



TRANSFORMATION OF QUALITY MANAGEMENT TOWARDS EFFECTIVE PARTNERSHIP PROGRAM DESIGN IN THE ERA OF COMMUNITY DIGITALIZATION

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Abstract:

This research aims to analyze the implementation of Management Control Circle (QCC) through partnerships at RA Raudlatul Hasan Condong Gading Probolinggo, as an effort to strengthen institutional quality control. Quality Control Circle management is an important strategy in improving quality control in educational institutions, which can have a positive impact on the sustainability and quality of the institution itself. Strengthening QCC management has become increasingly vital in the digital era, which spurs institutions to adapt and innovate to maintain relevance and service quality. This research uses a qualitative approach with data collection techniques in the form of interviews, observation and documentation. The collected data was analyzed using data reduction and presented in the form of a data display which ended with drawing conclusions. The research results show that QCC management at RA Raudlatul Hasan Condong Gading is implemented through four main stages: planning, partnership program, school branding, and evaluation. Effective implementation of QCC contributes to improving the quality of the institution, which is reflected in the increasing recognition of RA Raudlatul Hasan in the community and the increase in the number of students from year to year. These findings show that partnerships and branding strategies integrated with QCC management can strengthen the institution's position in facing the challenges of the digital era while increasing competitiveness and the quality of education provided.

Keywords: *Management, Control Circle, Partnership, Digitalization*

INTRODUCTION

Institutions that grow and develop must focus on managing human resources in order to carry out their functions optimally, especially in facing the dynamics of ongoing environmental change. Each institution is formed to achieve common goals, and the success of achieving these goals depends greatly on the extent to which the policies, programs and activities implemented support the organization's vision and mission, as formulated in its strategic plan (Haris et al., 2023), (Sundari, 2024). To achieve the desired goals, management needs to control and maximize the implementation of each activity so that it can be achieved effectively.

In this ever-growing era, the education sector is receiving increasing attention. Along with the rapid development of the world of education, more and more new educational institutions are emerging and able to compete with existing institutions. The progress of society also influences the development of educational institutions, where this progress can be seen from the extent to which society entrusts these institutions to carry out their duties well (Sa'duh et al., 2024). In this case, Ridho (2022) believes that public trust in educational institutions, including early childhood education, can be built through quality control circle management that involves humans, one of which is by strengthening good communication between institutions and the community. Various efforts in educational institutions, such as partnership programs, school branding, and evaluation, are important steps to build and maintain the institution's image in the eyes of the public, while maintaining the quality of education provided (Ahmed et al, 2023). Therefore, educational institutions and their leaders must have strategies that are dynamic and responsive to community needs in order to maintain the quality of education and gain more trust.

With increasingly fierce competition, educational institutions are required to continue to improve their quality and competitiveness. This competition does not only involve improving the internal quality of institutions, but also in terms of the quantity of services provided (Ahmad Pratama, 2020). One of the institutions currently facing this challenge is RA Raudlatul Hasan Condong Gading Probolinggo, a Raudlatul Athfal educational institution which is under the auspices of the Dharma Wanita Foundation, Ministry of Religion, Probolinggo Regency. This institution is facing inconvenience because of neighboring institutions that are superior and have the latest programs. For this reason, the RA Raudlatul Hasan institution must be more active in improving the quality and quality of education so that it remains competitive amidst competition (Hall, 2024).

Facing these challenges, RA Raudlatul Hasan needs to strengthen quality control circle management to keep the quality of the institution stable and improving. Quality control management is very important to ensure that educational institutions continue to develop in accordance with the goals and standards that have been set. (Winoto, 2022) states that quality management in education is the application of management principles aimed at achieving educational goals efficiently and effectively. Meanwhile, Suryadi (2023) added that implementing quality control management has become a primary need to maintain and improve the quality of education in educational institutions.

The importance of good institutional management in improving the quality of education at the educational unit level cannot be underestimated (Baharun, Maarif, et al., 2021). Management carried out in a comprehensive manner will ensure that the institution remains on the right track, in accordance with its vision, mission and goals. Therefore, quality control management is needed to maintain the quality of the institution and ensure that the quality of the education provided is always maintained (Irma, 2022).

According to Purnama et al. (2023), the main goal of quality control circle management is to provide professional services that can meet customer needs. In the educational context, the services provided must be satisfactory for all parties involved, from students, parents, to the wider community. As explained by Fatimah (2021), in quality management, all quality control management functions carried out by education managers in institutions must be directed so that the services provided can meet or even exceed customer expectations.

(Damayanti et al, 2022) also emphasized that quality control management is a strategy to increase awareness of the importance of quality in all organizational processes.

RA Raudlatul Hasan, who faces stiff competition from new educational institutions, must be able to maintain its quality. One way to achieve this is to implement strong quality control circle management. In this case, stakeholders and institutional managers have coordinated with the foundation to strengthen quality control management through the formation of a partnership program (Hidayah et al., 2023). It is felt that this partnership can be a solution to overcome the challenges faced by the institution. As Rahmad (2022) said, partnerships are carried out to achieve mutually beneficial results for both parties, with characteristics of cooperation and responsibility in achieving common goals.

Lusiana (2023) states that students' abilities will be achieved if they are nurtured and developed continuously. Therefore, educational institutions must be proactive in implementing programs that can facilitate the development of students' abilities, including by building collaboration with parents and other related parties. Armada (2020) also added that partnerships between institutions and parents or other parties can improve the quality of education that students receive. This partnership can also function as a publicity factor to introduce the institution to the wider community.

Furthermore, (Jumaeda, 2022) stated that by strengthening quality control circle management through partnerships, institutions can expand their reach and increase their competitiveness. (Gadais et al., 2022) also emphasized that collaboration with the business world and the community can provide more benefits for institutions, because the public will be more familiar with the performance and advantages of the institution.

From these various studies, the novelty of this research shows that partnerships have an important role in strengthening quality control circle management so that institutional quality can continue to be maintained and develop at RA Raudlatul Hasan. Based on this, researchers are interested in studying more deeply the strengthening of quality control circle management through partnership programs. This study aims to determine the extent to which institutional quality management can impact the progress of the institution as a whole. This is unique and innovative, where quality control management is integrated with efforts to build mutually beneficial partnerships (Sydorчук et al., 2024).

RESEARCH METHODS

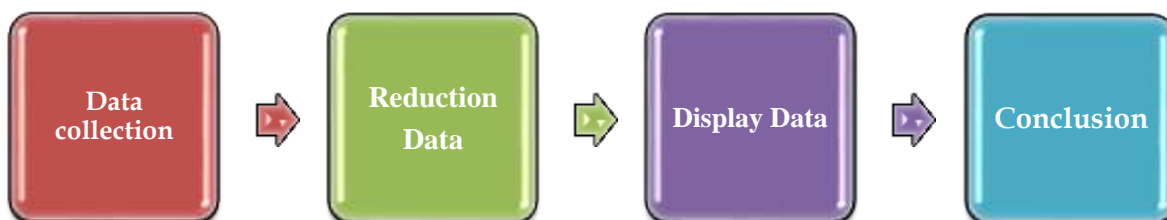
This research uses qualitative methods by conducting research aimed at describing problems and analyzing the problems that occur (Harahap, 2020). The institution chosen in this research is an institution under the auspices of the Dharma Wanita Foundation of the Probolinggo Ministry of Religion, a children's educational institution in Indonesia which is better known as RA Raudlatul Hasan. The location is in Condong Village, Pajarakan District, Probolinggo Regency.

Researchers collected data through several stages (Winarni, 2021), namely observation activities, by making direct observations at the research location, namely RA Raudlatul Hasan. Next, the researcher conducted an interview session with several informants. Informant data can be seen in table 1.1.

Tabel 1.1 Sumber Informan Penelitian

NO	ELEMENTS	TOTAL	INITIALS
1	Principal	1	KD
2	Curriculum	1	EM
3	Public Relations	1	SF
4	Teachers	2	YA, NR
5	Guardians of Students	2	PY, AZ

From this table, it can be explained that there are four sources of informants (Rukajat, 2018); principal, curriculum, public relations, RA Raudlatul Hasan teachers, and student parents. Furthermore, observations were carried out at several meetings with direct observation of the management activities of the quality control circle at the institution. The final step is document analysis that can support the research results. The flow of data collection activities to obtain results or conclusions can be seen in Figure 1.1.



Gambar 1.1 Proses Pengumpulan Data

RESULTS AND DISCUSSION

The results of this research indicate that strengthening quality control circle management through the establishment of a partnership program at RA Raudlatul Hasan Condong, Pajarakan District, Probolinggo Regency, has been implemented in a planned and thorough manner. This management process not only aims to maintain the quality of existing education, but is also expected to encourage quality improvement at the next stage. This reflects the institution's understanding of the importance of continuous evaluation and systematic improvement in education management (Arikunto, S., & Pendidikan, 2021).

The collaboration established by RA Raudlatul Hasan with various parties is carried out continuously, with the aim of obtaining optimal results. This approach is in line with what was conveyed by the informant (KD), who emphasized the importance of partnerships in strengthening quality management and increasing institutional competitiveness.

Apart from that, the emergence of several issues or challenges faced by the institution, as expressed in the research problems section, encouraged the head of the institution to take strategic steps. The head of the institution emphasized the formation of a quality control circle management team as a response to these challenges (Hendrawan, 2022). The formation of this team is intended to ensure effective monitoring of the quality of education provided and to respond to the dynamics that exist in the environment around the institution.

The importance of building partnerships with various parties also shows the institution's awareness that successful quality management cannot be

achieved individually. Partnerships built with various parties (for example with parents, communities, or other institutions) function as additional resources that can support institutions in maintaining and improving their quality. This is in accordance with the principle of holistic quality management, where all parties involved contribute to achieving common goals (Hamid et al., 2021).

Overall, strengthening quality control circle management at RA Raudlatul Hasan through a partnership program can be seen as an effective strategy to face challenges and improve the quality of educational institutions in a sustainable manner. This collaborative model, if managed well, has the potential to produce a positive impact in improving the quality of education and the institution's reputation in the eyes of the community (Armadan et al., 2023).

Needs Analysis

Needs analysis is a crucial first step in strengthening quality control circle management at RA Raudlatul Hasan. Through interviews (EM) with various informants and observations of institutional conditions, it was revealed that institutions need to identify gaps in the existing quality control system. Thus, this needs analysis serves as a basis for designing appropriate solutions to improve institutional quality management (Samsuri, 2022).

One of the important findings in this research is the importance of collaboration with various parties. Analysis carried out by stakeholders in the institution shows that the institution has experienced a number of challenges in several aspects, such as lack of orderly administration, less attractive learning methods, and a decline in teacher morale (Selvias et al., 2021). These gaps have a direct impact on reducing the quality of education in these institutions. Therefore, institutional stakeholders agreed to strengthen quality control circle management by designing strategic partnerships.

Likewise, what was achieved by (YES, NR) in the process of strengthening quality control circle management involving various parties including foundations, teachers and other stakeholders was carried out collaboratively and sustainably. This is in line with the principle of needs analysis, where all parties involved coordinate with each other to find joint solutions to the problems faced. This emphasis on strengthening partnerships also reflects the institution's efforts to open access to various external resources that can improve the quality of education (Nisa & Rustyawati, 2022).

In this case, planning partnerships with parties outside the institution is one of the strategic steps taken to improve the quality of quality control management. The preparations made, such as planning cooperation programs, completing official documents (MOU and MOA), and providing adequate facilities and infrastructure, show the institution's seriousness in carrying out this strengthening program (Rahardja et al., 2022). This process does not only focus on internal institutions, but also seeks to build mutually beneficial relationships with external parties that can support the achievement of goals.

Overall, the needs analysis conducted by institutional stakeholders provides a clear picture of the steps that need to be taken to improve the quality of quality control at RA Raudlatul Hasan. As stated by the Head of Public Relations (SF), detailed problem mapping allows institutions to identify the root causes of problems and formulate more effective solutions. By adopting a collaborative approach through partnerships, institutions not only improve their internal quality, but also strengthen their position and competitiveness amidst increasingly fierce competition in the world of education (Siahaan et al., 2023).

Partnership Program

A partnership program is a strategy that involves collaboration between educational institutions and external parties, such as parents, organizations, communities, government, or the private sector, to achieve mutually beneficial mutual goals (Suwanti et al., 2022). RA Raudlatul Hasan, the partnership program aims to strengthen the quality control circle management of institutions and improve the quality of education provided.

Good cooperation will make dreams come true more quickly, because activities carried out together have greater power than if carried out alone. It is clear that strength will be greater together, which means that if it is done collaboratively, it will be a greater force in society than if it is done alone.

Likewise, for an institution to realize its vision and mission, partnership or collaboration is needed; Partnership cannot be separated from the cooperation of all components within the institution. With good cooperation, the targets you want to achieve will be achieved more easily. Strengthening the quality and quality of institutions managed through the Quality Control Circle requires great strength in maintaining the quality and quality of the institution, so that partnerships with various supporting parties must be implemented carefully and as well as possible.

SF revealed that the institution carries out Quality Control Circle management by involving partnerships or collaboration with several parties who can encourage the institution to progress further, especially in improving the quality of education, administration, and all activities that will have an impact on the progress of the institution. (Armadan et al., 2023) Strengthening the RA Raudlatul Hasan quality control circle is carried out by building partnerships with various parties, while related parties who form partnerships or collaborations can be seen in Table 1.2.

Table 1.2 RA Raudlatul Hasan Partnership Program Design

NO	FIELDS	PARTNER CENTER
1	Management	Postgraduate in educational management, Nurul Jadid University
2	Education	➤ early childhood education Nurul Jadid University ➤ MIN 1 Pajarakan ➤ Kraksaan Library ➤ Pajarakan fire department
3	Health	➤ Health Center ➤ Condong Community Health Center
4	Community	➤ Head of Condong Village ➤ Community Figures ➤ Guardians of Students

From Table 1.2, it can be seen that the RA Raudlatul Hasan institution has built partnerships with various related parties to strengthen and maintain the stability of the institution's quality control circle, while encouraging continuous improvement in the quality and quality of the institution (Nisa & Rustyawati, 2022). This partnership aims to provide broad benefits, not only for the institution itself, but also for the parties involved. (Muhammad Syukran et al.,

2022) Based on the information provided by (PY), the partnership design implemented in various fields involves several main components as follows; (1) This partnership is focused on internal management of the institution, with the aim of increasing order and efficiency in administrative management, learning management, and other institutional quality improvement programs.

This management improvement is an important basis for maintaining the continuity of institutional operations and ensuring that the educational process runs in a more structured manner. (2) In this aspect, partnerships are carried out to strengthen human resources in institutions, especially teachers and teaching staff. With this partnership, it is hoped that educators will become better prepared, skilled, and have more effective strategies in implementing learning methods that are appropriate for students. This is important to support the success of a quality learning process. (3) This partnership aims to ensure that institutions have sufficient support in terms of understanding and managing student health. By involving medical personnel or experts in the health sector, institutions can be more optimal in maintaining students' health, both physically and mentally, which of course has an impact on their development at school. (4) Partnership with the community is an important pillar in introducing and promoting institutions. By involving the community, institutions not only get social support, but can also utilize various information channels, both manual and digital media, to disseminate information about the institution's advantages. This will expand the reach of information and strengthen the institution's image in the eyes of the public.

In addition, (AZ), a student parent and community figure involved in the institution, emphasized the important role of parents in supporting the quality of learning at the institution. He said that parents play an active role in stimulating children's education by collaborating with teachers, so that the learning process that children receive is more holistic and sustainable. Partnerships between teachers, parents and institutions will strengthen the overall development of students.

Through various partnerships, the RA Raudlatul Hasan institution has obtained significant benefits, especially in terms of improving the quality and competitiveness of the institution. Indirectly, the partnership built functions as a means to promote the institution's superior programs, so that the institution can maintain and strengthen its quality control circle (Husna, 2021). That way, institutions can continue to develop, maintain a good reputation, and gain the trust of the public. This solid partnership also helps the institution to establish better relationships with various parties that support the institution's sustainability and success in the future.

School Branding

RA Raudlatul Hasan's institutional branding is carried out to introduce the institution to the wider community. Based on an interview with (KD) as the school principal, he said that the RA Raudlatul Hasan institution carried out branding with the main aim of introducing the "brand" of the institution. The institutional brand that is promoted to external parties will improve the quality and quality of the institution, so that the strengthening of quality control circle management carried out through partnerships with various parties can be exposed to outsiders (Baharun, Wibowo, et al., 2021).

In this era of digitalization, branding schools has become very easy because branding can be done in two ways, namely offline and online media. The

easiest and most practical way is to use digital media such as WhatsApp, Facebook, Instagram, Twitter, Telegram, and so on. The spread of digital media makes it easier for institutions to inform the outside public about their superior programs.

A statement from (KD) stated that strengthening the quality control circle at the RA Raudlatul Hasan institution also involved digital media. The collaboration carried out by this institution is published through the institution's social media so that indirectly this institution has carried out branding to the wider community, that this institution has a strong partnership in maintaining and improving the quality and quality of the institution in the areas of managerial, education, health, and social (Hasanah et al., 2024).

In line with (EM, SF) also emphasized that partnership programs appearing on social media can capture public opinion that this institution has good partnership control so that it can produce quality output (Armadan et al., 2023). Apart from that, the quality of the institution in stimulating students is also in the rapidly developing category, because the majority of students can complete the achievement of predetermined assessment indicators. This publication increases public trust, which is shown by the large number of students who choose this institution to hone their skills, with the percentage increase in the number of students reaching 75% every year.

Strengthening the management of quality control circles by involving partnerships and publicizing them to the general public can be unique branding to increase public trust in institutions. Supported by public trust, this institution can freely spread its wings in various directions to attract various levels of society to choose the RA Raudlatul Hasan institution as their favorite early childhood education institution. With this program, the institution has succeeded in managing the quality control circle of the institution in a better direction, which is marked by an increase in the number of students from year to year.

Sustainability Evaluation System

The Sustainability Evaluation System is carried out by monitoring, so that quality control is implemented at RA Raudlatul Hasan using the Deming concept (Armadan et al., 2023). Deming's philosophy, which guides the implementation of good and correct management, will improve the quality of the organization. Reducing organizational costs resulting from improving quality is one of the positive impacts of implementing this philosophy. According to Deming's philosophy, the main key is continuous improvement, and improving quality will lead the organization in a better direction. Deming defined quality as the continuous development of a stable system.

As stated by (YES, NR), evaluation of partnerships in strengthening the institution's control circle is carried out every week to see whether management is running well. However, no significant obstacles were discovered during the monitoring or evaluation phase. In other words, the management of strengthening the control circle involving partnerships is running in accordance with institutional expectations (Bustomi et al., 2020).

Based on interviews conducted with several informants, the management stage of strengthening the control circle involving partnerships was carried out in several stages to obtain significant results. The stages carried out in managing the strengthening of the control circle can be seen in Figure 1.2.



Figure 1.2 Flow of RA Raudlatul Hasan's Quality Control Circle

The evaluation carried out in strengthening quality control circle management at RA Raudlatul Hasan can be seen as an important step to ensure that each stage of the program can achieve the stated objectives. Based on Figure 1.2, the stages of program implementation are carried out continuously, starting with an analysis of the need to strengthen the control circle, which is the basis for determining steps for improvement and development (Khudzaeva et al., 2023).

(Naim et al., 2022) The first step in this process is First, (needs analysis), where the institution carefully analyzes the strengths and weaknesses in existing quality control management, in order to find areas that require more attention. This step aims to ensure that efforts to strengthen quality control are truly relevant to the needs of the institution. Second, (Partnership design) is the second step, which is very important to determine the parties who will be collaborated with. Selecting the right partners will ensure that the institution has external resources that can make a significant contribution to improving quality.

In the third step, (School Branding) is carried out to introduce the image of the institution to the wider community. This branding is not only to attract public attention, but also to highlight the partnerships that exist with various parties which can have a positive impact on the quality of the institution. This partnership is a strength that helps strengthen the public's reputation and trust in RA Raudlatul Hasan. The fourth step is (Sustainability Evaluation System) which is carried out periodically, aiming to evaluate the effectiveness of the quality control program that has been implemented. This evaluation process is important to identify any discrepancies or deficiencies in implementation, as well as to evaluate whether the objectives set in the planning stage were achieved. This evaluation is not only useful for improving ongoing programs, but also as a basis for planning further improvements and development.

Overall, these stages, which are carried out systematically and continuously, show that RA Raudlatul Hasan applies a comprehensive and structured managerial approach in improving the quality of the institution. With measurable evaluations, institutions can improve and enhance quality control management on an ongoing basis, making institutions more adaptive to community needs and current developments (Aulia et al., 2024).

CONCLUSION

In facing an era of globalization full of competition, not only the business sector is affected, but also the education sector, including RA Raudlatul Hasan in Condong village, Pajarakan subdistrict, Probolinggo district. This increasingly

fierce competition requires educational institutions to carry out greater innovation in order to remain relevant and able to compete, especially in facing the challenges of digitalization. RA Raudlatul Hasan responded to this by strengthening quality control circle management through several strategic steps involving partnerships with various parties.

The managerial steps taken by RA Raudlatul Hasan such as needs analysis, partnership design, school branding, and sustainability evaluation system prove that this institution has succeeded in strengthening its quality in a sustainable manner. By involving various partners, both in managerial, educational, health and social aspects, RA Raudlatul Hasan succeeded in improving the public's image and trust, which in turn also improved the quality of education at this school.

However, it is important to remember that although the approach used at RA Raudlatul Hasan has proven successful, these results cannot be generalized to all educational institutions, considering that each institution has a different character and context. Therefore, the implementation of quality management strategies must be adapted to the conditions and needs of each institution.

Overall, quality control circle management involving partnerships and school branding at RA Raudlatul Hasan can be categorized as a successful step. This success is not only seen from the increase in the number of students, but also from the improvement in the quality of the institution as a whole. To ensure the sustainability of this success, educational institutions must continue to evaluate and adjust, as well as maintain solid relationships with all stakeholders to achieve the common goal of improving the quality of education.

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