



IMPROVING THE AL-QUR'AN TAHFIDZ PROGRAM THROUGH THE IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT

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Abstract:

This study aims to determine the improvement of the Al-Qur'an memorization program through the implementation of Total Quality Management at the Modern Islamic Boarding School Muhammadiyah Boarding School Bumiayu. This study uses a qualitative research type. Data collection methods in this study are observation, documentation, and interviews. Data were obtained directly from the subjects who provided information to the researcher, namely Mudir, Wakil Mudir, Waka Tahfidz, Tahfidz Teachers, and Santri. The data analysis method used through the stages of data collection, data reduction, data presentation, and drawing conclusions. From the results of the study, it was concluded that the improvement of the Al-Qur'an memorization program through the implementation of Total Quality Management at the Modern Islamic Boarding School Muhammadiyah Boarding School Bumiayu includes: determining memorization targets, tahsin Al-Qur'an, halaqah tahfidz, determining the method of memorizing Al-Qur'an, determining the time to memorize, time and activities to memorize, Tasmi' (memorization deposits), and tahfidz exams. Meanwhile, the implementation of TQM in the Al-Qur'an memorization program at the Modern Islamic Boarding School Muhammadiyah Boarding School Bumiayu is based on four TQM principles, namely customer focus, obsession with quality, teamwork, and continuous system improvement.

Keywords: *Al-Qur'an Memorization Program, Total Quality Management.*

INTRODUCTION

The Qur'an is the basic source of Islamic teachings which is believed by Muslims to be the final sharia to provide direction to humans in life in this world and the hereafter. The Qur'an contains beautiful poetry that cannot be defeated by any poetry originating from humans because the Qur'an comes from Allah SWT whose truth cannot be denied. The Qur'an is the only book that is most powerful in providing direction to humans so that by memorizing it, the authenticity of the Qur'an is maintained even though the times continue to change (M. Utsman Arif Fathah & Dewi Rokhmah, 2022).

Today, Muslims are competing to carry out the commands of the Islamic religion in order to get guidance when living in the world. However, just believing is not enough, humans must also try to make the Qur'an a guide to life in providing guidance for humans because the Qur'an is not proactive so that humans are responsible for making the Qur'an actively speaking so that it functions as a guide (Wijaya, 2009). The Qur'an, which functions as a guide, lesson and guideline for Muslims, is actually only for those who are willing to read, study and take lessons from the verses of the Qur'an so that it will become

a guide and guideline for their lives. We as Muslims who consider the Qur'an as the holy book of Muslims from time to time must maintain its authenticity and purity (Aprianti, 2016).

The holy book of the Qur'an was revealed by Allah in the midst of the Arab nation, most of whom were still illiterate at that time. Even so, they have many privileges in the form of very strong memories. Seeing such a phenomenon, a method is recommended that is in line with the conditions in broadcasting and maintaining the Qur'an. The Prophet Muhammad SAW recommended and ordered to be able to memorize the verses of the Qur'an every time it was revealed and ordered the experts to write it, because in this way the Qur'an can always be maintained during the time of the Prophet Muhammad SAW.

The effort to memorize the Qur'an by some Muslims continues and this is one way to maintain the originality of the Qur'an to this day. Maintaining the authenticity of the Qur'an can be done by reading, understanding and memorizing it. Although some people think that memorizing the Qur'an tends to be more difficult than reading and understanding it. This happens because the Qur'an has so many pages that it takes a lot of time to memorize it, even though Allah has said 4 times in Q.S Al-Qamar verses 17, 22, 32 and 40 which means "And indeed We have made the Qur'an easy for a lesson or as a reminder, so is there anyone who takes heed" (Sjamsudin, 2019). This verse emphasizes that the Qur'an is easy to remember for everyone who wants it, and the ease of the Qur'an also includes reading it, memorizing it, understanding it, reflecting on it, and revealing the miracles told in the Qur'an. When we reflect on the verses of the Qur'an that we hear and understand the verses well, then it will make the verses embedded in our memory in the long term and we are able to reveal something new about the guidance of the verses.

Nowadays, the study of memorizing the Qur'an is considered very significant to be developed. Many Islamic educational institutions in Indonesia are currently promoting and developing tahfidz programs for the Qur'an. This shows the high enthusiasm of the Indonesian Muslim community to memorize the Qur'an and make their children memorizers of the Qur'an. This trend is also a sign of the progress of Islamic education (Hidayah, 2016).

Currently, many Islamic educational institutions provide opportunities for sons and daughters in their regions to become cadres and are directed to deepen religious values in order to form a Muslim personality that is faithful and pious and has noble morals. One of these institutions is the Modern Islamic Boarding School Muhammadiyah Boarding School (MBS) Bumiayu. In addition to providing opportunities for students to study religion in depth, MBS Bumiayu also educates students to master the knowledge of the Qur'an by implementing an excellent program to become a Qari' (Qur'an reader) and huffazh (Qur'an memorizers) with the slogan that is the mainstay of "cadreship of Qur'anic scholars".

On the way before starting the tahfidz process, there are processes that are carried out such as correcting the reading first, namely tahsin, halaqah (circle group), tahfidz time and tahfidz tutor. Tahfidz is a way to maintain, preserve and preserve the purity of the Qur'an in a muttapien manner or without looking at the text again in expressing its verses or hadith (Rauf, 2004). Tahfidz or memorizing also functions to avoid forgery or someone who wants to change its contents so that it is maintained and its memorization is maintained either in whole or in part. Not only guarding but also including a form of love of the people for their holy book and also by memorizing not only maintaining the Qur'an with its memorization but also with its heart (bi al-qalb) (Ulum, 2007). One form of effort in fostering tahfidz of the Qur'an at the Modern Islamic Boarding School Muhammadiyah Boarding School (MBS) Bumiayu is to use the Total Quality Management (TQM) approach. TQM has a very important role in the process of memorizing the Qur'an. By using the appropriate TQM and focusing on strengthening the memorization of customers or students, it will greatly help someone in achieving success in memorizing the Qur'an. In addition, it is also expected that it can help memorization to be more effective and faster. TQM is an integrated effort designed to improve the quality of performance at every level of the organization. Therefore, TQM is

a process for managing quality in an activity. The TQM philosophy developed in Japan after World War II. Edwards Deming, an American quality expert, helped the Japanese implement the TQM concept (Ramasamy, 2012). They concentrate on customer satisfaction and focus on understanding customer needs and expectations. TQM is an approach to running a business that tries to maximize the competitiveness of an organization through continuous improvement of its products, services, workforce, and environment (Siregar, N., Shofiyah, S., Meidiana, 2020). TQM implemented in improving the Al-Qur'an memorization program is centered on customer satisfaction and improvement, so in this case the focus of the hope that is implemented is to improve the memorization of students so that they meet the target achievement and can become Al-Qur'an memorization.

The management of memorization carried out by MBS with a target of achieving 2 juz for 1 year has a success rate of 95%. The quality of memorization that is maintained, routine utilization in the community and achievements in the field of memorization that have made researchers interested in studying more deeply the improvement of the Al-Qur'an memorization program through the implementation of TQM that is centered on customers which of course improves the memorization of students. Students who are not burdened with cooking and washing certainly provide more time for better memorization improvement and of course there is good management that is centered on students as primary customers.

Al-Qur'an memorization has goals that must be achieved, so appropriate arrangements or management are needed that are applied with TQM in improving the memorization that is carried out so that the desired goals and targets that have been determined can be achieved properly. Likewise, in its implementation, it requires a strong design that can facilitate the process. Therefore, TQM in improving the Tahfidz program is one of the factors that determines the success of memorizing the Qur'an, especially for students at the Modern Islamic Boarding School MBS Bumiayu. From what has been explained above, this study aims to explain how to improve the tahfidz Al-Qur'an program through the implementation of Total Quality Management at the Modern Islamic Boarding School Muhammadiyah Boarding School Bumiayu. This study is expected to be able to contribute to continuing to innovate in improving the tahfidz Al-Qur'an program and continuing to improve the quality of tahfidz Al-Qur'an through Total Quality Management where its implementation focuses on customer satisfaction, in this case the satisfaction of students as primary customers so that later it can produce a generation of quality Al-Qur'an memorizers.

RESEARCH METHODS

In this study, the author uses a type of field research that is descriptive qualitative, namely a research procedure that produces descriptive data in the form of written or spoken words from people or observable behavior. Qualitative research aims to describe the empirical reality behind a phenomenon in depth, detail, completeness, and systematically (Lutfy, 2013). The basic reason why in this study the researcher used qualitative research is because the problems to be answered have a holistic, complex level, and it is also not clear what is actually contained in the answer to an existing question.

Meanwhile, the approach used in this study is the phenomenological approach. Phenomenology is studying the phenomena that appear in front of us, and how they appear. The main purpose of the phenomenological approach is to study how phenomena are experienced in consciousness, thoughts, and in action, such as how the phenomenon is valued or accepted aesthetically (Yusanto, 2019). The reason for using the phenomenological approach in this study is to find answers to perceptions, ideas, memories, imaginations, emotions, desires, desires, to actions taken by the study (Rokhmah, 2021b).

In this study, the author took the research location at the Modern Islamic Boarding School Muhammadiyah Boarding School Bumiayu which is located on Jalan Kauman, Bumiayu District, Brebes Regency, Central Java, with the consideration that PPM MBS

Bumiayu is an Islamic boarding school in Bumiayu that has graduated many hafidz-hafidzah students every year through the tahfidz program where in its implementation it not only focuses on increasing deposits but also focuses on muroja'ah or maintaining memorization of the Al-Qur'an (M. Utsman Arif Fathah & Dewi Rokhmah, 2022).

The data collection techniques used in this study were observation, interviews, and documentation. Observation was used by researchers to observe and understand the Al-Qur'an tahfidz program through Total Quality Management. Interviews were used by researchers to obtain information that was in accordance with the object of research, namely improving the Al-Qur'an tahfidz program through the implementation of Total Quality Management obtained from informants (Rokhmah et al., 2023). The technique for selecting research subjects in this study used purposive sampling, which is a selection technique with certain considerations and specific objectives that the data source is directly involved in the process of improving the Al-Qur'an memorization program through the implementation of Total Quality Management at the Modern Islamic Boarding School MBS Bumiayu. Informants obtained in this study include: Mudir (Director), Deputy Mudir, Waka Tahfidz, Tahfidz Teachers, and Students at the Modern Islamic Boarding School Muhammadiyah Boarding School Bumiayu. Documentation is used to obtain an overview from the subject's point of view through written media and other documents written or created directly by the subject concerned (Hermansyah, 2014). The documents and data expected from researchers with this method are various kinds of documentation including a general description of the Modern Islamic Boarding School Muhammadiyah Boarding School Bumiayu and documentation of the Al-Qur'an memorization program report through the implementation of Total Quality Management (Rokhmah, 2021a) The data analysis technique used in this study uses the data analysis model from Miles da Humberman where in the book by Sugiyono it is explained that data analysis in qualitative research is carried out interactively and continues continuously so that it is saturated (Rokhmah, 2021a). The steps taken in analyzing data through the stages of data collection, data reduction, data presentation, and drawing conclusions (Sugiyono, 2015).

RESULTS AND DISCUSSION

There are many advantages of the Qur'an that can be obtained by those who study it, starting from reading each letter multiplied 10 times then memorizing, understanding, and practicing what is in the Qur'an. The advantages of what will be obtained by those who study the Qur'an have been conveyed by Allah and His Messenger both in the Qur'an and Al-Hadith. Muhammad Ahmad Abdullah has written among the advantages in studying the Qur'an, as in the Hadith narrated by Bukhari which means: "People who are proficient in reading the Qur'an will always be accompanied by the most honored and obedient angels who record goodness to Allah 'Azza wajalla and those who stutter in reading the Qur'an then struggle and try to read it, then he will get double the reward".

The activity of memorizing the Qur'an is one form of Muslim concern in studying the Qur'an and maintaining it. The implementation of tahfidz requires great attention to effective methods of memorizing the Qur'an, and aims to obtain appropriate and maximum results. Methods of memorizing the Qur'an have been widely discovered by experts in memorizing the Qur'an, so the implementation of tahfidz should be able to follow and pay attention to existing theories (Abdullah, 2009). The tahfidz program of the Qur'an through the implementation of Total Quality Management run by the Modern Islamic Boarding School of Muhammadiyah Boarding School Bumiayu includes:

1. Determining Memorization Targets

According to the data results found by researchers, the MBS Bumiayu Islamic Boarding School has a very effective application of memorizing the Qur'an to achieve the specified memorization targets with systematic goals, and good management in tahfidz will produce quality huffadz. The Al-Qur'an memorization program is one of the main programs at the MBS Bumiayu Islamic Boarding School, so that students who are accepted to study religion at this Islamic boarding school are students who have a strong desire to become a hafidz with a 3-year junior high school education and then 3 years of high school. Al-Qur'an memorization will be more optimal when there are goals that

students must achieve, therefore MBS Bumiayu in determining the target for students to memorize each year is 2 juz for junior high school and 3 juz for high school, so that when students graduate, they will have memorized 15 juz in full.

2. Tahsin Al-Qur'an

Tahsin Al-Qur'an at MBS Bumiayu begins with studying the makharijul letters along with the nature of the letters with the tatbiq method (practice) of reading each letter according to where the letter comes out, because the basic learning of reading the Qur'an is knowing the letters, especially when there is a mistake in pronouncing the letters as explained above, it will fall into lahnul jali or a fatal error that changes the meaning of what we read. After studying the makharijul letters, it will be continued to learning the laws of tajwid accompanied by reading practice in order to accustom students to reading with the laws of tajwid that are learned and can apply them to other readings of the Qur'an. The duration of tahsin at MBS Bumiayu is 1 month by looking at the development of students and the improvements obtained when students have mastered it, they will move up to the tahfidz level. The process of tahsin Al-Qur'an for new students who are directly guided by asatidz and asatidzah per halaqoh aims to diagnose or observe the illness of each student, such as tajwid and makhroj (exit place) of the letters. It can be seen why MBS Bumiayu emphasizes very much that before entering the tahfidz stage, students must go through the process of tahsin reading the Al-Qur'an first so that the students are ready to memorize with memorization in accordance with the rules of tajwid and makhraj and make it easier for students to memorize the Al-Qur'an because they already know the rules of reading it and they have gone through the process of learning to read so that they are more fluent in reading what they will memorize.

3. Tahfidz Halaqah

When researchers collected data at the MBS Bumiayu Islamic Boarding School, researchers saw that the students were enthusiastic and excited to participate in the halaqah. The halaqah that had been formed by the Deputy Head of Tahfidz at the Islamic Boarding School consisted of 10 to 20 children in each halaqah with each child sitting in a circle around the ustadz who taught their tahfidz. The main place was in the mosque and class as a place for tahfidz, this tahfidz halaqah took place after dawn for 40 minutes, after ashar for 30 minutes and after maghrib until isya time. Tahfidz Al-Quran was attended by all students except new students, because new students would follow the Al-Quran tahsin program for 1 month first.

Tahfidz activities at MBS Bumiayu are supervised by special asatidz for tahfidz of the Al-Qur'an so that in the implementation of tasmi' (deposit) memorization is of higher quality because the asatidz listen to the Al-Qur'an which they have memorized, and aims to make the students' memorization ability of higher quality because they are listened to by teachers or ustadz who have memorized it before.

4. Determination of the Method of Memorizing the Al-Qur'an

MBS Bumiayu uses 4 (four) memorization methods in its tahfidz activities to make it easier for students to memorize the Al-Qur'an, because in the process many students find it easy to use certain methods and others find it easy to use certain methods too, therefore the following are the memorization methods in tahfidz used by PPM MBS Bumiayu, including:

- a. Jama' method (together). This jama' method is carried out at MBS Bumiayu by 7th grade students after completing tahsin then when starting tahfidz they will memorize the Qur'an using the jama' method especially in juz 30 in each of their respective halaqah. This jama'i method is carried out in each halaqah by determining the letter or juz to be memorized and then there is one leader or director who is usually the head of the halaqah to start the reading and then followed by the members of the halaqah together, where this jama'i method aims to warm up before continuing to memorize other letters and memorize independently. The jama'i method at MBS Bumiayu is also always carried out after completing the Asr, Subuh and Maghrib prayers with the letters memorized

from juz 30 and 29 by all old and new students together and it is scheduled which letters will be memorized.

- b. Juz'i method (part). Many MBS Bumiayu students use the juz'i method because it is easier and more efficient when used in memorizing the Qur'an. MBS Bumiayu students in using this method divide 1 page of the Qur'an into 3 parts with 5 lines that they mark and in accordance with the minimum target determined by MBS Bumiayu, which is 5 lines a day, which they then repeat on the parts they have marked and when finished they will move on to the next part. The use of the juz'i method also makes it very easy in the memorization repetition process because they only need to repeat 3 parts for each 1 page of the Qur'an and start with those parts, especially now that there are many Qur'ans with printing that has been divided to help in the memorization process without having to divide it yourself, so the repetition process is by repeating the first part continued to the second part and after memorizing the second part is repeated again by combining the first and second parts to make it whole and so on for the third part and so on by adding and then repeating the previously memorized parts to make it whole.
- c. Talqin method (dictation). This method is more widely used by students who still have difficulty memorizing the Qur'an, which will then be assisted by the ustadz in his halaqah in memorizing, namely by the talqin method. This method is used when tahfidz takes place with the ustadz having determined in advance what will be memorized according to the target determined by MBS Bumiayu, then the ustadz reads one by one the verses or usually parts of the words that have been marked so that they are not too long according to their abilities, then imitated by the students who are being talqined. After the students have memorized what has been talqined to them, the ustadz will continue the talqin process to the next part that will be memorized, which aims to help students who still have difficulty memorizing it.
- d. Muraja'ah Method (repeating). MBS Bumiayu emphasizes this muraja'ah method after they have memorized the Qur'an, because it prevents forgetting from their memorization and to strengthen what they have memorized so that it does not just disappear. The murajaah process is carried out every day during the night tahfidz and is carried out once a week, namely on Thursday for murajaah memorization that has been memorized for one week, all of which are submitted 1 sheet or with a minimum of 1 page. This murajaah process will be carried out again when the MBS Bumiayu students have memorized 1 juz of the Qur'an which is carried out in the form of a test, because they will repeat what they have memorized and then be tested by the ustadz with the type of questions connecting the verses that are delivered. Repeating the murajaah memorization deposit with other people or ustadz is the success of this murajaah process because if there is a mistake, it can be immediately corrected and corrected, unlike memorizing alone.

5. Determination of Memorizing Time

Qism Worship at the Bumiayu MBS Boarding School has a program of praying on time, even all students are required to leave for the mosque 5 minutes before the call to prayer in order to accustom them to discipline. Then with this kind of qism worship activity, there is a collaboration that is carried out with the tahfidz section, namely memorization preparation when they are already in the mosque, so every child who is waiting for prayer time is used to memorize the Al-Qur'an ziyadah or muraja'ah and prepare their memorization to be submitted so that they have plenty of time to memorize and can strengthen their memorization. When children are in the mosque 5 minutes before the call to prayer, they also still have a 10-minute waiting time before the iqomah which if added up means that the students have 15 minutes of memorization time before praying. The most memorization time before prayer is before the dawn prayer because every student is required to arrive at the mosque 30 minutes before the call to prayer so

that MBS Bumiayu students have additional time to memorize and still leave for prayer on time even before the call to prayer is heard.

6. Memorization Time and Activities

MBS Bumiayu Islamic Boarding School provides relief to all students by providing kitchen and laundry facilities at the boarding school. With the convenience of students not washing their clothes, it provides relief to students to focus on memorizing the Qur'an, so the energy used for washing can be diverted to memorizing. Facilities like this certainly provide a good increase in memorization because students no longer have to think about their dirty clothes and food but focus on how they should memorize and achieve the predetermined target.

7. Tasmi' (Memorization Deposit)

MBS Bumiayu holds Tahfidz Al-Qur'an every day 3 times, namely after dawn, after ashar (following the extracurricular schedule) and after isya. Memorization deposits have been set every day to increase memorization and muraja'ah so that memorization is according to target and the quality of memorization is maintained and it is free from forgetfulness. Memorization deposits are set for all students at least 5 lines in 1 day to achieve the target that has been set so that all students can easily memorize it because there is a minimum deposit limit and do not waste tahfidz time just to chat, daydream or play while tahfidz in halaqah is taking place.

MBS Bumiayu has a very efficient tahfidz program and method that makes it easier for students to achieve the targets that have been set and make memorization stronger and more secure. Deposits at MBS Bumiayu are divided into 3 categories, namely sabqi (new memorization), sabaq (new memorization that is repeated) and manzil (repeating old memorization). Sabqi (new memorization) submission is done after dawn, the students submit their new memorization or add memorization by using 30 minutes, but before dawn, the students must wake up from their sleep to perform night prayers in the mosque for 15 minutes and memorize the Qur'an in preparation for submitting sabqi (new memorization) independently in the mosque for 15 minutes while waiting for dawn time supervised by the qism (worship section) to stay in condition. Then after dawn, the tahfidz of the Al-Qur'an is continued with the Ustadz in their respective halaqah, where the students are ready to submit the sabqi memorization that has been prepared since before dawn.

Ustadz in the tahfidz circle will provide guidance, supervision, and receive memorization deposits from students in their circle and provide special instructions for students who have difficulty memorizing in their circle. After the dawn tahfidz, the students will carry out tahfidz activities again in the afternoon, namely after Ashar by submitting sabaq (new memorization that is repeated) to the ustadz in their respective circles. Sabaq memorization has been prepared by the students before Ashar, because MBS Bumiayu has a regulation that must be implemented by all students, that students must come to the mosque 10 minutes before the call to prayer and the 10 minutes before the Ashar call to prayer are used to repeat the dawn memorization that has been memorized so that the memorization is not lost. Then if the students have submitted their memorization of Sabaq, then the students are allowed to submit their new memorization to continue what has been memorized, because students are not allowed to submit new memorization before the memorization at dawn is submitted back to the ustadz of their halaqah.

Tahfidz activities in the afternoon follow the extracurricular schedule held by MBS Bumiayu because the extracurricular schedule for each class is different, if the class has an extracurricular schedule then they do not follow the afternoon tahfidz and vice versa for those who do not have an extracurricular schedule then the students still follow the afternoon tahfidz. After the afternoon tahfidz, the students will carry out tahfidz activities again at night, namely after isya in their respective halaqah, where this evening tahfidz functions to submit manzil memorization (old memorization) sequentially according to the memorization that has been memorized from juz 30 to the last juz that was memorized. In the process of depositing the manzil, it is usually called the muraja'ah (repeating) process so that the quality of the memorization that has been memorized is maintained and avoids forgetting the memorization. The memorization process for depositing at night tahfidz is 10 minutes before the maghrib call to prayer and 10 minutes

before the isya call to prayer in the mosque, so the waiting time for the call to prayer and prayer is used to memorize the old memorization or the manzil memorization that will be deposited at the time of tahfidz after isya. The submission of manzil memorization takes quite a long time from each student because it is different from sabqi or sabaq memorization, the students submit a minimum of 1 page (15 lines) of manzil memorization for their manzil memorization which then with a tahfidz time of only 30 minutes, MBS Bumiayu applies for manzil memorization to be submitted to the ustadz or to his halaqah friends so that the manzil memorization deposit is still carried out properly which then this manzil deposit will be recorded in the halaqah tahfidz journal. The Al-Qur'an tahfidz activity at MBS Bumiayu for 1 week targets students to be able to memorize 1 sheet of mutqien or 30 lines, while 1 juz of the Al-Qur'an has 10 sheets so if 1 week is 1 sheet then students can memorize 1 juz in 10 weeks or 2 and a half months followed by memorization increase test activities and muraja'ah memorization that has been around for a long time.

8. Tahfidz Exam

The target of tahfidz at MBS Bumiayu is 1 year 2 juz mutqien, so the students must complete 6 juz while studying at SMP MBS Bumiayu, with the provision that students in grade 7 or new students in the first two months of the first semester must follow the tahsin program and the following month can follow the tahfidz of the Al-Qur'an in order to achieve the specified memorization target, which is 2 juz in one year or each semester the students must memorize 1 juz mutqien (strong).

The memorization of the students will be tested every time they have completed 1 juz of the Al-Qur'an because it is an absolute requirement for increasing the juz with the following technical description: First, the duration to complete the exam is 6 days with a minimum deposit of two and a half sheets each time. Second, the examiner and students taking the exam are allowed to take the exam outside the hours specified by the boarding school, but the duration of the tahfidz exam must still be completed within 6 days. Third, the examiner is a ustadz who comes in according to the schedule set by the MBS Bumiayu Tahfidz section. Fourth, the improvement of the tahfidz exam score for increasing juz is only allowed within an additional 3 days of the 6 days of the tahfidz exam. Fifth, this type of tahfidz exam is in the form of questions from each side containing one question given by the examiner, then the students being tested connect the verses read by the examining ustadz. Sixth, the assessment of this tahfidz exam consists of 3 categories, namely H (memorization), F (fasahah) and T (tajwid) with a score of H = 35, F = 35 and T = 30 if added up to 100.

The tahfidz test carried out by MBS Bumiayu is a form of strengthening the memorization that has been memorized so that they do not forget what they have memorized, because with the many verses memorized, it will be very prone to forgetfulness, so to strengthen it is by testing what they have memorized. After passing the memorized juz test, the students can proceed to the next stage, namely continuing their memorization and returning to tahfidz activities as usual with other students of the halaqah in the mosque, because when students are taking the tahfidz test they are allowed to memorize outside the halaqah to facilitate the process of repeating their memorization while still being supervised by the ustadz of their respective halaqahs because usually students who are taking the tahfidz test choose a place in the yard of the mosque, class and class corridor. From the explanation above regarding the implementation of the Al-Qur'an memorization program through the application of Total Quality Management at the Modern Islamic Boarding School Muhammadiyah Boarding School Bumiayu, based on the four elements of TQM according to Fandi Tjiptono & Anastasia Diana (Tjiptono, F., & Diana, 2003), namely:

1. Focus on Customers

Customer needs are attempted to be satisfied in all aspects, including price, security, and punctuality. Therefore, all activities of the institution must be coordinated to satisfy customers. Customers are people who demand us to give the best according to their wishes. At the Modern Islamic Boarding School MBS Bumiayu, it has provided maximum memorization learning services such as in terms of discipline in studying the deposit, maximizing time other than deposits for muroja'ah, and motivation that is often given directly by the caregiver. With relatively affordable costs, students only focus on

learning by memorizing, the rest such as the need for food and washing clothes have been taken care of by the Islamic boarding school because in this case customer satisfaction, in this case students, is indeed prioritized. From the interview results, it was found that the students were satisfied with the Al-Quran memorization program at PPM MBS Bumiayu which focused on the quality of Al-Quran memorization which did not only focus on memorization but also on muraja'ah.

2. Obsession with Quality

In institutions that implement TQM, the key and determinant of quality is customer satisfaction, both internal and external customers. Customers always assume that superior quality than their competitors is the main thing. With the quality that has been set, the institution must be obsessed with starting and exceeding what has been determined. This means that all human resources must try to maximize every job design based on the perspective of how we can do it best.

Related to the obsession with quality, the quality of the implementation of the tahfidz program at PPM MBS Bumiayu is already good, with the implementation of tahfidz with various methods such as the jama' method (together), the juz'i method (part), the talqin method (dictation), and the Muraja'ah method (repeating) which aims to make it easier for students when memorizing the Qur'an. Moreover, with this muraja'ah, students are stronger in maintaining their memorization.

Thus, one of the focuses of the TQM tahfidz program is the quality of memorization. That it is not only the process that is the main concern but the results of the memorization process in order to produce quality that is in accordance with the objectives. Because in essence memorizing the Qur'an is easier than maintaining its memorization. The benchmark for the success of this tahfidz program is also the existence of a tahfidz exam where the target for students to memorize is 6 juz while studying at PPM MBS Bumiayu.

3. Teamwork

In an institution, teamwork, partnerships and relationships must be established and fostered well. The madrasah environment has multiple components where to get good quality, cooperation from all related components is needed.

The cooperation established at PPM MBS Bumiayu related to the tahfidz program has been felt to be running smoothly, both with junior high and junior high schools under the auspices of PPM MBS Bumiayu, as well as educators and education personnel. In this case, the tahfidz administrators work together with the administrators of the pesantren section. The role of the santri in this tahfidz program is as a supervisor for each program and instructs several things related to the program according to the direction of the tahfidz administrators to the students.

4. Continuous System Improvement

Every product and/or service is produced by utilizing certain processes within a system/environment. Therefore, the existing system needs to be continuously improved so that the quality produced can be further improved.

The tahfidz program at the Modern Islamic Boarding School MBS Bumiayu is always changing in the sense of improvement, namely by adjusting the needs of the students. The purpose of adjusting the needs of the students is that the abilities of the students vary, to facilitate program determination by looking at the average abilities of the students. The next step is to determine the program that will be implemented. This process is carried out when the previous program is considered ineffective, then improvements will be made. This improvement program is carried out continuously as long as the previous program is considered ineffective. In relation to this, the application of the methods used in the tahfidz program is also different, this is to adjust the different abilities of the students. Such as starting with tahsin for new students, then continuing with tahfidz for those who have completed tahsin. This aims to ensure that the Al-Qur'an tahfidz program runs effectively because the students are equipped with the things needed when memorizing the Al-Qur'an

CONCLUSION

From the research presentation above, it was found that the improvement of the Al-Qur'an memorization program through the implementation of Total Quality

Management at the Modern Islamic Boarding School Muhammadiyah Boarding School Bumiayu includes: Determining Memorization Targets, Tahsin Al-Qur'an, Halaqah Tahfidz, Determining the Method of Memorizing Al-Qur'an, Determining the Time to Memorize, Time and Activities to Memorize, Tasmi' (Memorization Deposit), Memorization Exam. Meanwhile, the implementation of TQM in the Al-Qur'an memorization program at the Modern Islamic Boarding School Muhammadiyah Boarding School Bumiayu is based on four TQM principles, namely customer focus, obsession with quality, teamwork, and continuous system improvement.

It can be concluded that the Al-Qur'an memorization program through the implementation of Total Quality Management at the Modern Islamic Boarding School Muhammadiyah Boarding School Bumiayu in its implementation has been quite good. The Al-Qur'an memorization program has focused on customers, namely students, every stakeholder who has the same obsession and goal to improve the quality of memorization, good cooperation between administrators, and continuous system improvement which aims to maintain the memorization of students at the Modern Islamic Boarding School Muhammadiyah Boarding School Bumiayu

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