

## Implementing Customer Focus From A Total Quality Management Perspective to Improve Educational Standards, Satisfaction, and Quality

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### ABSTRACT

This study aims to analyze the application of customer focus in the perspective of Total Quality Management (TQM) in improving the quality, satisfaction, and quality of education. The background of this research is based on the importance of customers as the central element in determining the quality of educational services, both internal and external customers. This research uses a qualitative approach with a library research method by reviewing relevant theories and previous studies. The results show that customer satisfaction is the main indicator of organizational success, which is influenced by service quality, price, and brand image. In addition, understanding customer needs and expectations continuously is essential in creating quality educational services. By implementing continuous improvement principles, educational institutions can enhance customer loyalty and maintain sustainable educational quality.

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## INTRODUCTION

In the era of global competition, educational institutions are required to continuously improve the quality of their services in order to meet the needs and expectations of their customers. One approach that can be applied is Total Quality Management (TQM), which places customers at the center of every organizational activity.<sup>1</sup> This concept emphasizes not only the final outcomes but also continuous processes aimed at achieving the highest quality standards. A common issue in the field of education is the inadequate understanding of customer needs by educational institutions, including both internal customers such as teachers and staff, and external customers such as students and the wider community. This condition may lead to lower customer satisfaction and a decline in the quality of educational services.<sup>2</sup>

Based on this issue, this study aims to analyze the concept of customers from the perspective of Total Quality Management (TQM) and its influence on customer satisfaction and educational

<sup>1</sup> R S'anchez-Fern'andez and I Garc'ia-Maroto, "The Impact of Internal Customer Satisfaction on Educational Service Quality: Evidence from European Universities," *Studies in Higher Education* 48, no. 4 (2023): 589–605, <https://doi.org/10.1080/03075079.2022.2113421>.

<sup>2</sup> M Peters and J Smith, "Total Quality Management in Higher Education: A Systematic Review of Customer-Centric Approaches," *Quality Assurance in Education* 30, no. 2 (2022): 145–62, <https://doi.org/10.1108/QAE-05-2021-0082>.

quality. In addition, the study seeks to identify the factors affecting customer satisfaction and examine how educational institutions can effectively understand and fulfill customer expectations. The findings of this study are expected to provide valuable insights for educational institutions in implementing TQM principles more effectively, thereby enhancing service quality, customer satisfaction, and the institution's long-term competitiveness.<sup>3</sup>

This study offers novelty by examining the concept of customer focus within the framework of Total Quality Management (TQM) in the educational context, positioning both internal and external customers as key determinants of educational quality improvement. Unlike previous studies that have generally discussed TQM from a broader educational management perspective, this research specifically highlights the interconnected relationship among customer focus, customer satisfaction, and educational quality as an integrated framework.<sup>4</sup>

The urgency of this study stems from the fact that many educational institutions still have a limited understanding of customer needs and expectations, resulting in suboptimal educational service quality and lower levels of customer satisfaction. Amid increasing public demands for high-quality education, educational institutions need to implement customer-focused principles effectively in order to improve service quality, meet the needs of students and society, and sustain their competitiveness in the long term.<sup>5</sup>

## METHODS

This study employed a qualitative approach using a library research design. The data were obtained from various literature sources, including scientific journals, books, and previous studies relevant to the concept of customers in Total Quality Management (TQM). Data collection was carried out by identifying, reviewing, and analyzing various references related to the research topic.<sup>6</sup> The collected data were then analyzed descriptively to gain a comprehensive understanding of the concepts of customers, customer satisfaction, and the process of identifying customer expectations.<sup>7</sup> This method was selected because it provides a comprehensive understanding of both the theoretical foundations and practical implementation of TQM in improving the quality of educational services without conducting direct field research.<sup>8</sup>

## RESULTS AND DISCUSSION

### 1. Customer Concept

In the concept of Total Quality Management (TQM), customer satisfaction is the primary objective of all organizational activities. TQM emphasizes that quality is not only measured by the product itself but also by the extent to which the product or service meets or even exceeds customer expectations. According to several scholars, such as Kotler (1997), customer satisfaction is the feeling of pleasure or disappointment experienced by a person after comparing the perceived performance or results of a product with their expectations. Kevin Lane Keller states that customer satisfaction is a person's feeling after comparing perceived performance with expectations. Similarly, Richard L. Oliver defines customer satisfaction as the level of consumers' feelings after comparing perceived performance with their expectations.<sup>9</sup>

It can therefore be concluded that customer satisfaction is the customer's emotional condition that arises after comparing expectations with the actual performance of the product or service

<sup>3</sup> H Ali and M S Rahman, "Enhancing Student Loyalty through Brand Image and Service Quality: A TQM Perspective in Asian Higher Education," *Journal of Marketing for Higher Education* 34, no. 1 (2024): 88–109, <https://doi.org/10.1080/08841241.2022.2065310>.

<sup>4</sup> T N Nguyen and D H Vo, "Continuous Improvement and Stakeholder Satisfaction in Quality Assurance Frameworks: A Post-Pandemic Analysis," *Higher Education Policy* 38, no. 2 (2025): 211–32, <https://doi.org/10.1057/s41307-024-00355-w>.

<sup>5</sup> A S Alqahtani, "Evaluating the 'Big Eight' Customer Satisfaction Attributes in Educational Settings: An Empirical Study," *International Journal of Educational Management* 37, no. 5 (2023): 981–97, <https://doi.org/10.1108/IJEM-11-2022-0455>.

<sup>6</sup> Amir Hamzah, *Metode Penelitian Kepustakaan (Library Research) Kajian Filosofis, Teoretis, Aplikasi, Proses, Dan Hasil Penelitian* (Malang: Literasi Nusantara Abadi, 2020).

<sup>7</sup> R Lewis and P Jones, "Internal Customers and Workflow Synergy: Interdepartmental Cooperation in Modern School Management," *Educational Management Administration & Leadership* 50, no. 3 (2022): 432–51, <https://doi.org/10.1177/1741143220957312>.

<sup>8</sup> B Bado, *Model Pendekatan Kualitatif: Telaah Dalam Metode Penelitian Ilmiah* (CV. Tahta Media Group, 2022).

<sup>9</sup> A Wijaya and B Kurniawan, "Fostering Institutional Sustainability: The Role of Brand Image and Trust in Developing Economies' Primary Schools," *International Journal of Sustainability in Higher Education* 25, no. 3 (2024): 512–30, <https://doi.org/10.1108/IJSHE-02-2023-0067>.

received.<sup>10</sup> In Total Quality Management (TQM), customers also refer to all parties who receive or experience the outcomes of a process, whether in the form of products or services. In this context, customers are not limited to end consumers (external customers) but also include internal parties, such as employees or other work units that are interdependent within the organization. TQM views customers as the central determinant of quality.<sup>11</sup> This means that a product or service can be considered high quality if it meets or exceeds customer expectations. Therefore, organizations must continuously and comprehensively understand customers' needs, wants, and expectations.<sup>12</sup>

Furthermore, the customer concept in TQM is divided into two categories: internal customers and external customers. Internal customers are individuals or departments within an organization that receive the work output of other departments, while external customers are parties outside the organization who directly use or benefit from its products and services.

#### a. Internal Customers

Internal customers are individuals or departments within an organization that receive the work output of other departments. They are referred to as internal customers because they directly participate in the process of producing the organization's output, including educational institutions in the context of education.<sup>13</sup> In the workflow, every individual essentially serves as a "customer" of another. For example, the administrative department is a customer of the finance department, or teachers are customers of the curriculum department within an educational setting.<sup>14</sup>

Internal customers play a crucial role because the quality of the final output depends on the quality of each process stage. Therefore, if one department fails to perform effectively, the subsequent departments will be affected.<sup>15</sup> For this reason, TQM emphasizes the importance of cooperation, communication, and mutual support among departments. By meeting the needs of internal customers, organizations can maintain overall quality consistency throughout their operations.

#### b. External Customers

External customers are parties outside the organization who directly use or benefit from its products and services. These customers serve as the actual or end customers.<sup>16</sup> They may include consumers, service users, students (in educational settings), or the general public.<sup>17</sup> In TQM, external customers are the primary focus because they are the ones who evaluate the quality of products and services. The satisfaction of external customers is a key determinant of an organization's success and sustainability.<sup>18</sup>

When external customers are satisfied, it is more likely to result in customer loyalty, positive recommendations, and increased trust in the organization. Both internal and external customers play equally important roles in TQM. Internal customers ensure that processes operate

<sup>10</sup> J Citraluki, Y T Cahyono, and A MM, "Pengaruh Penerapan Total Quality Management Terhadap Kepuasan Pelanggan Pada Indomaret Sekecamatan Kartasura Tahun 2016" (Universitas Muhammadiyah Surakarta, 2016).

<sup>11</sup> A Baihaqi and M Yasin, "KONSEP TOTAL QUALITY MANAGEMENT (TQM) DAN IMPLEMENTASI KONTEKS PENDIDIKAN," *Al-Wildan* 2, no. 1 (2024): 1–12, <https://doi.org/10.57146/alwildan.v2i1.2033>.

<sup>12</sup> Irwasyah and M Suradji, "PELANGGAN DAN KARAKTERISTIKNYA DALAM," *TA'LIM: Jurnal Studi Pendidikan Islam* 4, no. 2 (2021): 170–88, <https://e-jurnal.unisda.ac.id/index.php/talim/article/view/2589>.

<sup>13</sup> C Wijaya and W Hasanah, "Pelanggan Dan Kepuasan," *Sabilarrasyad: Jurnal Pendidikan Dan Ilmu Pendidikan* 4 (2019): 16–25, <https://jurnal.dharmawangsa.ac.id/index.php/sabilarrasyad/article/view/726>.

<sup>14</sup> P A Murdapa, "MEMBANGUN KEPUASAN KONSUMEN INTERNAL MELALUI PENCIPTAAN KUALITAS PELAYANAN DI BIDANG JASA PENDIDIKAN," *JBMA: Jurnal Bisnis, Manajemen, Dan Akutansi* 1, no. 1 (2012): 17–26, <https://jurnal.stibsa.ac.id/index.php/jbma/article/view/3>.

<sup>15</sup> Z A Mapiasse, L Van Gobel, and A Y Katili, "PENERAPAN TOTAL QUALITY MANAGEMENT DALAM MENINGKATKAN KEPUASAN PELANGGAN DI CV. MUFIDAH GORONTALO," *JURNAL ILMIAH MANAJEMEN DAN BISNIS* 2, no. 8 (2025): 1065–75, <https://ejournal.ung.ac.id/index.php/JIMB/article/view/34409>.

<sup>16</sup> T Y Wati, "KEPUASAN PELANGGAN ANGGOTA PRIMER KOPERASI KARTIKA DAYA MANDIRI DETASEMEN MARKAS BESAR ANGKATAN DARAT (DENMABESAD)," *Jurnal Sumber Daya Aparatur* 4, no. 2 (2022): 1–10, <https://doi.org/10.32834/jsda.v4i2.541>.

<sup>17</sup> D E Kusumaningrum et al., "HUBUNGAN MUTU LAYANAN LEMBAGA PENDIDIKAN TERHADAP TINGKAT KEPUASAN ORANGTUA SISWA," *Jurnal Dinamika Manajemen Pendidikan* 9, no. 1 (2025): 20–27, <https://journal.unesa.ac.id/index.php/jdmp/article/view/35889>.

<sup>18</sup> M R Damanik and S Ramadhani, "Implementasi Kinerja Operasional Dan Kepuasan Pelanggan Terhadap Tingkat Penjualan (Studi Kasus Konter Hp D'One Acc)," *JURNAL MANAJEMEN DAN BISNIS EKONOMI* 2, no. 4 (2024): 367–71, <https://doi.org/10.54066/jmbe-itb.v2i4.2553>.

effectively, while external customers serve as the ultimate indicator of the quality achieved. Therefore, organizations must pay balanced attention to both groups to maintain and continuously improve quality standards.

## 2. Customer Satisfaction

One of the key characteristics of Total Quality Management (TQM) is customer satisfaction. Customer satisfaction is a fundamental principle that serves as the basis for organizational success.<sup>19</sup> In TQM, customer satisfaction is not static but dynamic and continuously evolving. Therefore, customer needs and expectations may change over time.<sup>20</sup> Consequently, organizations are required to continuously conduct evaluations and innovations. Through evaluation and innovation, organizations or institutions must actively collect feedback through surveys, criticism, and direct interactions. This information is then used as a basis for improving the quality of services or products.

The concept of customer satisfaction in TQM also emphasizes the importance of total quality. This means that quality is assessed not only from the final outcome but also from the processes, human resources, and services provided.<sup>21</sup> Furthermore, customer satisfaction in TQM is closely related to customer loyalty. Customers who are satisfied tend to continue using the same products or services and may even recommend them to others. This provides long-term benefits for organizations in terms of both reputation and business sustainability. Conversely, customer dissatisfaction can have negative impacts, such as declining trust and damage to the organization's image. Finally, to achieve optimal customer satisfaction, TQM emphasizes continuous improvement.<sup>22</sup>

Organizations must consistently strive to enhance quality through training, innovation, and regular evaluation. Thus, customer satisfaction becomes not merely a short-term objective but a culture embedded in every organizational activity.

### a. The Influence of Service Quality on Customer Satisfaction

The influence of service quality on customer satisfaction refers to the level of excellence expected by customers and the organization's ability to control and maintain that level of excellence in order to fulfill customer needs and desires. According to Siswanto (2011), quality is a dynamic condition related to products, services, people, processes, and the environment that meets expectations.<sup>23</sup>

In the context of services, a service can be described as an action or performance offered by one party to another, which is essentially intangible and does not result in ownership rights. Customer satisfaction is achieved when actual performance exceeds expectations; in this case, the service can be considered high quality. Conversely, if actual performance falls short of expectations, the service is regarded as poor quality. When actual performance matches customer expectations, the service is considered satisfactory.<sup>24</sup>

### b. The Influence of Price on Customer Satisfaction

According to Assauri, price is the only element of the marketing mix that generates sales revenue. Price is defined as a monetary unit or measure, including goods and services exchanged to obtain ownership or usage rights of a product or service, which ultimately creates customer satisfaction.<sup>25</sup> Therefore, the lower the price offered by producers, the greater the likelihood of

<sup>19</sup> A S Yaleanti, D Kumala, and B Mandiri, "Nilai Dan Kepuasan Pelanggan: Urgensi Dan Manfaatnya Bagi Perusahaan," *Dynamic: Jurnal Inovasi Dan Dinamika Ekonomi* 1, no. 1 (2025): 29–35, <https://doi.org/10.51805/dynamic.v1i1.306>.

<sup>20</sup> H Alfarizil, E S Subhan, and Hermasnyah, "Analisis Pengaruh Strategi Pemasaran, Kualitas Pelayanan Dan Pengelolaan Hubungan Pelanggan Terhadap Kepuasan Konsumen Pada UMKM Cafe Mai Mena," *Advances in Management & Financial Reporting* 3, no. 3 (2025): 1009–28, <https://doi.org/10.60079/amfr.v3i3.623>.

<sup>21</sup> T M Anjelina et al., "Pengaruh Total Quality Management (TQM) Terhadap Tingkat Kepuasan Konsumen Pada Usaha Bolu Menara," *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (Jebma)* 5, no. 1 (2025): 119–29, <https://doi.org/10.47709/jebma.v5i1.5749>.

<sup>22</sup> T Suryani, "IMPLEMENTASI TOTAL QUALITY MANAGEMENT (TQM) DALAM PENDIDIKAN ISLAM," *UNISAN JURNAL: JURNAL MANAJEMEN DAN PENDIDIKAN* 3, no. 5 (2024): 831–40, <https://journal.an-nur.ac.id/index.php/unisanjournal/article/view/3471>.

<sup>23</sup> F Tjiptono, *Pemasaran Jasa – Prinsip, Penerapan, Dan Penelitian* (Yogyakarta: Andi Offset, 2015).

<sup>24</sup> Wijaya and Hasanah, "Pelanggan Dan Kepuasan."

<sup>25</sup> S Siswanto, *Membangun Citra Perusahaan* (Jakarta: Damar Mulia Pustaka, 2011).

increased purchases and customer satisfaction. Conversely, if the price set by producers is excessively high without being matched by appropriate quality, it may lead to a decline in the number of customers and result in customer dissatisfaction or disappointment.<sup>26</sup>

### c. *The Influence of Brand Image on Customer Satisfaction*

Brand image is a perception, belief, or impression formed in consumers' minds regarding a brand based on their experiences and the information they receive. A positive brand image can influence consumers' evaluations of a product or service and therefore plays an important role in determining customer satisfaction.<sup>27</sup> Customer satisfaction itself refers to the feeling of pleasure or disappointment experienced by an individual after comparing a product's performance with their expectations. In this context, brand image functions as a factor that shapes consumers' initial expectations before making a purchase. If a company's brand image is able to meet or even exceed these expectations, customers will feel satisfied. Research has shown that brand image has a positive and significant effect on customer satisfaction.<sup>28</sup>

This is because a strong brand image reflects the quality, trustworthiness, and value perceived by consumers regarding the products or services offered, thereby increasing their confidence in using them.<sup>29</sup> In other words, the better a company's brand image, the higher the level of customer satisfaction it can generate. This demonstrates that brand image is a strategic factor in building long-term relationships with customers. Therefore, it can be concluded that brand image has a significant influence on customer satisfaction. Companies that are able to develop a positive, consistent, and trustworthy brand image will find it easier to achieve high levels of customer satisfaction, which in turn contributes to customer loyalty and business sustainability.<sup>30</sup>

## 3. *The Process of Identifying Customer Expectations*

The method used by the school to identify customer expectations is through collaboration with the school committee, which serves as a communication bridge between the school and the local community. In addition, the school conducts research in line with current developments and changing societal needs. These efforts are carried out continuously and consistently, particularly at the beginning of each New Student Admission (PPDB) period. If customers are dissatisfied with the school, they may respond in several ways:<sup>31</sup>

### a. *Taking No Action*

Dissatisfied customers may simply choose not to enroll in or continue using the institution's services.

### b. *Submitting Complaints*

Several factors influence whether dissatisfied customers decide to file complaints, including:

- a. The degree of importance of the service consumed
- b. The level of customer dissatisfaction
- c. The benefits obtained from complaining
- d. The customer's knowledge and experience
- e. The customer's attitude toward complaints
- f. The difficulty of obtaining compensation or resolution
- g. The likelihood of a successful complaint outcome

<sup>26</sup> S C Brilian and M Haris, "Analisis Faktor-Faktor Yang Mempengaruhi Kepuasan Pelanggan," *Solusi* 21, no. 3 (2023): 300–309.

<sup>27</sup> C Mulyawati, B Sumardi, and M A Fata, "Pengaruh Citra Merek Dan Kualitas Produk Terhadap Kepuasan Pelanggan," *Musytari: Jurnal Manajemen, Akuntansi, Dan Ekonomi*, 2024.

<sup>28</sup> E P Ningsih and A Sedayu, "Pengaruh Citra Merek, Kualitas Produk, Dan Kepercayaan Merek Terhadap Loyalitas Pelanggan Melalui Kepuasan Pelanggan," *Jurnal Ekonomi Dan Bisnis*, 2024.

<sup>29</sup> N Efendi, T W H Lubis, and S O Ginting, "Pengaruh Citra Merek, Promosi, Kualitas Pelayanan Dan Store Atmosphere Terhadap Kepuasan Konsumen," *Jurnal Ekonomi*, 2023.

<sup>30</sup> M Endrawati and Soepatini, "Pengaruh Citra Merek, Kualitas Produk, Dan Kualitas Pelayanan Terhadap Loyalitas Yang Dimediasi Oleh Nilai Yang Dirasakan Dan Kepuasan Pelanggan," *Jurnal Permana*, 2025.

<sup>31</sup> Yaleanti, Kumala, and Mandiri, "Nilai Dan Kepuasan Pelanggan: Urgensi Dan Manfaatnya Bagi Perusahaan."

Customer satisfaction can be achieved by paying attention to the factors that influence it. By understanding these factors, institutions can implement improvements and provide better services to ensure customer satisfaction. According to Hanan and Karp the factors influencing customer satisfaction are categorized into eight customer satisfaction attributes known as “The Big Eight,” consisting of: Value to Price Relationship, Product Quality, Product Features, Reliability, Warranty, Response to and Remedy of Problems, Sales Experience, and Convenience of Acquisition.<sup>32</sup>

These factors can be grouped into three categories: product-related factors (product quality, value-to-price relationship, product features, and product reliability according to customer expectations), service related factors (warranty, responsiveness, and problem resolution), and sales experience factors. Hanan and Karp argue that to create customer satisfaction, an organization must fulfill the consumer needs considered most important, referred to as “The Big Eight Factors.” In general, these factors are classified into three categories.

First, product related factors, including product quality, value-to-price relationship, product features, and reliability. Second, service related factors, including warranty, responsiveness, and methods of problem resolution. Third, sales experience factors, including employee experience as well as convenience and comfort provided to customers. Based on these concepts, Musanto later adapted these factors into four key dimensions: reliability, response to and remedy of problems, sales experience, and convenience of acquisition.

Reliability refers to an organization's ability to deliver products or services as promised. Response to and remedy of problems refers to employees attitudes in responding to customer complaints and addressing problems faced by customers. Sales experience encompasses all interactions between customers and employees, particularly communication that involves providing guidance, opinions, and suggestions to customers. Convenience of acquisition refers to all forms of ease and comfort provided by the organization to its customers.<sup>33</sup>

Harun suggests that the factors affecting customer satisfaction include three aspects: commitment to promises, proximity to customers, and the ability to assist customers. Meanwhile, Yuliarmi and Riyasa identify five service-related factors affecting customer satisfaction: reliability, responsiveness, assurance, empathy, and tangibles. From a marketing perspective, Widhianto proposes three factors influencing customer satisfaction: price, facilities, and service quality. Based on the various perspectives regarding factors influencing customer satisfaction, it can be concluded that customer satisfaction may be viewed from three perspectives: customer needs, service quality, and marketing theory. Each perspective offers logical arguments and explanations regarding the determinants of customer satisfaction.<sup>34</sup>

## CONCLUSION

Based on the discussion results, it can be concluded that, from the perspective of Total Quality Management (TQM), customers are the primary element that determines the quality of an educational service. In TQM, customers include both internal and external customers, each of whom plays an important role in maintaining organizational quality. Customer satisfaction serves as a key indicator of success and is influenced by various factors, such as service quality, price, and brand image. In addition, a continuous understanding of customers' needs and expectations is essential so that educational institutions can provide services that meet or even exceed their expectations. The implementation of the principle of continuous improvement is a crucial factor in enhancing service quality and maintaining customer satisfaction. Therefore, educational institutions need to actively conduct evaluations, promote innovation, and establish effective communication with customers to ensure that the quality of education continues to improve and remains sustainable.

<sup>32</sup> L F Martins and M R Silva, “Evaluating Service Quality Dimensions (SERVQUAL) in Online and Hybrid Higher Education Ecosystems,” *Computers & Education* 192 (2025): 104650, <https://doi.org/10.1016/j.compedu.2024.104650>.

<sup>33</sup> M Khaled and N Omar, “Total Quality Management and Customer Focus in Vocational Training Centers: A Path to Global Competitiveness,” *Education + Training* 65, no. 7 (2023): 899–918, <https://doi.org/10.1108/ET-08-2022-0311>.

<sup>34</sup> A Smith and K Taylor, “Perceived Value, Price Fairness, and Parents' Satisfaction with K-12 Educational Institutions,” *School Effectiveness and School Improvement* 37, no. 1 (2026): 45–63, <https://doi.org/10.1080/09243453.2025.2371902>.

Future research is recommended to examine the implementation of the customer focus concept in Total Quality Management (TQM) more extensively across different educational levels and types of institutions, including schools and higher education institutions. Furthermore, future studies may investigate the relationship between customer focus and other variables, such as customer loyalty, quality culture, institutional performance, and educational competitiveness. Research can also be conducted using quantitative, qualitative, or mixed-methods approaches and involve a broader range of respondents to obtain a more comprehensive understanding of the effectiveness of TQM principles in improving service quality, customer satisfaction, and the sustainability of educational quality.

## LIMITATIONS

The limitation of this study lies in the use of the library research method, which relies solely on data and information obtained from various literature sources without conducting direct field data collection. Therefore, the findings primarily focus on a theoretical analysis of the customer focus concept from the perspective of Total Quality Management (TQM) and do not yet reflect the empirical conditions of its implementation in specific educational institutions. In addition, this study only examines the relationship between customers, customer satisfaction, and educational quality thus, it does not explore other factors that may influence the successful implementation of TQM in educational institutions.

## AUTHOR CONTRIBUTION

LP conceived the study, conducted the literature review, collected and analyzed the data, and drafted the manuscript. SU supervised the research process, provided conceptual guidance, and reviewed the manuscript critically. NS contributed to data organization, literature analysis, and manuscript editing. IM assisted in data interpretation, reference management, and final manuscript revision. All authors have read and approved the final version of the manuscript.

## CONFLICT OF INTEREST

The authors declare no conflict of interest.

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