. However, besides that, there are also obstacles in implementing the RPP that has been created. These obstacles include unsupportive classroom conditions or atmosphere, teachers who forget plans that have been made and teachers who are sick or have permission so they cannot attend during the learning process. So, due to these obstacles, several daily targets were not achieved.

As Sakinah Kindergarten also carries out supervision to assess teacher performance based on the RPP that has been created. Next, the Principal will follow up on the results of the inspection or evaluation. From the results of this evaluation, teachers will improve their performance by paying attention to suggestions from the Principal and participating in skills training. So it can be concluded that at As Sakinah Kindergarten the implementation of the Deming model on the 4 indicators is carried out in a structured manner, so that teacher performance and skills can continue to improve.

## Suggestion

In applying the Deming model with its 4 indicators, As Sakinah is quite good, you just need to pay attention to the implementation stage. Some new teachers adapt to the classroom. For Assakinah Kindergarten, you can pay more attention to the standards that must be met to become a teacher at Assakinah Kindergarten. Assakinah Kindergarten can observe the implementation carried out by teachers with routine evaluations which are carried out regularly.

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