



## **QUALITY MANAGEMENT FOR ZERO DEFECT IN SCHOOL BASED PESANTREN**

**Moch. Tohet<sup>1</sup>, Zahrotul Ma'unnah<sup>2</sup>**

<sup>1</sup> Universitas Nurul Jadid, East Java, Indonesia

Email: elheds78@gmail.com<sup>1</sup>, zahrotulmaunah07@gmail.com<sup>2</sup>

### **Abstract:**

The problem faced by Indonesia today is the low quality of education. Quality education is the hope and demand for all stakeholders. Therefore, Nurul Jadid High School seeks to apply the right strategy to improve quality to produce superior graduates in formality, religion and morals. Nurul Jadid High School implements a quality management strategy for zero defects to achieve this goal. The strategy emphasizes doing everything right from the program's start, which aims to reduce the possible minor mistakes in building quality education. This study aims to determine how important the quality of education has been implemented in institutions under the auspices of the Nurul Jadid Islamic boarding school. The research was conducted using a qualitative approach through case study research. The data were obtained from the observation process, interviews with the principal of SMA Nurul Jadid, and interviews with several staff in each institution. The data that has been collected is analyzed using the Miles and Huberman data analysis technique, which consists of data reduction, data display, and verification. The results of this study indicate that the quality management process for zero defects based on Islamic boarding schools to improve the quality of education is carried out through; quality management planning for zero defects, quality management assurance for zero defects, and quality management control for zero defects.

**Keywords:** *Educational Institutions, Islamic Boarding Schools, Quality, Zero Defect*

### **INTRODUCTION**

Improving quality continuously is essential in building a sustainable future of education (Maully & Gustini, 2019). The Indonesian people's current educational problem is the low quality of education at all levels and academic units (Ali Munirom, 2021; Suryana, 2020). Education is one of the pillars of development with great potential in preparing quality human resources (HR) (Abdullah et al., 2023).

Various efforts have been made, but the results still need to be closer to what was expected, with several schools under the auspices of Islamic boarding schools in the Probolinggo area. Response and anticipation of these problems will be prolonged if Islamic educational institutions are managed modestly with their resources without any efforts of togetherness, unity and cooperation between managers and Islamic educational institutions and interested parties (Mukhtar et al., 2020). An educational institution, both formal education and religious education, especially educational institutions under the auspices of Islamic boarding schools, consider morals to be the most crucial goal in the world of education (Miftah Nurul Annisa, Ade Wiliah, Nia Rahmawati, 2020). Moreover, this can be achieved by paying attention to students' input, process and output aspects. In addition, management is essential for achieving optimal moral quality (Yani, 2018).

With the development of the times, character education is often questioned and feared because it fails to create students with noble characters (Faiz, 2021). This

allegation is based on the many cases of immorality, violation of rules, drug abuse and other irregularities which are currently rife among children and youth among students (Lestari Dewi & Alimuddin, 2022). Therefore educational institutions need an effective pattern of moral education to create superior students in science, religion and especially morals (Zainuddin et al., 2021). With zero defect-based quality management in educational institutions, these educational institutions have tried to improve the quality of education by applying the zero defect theory. Zero defect attempts to reduce or suppress the minor possible error to the zero point (Putri & Handayani, 2019).

Many other researchers have carried out research on quality management and zero defects. The research results from Arianto (2019) said that the impact of management on improving the quality of madrasas on products is that madrasas get an A accreditation score. (Rosadi, 2022) argues that the quality of a product must be a goal and a joint framework for achieving it. Meanwhile, Asmuni (2020) also argues that the academic management system is the core of implementing activities that regulate everything, including implementation effectiveness, information, service quality, and efficient use of resources.

While other researchers have also carried out research on zero defects, these studies occurred within the company's scope. Among them, Mantika & Mashabai (2020) said that quality control could help companies maintain and improve the quality of their products by controlling the level of product damage (product defects) to a zero defect rate. Suhas & Sharanabasappa (2019) argue that zero defect emphasizes society to emphasize air pollution and solid waste for people who run MSMEs. Powell et al. (2022) also researched that Zero Defect Manufacturing is a disruptive concept that can change factual ideological manufacturing.

However, this research will be very different from several previous studies, focusing on schools under the auspices of Islamic boarding schools, especially SMA Nurul Jadid Paiton Probolinggo. What will be discussed in this research is how to implement quality management for zero defects in Islamic educational institutions under the auspices of pesantren which are not only oriented towards national standards but also have values and characteristics that are integrated with pesantren life so that impact on the quality of graduation of students who excel in terms of science, morals and religion.

Rahman (2020) argues that Zero Defects are a commitment to achieving success and reducing mistakes. This program emphasizes the importance of the system implemented by Nurul Jadid High School to always do a job right from the program's start. Therefore, research on quality management for zero defects in Islamic boarding schools has yet to be carried out by many other researchers. These studies were conducted in companies that differ in input, process and output from schools. Based on this description, this research focuses on quality management for zero defects in private Islamic boarding schools.

Parents who want to send their children to schools under the auspices of Islamic boarding schools only look at the quality of the school without looking at the pesantren itself. Some see that pesantren are powerless and unqualified places, while they only see pesantren from the outside. Pesantren is an education system for the first time in Indonesia, which teaches about science and procedures for having good morals or morals knowledge that has never been studied in other educational institutions (Rosadi, 2022).

To produce qualified and educated students, moral or character education must be present systematically and thoroughly in every unit and level of education. This is an effort to create students with sound ethical and moral values (Baharun, 2017). With the presence of quality management for zero defects, it will be the answer to how to overcome educational problems in terms of quality to create quality graduates who are superior and have noble character.

## **RESEARCH METHODS**

The approach used in this study is qualitative. This approach is used to understand phenomena or events regarding zero defect management. At the same time,

the type of research used is a case study (case study). Case studies are used in this study to reveal events, settings, and the meaning of the research focus on zero defects at Nurul Jadid High School, Paiton, Probolinggo. The researcher in this study acted as a critical instrument in charge of collecting data, analyzing data, and preparing research reports.

The data in this study were collected from research informants such as school principals, heads of pesantren education bureaus, administrative staff, and several teachers. Researchers used in-depth interviews and documentation observation techniques to obtain zero-defect quality management data. After the data was collected, the researcher conducted data analysis using Miles and Huberman's data analysis technique which consisted of data reduction, data display, and verification. In the next stage, the researcher checked the validity of the data, which was carried out by extending participation, observation persistence, and triangulation.

## **RESULTS AND DISCUSSION**

Quality management for zero defects based on Islamic boarding schools that took place at Nurul Jadid High School was carried out in order to provide information about how an educational institution under the auspices of a pesantren has good quality management and can produce graduates who are superior both in terms of formal, religious and spiritual. Moral side. Nurul Jadid High School manages its institution uniquely, which is not found in other educational institutions.

The process of quality management for zero defects based on Islamic boarding schools carried out at Nurul Jadid High School is as follows:

### **Quality Management Planning For Zero Defect**

Educational planning is the process of preparing a set of decisions about future activities directed at achieving goals using the best means to develop a country's sound and comprehensive economic and social development (Albab, 2021). In the world of education, to achieve the desired educational goals, it is necessary to have a plan that is implemented in the form of the vision, mission and objectives of the educational institution. If the vision and mission are realized through a sustainable culture, it will improve school quality (Santosa & Mushthofa, 2022).

Planning carried out by Nurul Jadid High School as its primary goal is to produce students who have good morals, global insight, and are internationally competitive. To realize this, Nurul Jadid High School uses a program that involves national interests and Islamic boarding schools. Planning a quality education program at Nurul Jadid High School is as follows:

First, SMA Nurul Jadid determines the school's vision. Vision can be described as what is needed by an organization to ensure the success and long-term sustainability of an organization/company (Mauly & Gustini, 2019). Herman (2022) says that vision needs to inspire and motivate everyone in the institution to make ideas come true. The vision needs to inspire the school community's movement for achievement, expressed through the services provided and needs to be addressed, values acquired, and hopes and aspirations for the future. The development of the vision remains within the framework of the national education policy. However, it is adjusted to the needs of schools and Islamic boarding schools because Nurul Jadid High School is affiliated with them.

At Nurul Jadid High School, the vision is to create a generation of people with good morals, achievements, environmental awareness and global competitiveness. From this, it can be understood that the vision at Nurul Jadid High School was built because of the desire of the school, Islamic boarding school and consumers of educational institutions to produce graduates who have advantages not only in the legal field but also in terms of religion and morals and have national and international competitiveness. International.

Second, SMA Nurul Jadid determines the mission of the school. The mission complements the vision through tasks, commitments and action plans as a direction to realize the vision. A mission is an activity containing instructions or steps to be taken to achieve a vision (Herman, 2022). Suppose it is related to the institution's obligations. In

that case, the mission is formed as a statement that contains activities or steps that must be taken to achieve the institution's vision.

The missions of educational institutions determined to achieve the school's vision at Nurul Jadid High School include: 1) Implementing integrated religious education; 2) Cultivating Discipline by Islamic boarding school values; 3) Implementing an effective and IT-based bilingual Learning Process; 4) Develop students' skills according to their potential; 5) Develop a Local Excellence-Based Education program; 6) Developing Foreign Language Education programs (Arabic, English, Mandarin and Japanese); 7) Complete educational facilities and infrastructure.

Wicaksono, 2022 as the head of Nurul Jadid High School, said that the way to form the vision and mission at Nurul Jadid High School is by holding deliberations with all stakeholders, including school principals, teachers, education staff (TU), school committees, representatives of parents of students, representatives of pesantren (education bureau), as well as representatives from Dikmen (Secondary Education) Ministry of National Education, Probolinggo Regency. The presence of the pesantren and the government has something to do with the national policy, which will be integrated with the pesantren policy.

Third, Nurul Jadid High School prepares a program plan to be implemented in the next year. SMA Nurul Jadid has planned this by compiling a program that the principal and teachers have approved at SMA Nurul Jadid. In creating an effective management organization, there are two types of organizational communication approaches: top-down and bottom-up. This model views the policy implementation process from the policy process from the perspective of social and political change, where the policies made by the government aim to make improvements or changes in society as the target group (Aziz et al., 2020). What is meant by top-down is the most common approach adopted by most schools, in which the principal sets communication and directions to teachers and staff as was done by the staff at Nurul Jadid High School who broke down from AKUP (the general policy direction of the pesantren) and then compiled a program by the vision and mission of Nurul Jadid High School.

While the bottom-up approach is that staff at Nurul Jadid High School conduct hearings with all school members, namely teachers, staff, and even students, to participate in providing suggestions or criticisms in preparing the program so that what the wish and hope of all school members will be achieved. So for the preparation of the program, namely the combination of results from bottom-up and top-down, which will meet in the middle, called revitalization. Implementing a top-down and bottom-up system is in the context of overseeing school policies so that they do not go outside the limits of pesantren rules. From there, Nurul Jadid High School plans what programs will be implemented for the following year. Schools or organizations often use these two communication approaches to coordinate daily activities. Teachers and staff must learn, understand and use these two communication approaches.

From the explanation above, to compile the planned program, Nurul Jadid High School uses a top-down and bottom-up approach; this is done to filter the aspirations of all school members while still complying with the policies of the pesantren. This is done to create a conducive atmosphere and to produce good quality graduates in terms of formal, religious, and moral.

Fourth, Quality Improvement Team (quality improvement team). This team has the task of organizing and directing programs that will be implemented through the institution, but the task of implementing them is the responsibility of each section (Haider et al., 2020). The quality team formed by Nurul Jadid High School is a field of quality assurance whose job is to analyze, evaluate, and recommend things that need to be done by schools, as well as monitor education management standards at Nurul Jadid High School. Eight quality standards must be met at Nurul Jadid High School: content, process, competency of graduates, educators and education staff, facilities and infrastructure, management, financing, and education assessment standards.

Fifth, holding a Zero Defect Planning system (planning without defects) is one way to highlight the quality improvement process. This program must be introduced and

led by quality improvement, which is also responsible for its implementation. This program is not public relations but an attempt to explain how things must be done right the first time. At Nurul Jadid High School, this system was explained at the beginning of the year at the meeting to start the new school year.

Implementing a zero-defect system suppresses the minor possible error; this is done by making rules or punishing all school members who break the rules. To create graduates who have morals and religious character, Nurul Jadid High School uses punishments that build student character. Examples include the punishment for students who are late for school, namely reciting the Yasin letter by standing in the middle of a field, and the punishment for teachers who are often absent during class hours is that they will be subject to a warning letter from the school principal.

Zero defect planning theory is a special day that is determined to explain to all employees about zero defects so that they know the concept in the same way (Wijaya et al., 2019). The zero defect standard must be expressly determined on that day. So zero defect planning is a plan that aims to reduce errors as minor as possible, and this can be pursued by doing all the work properly and correctly from the start of the program.

The theory of quality improvement team can be interpreted as that if every function in the organization has the potential to cause quality errors and failures, then every part of the organization must participate in efforts to improve it (Wijaya et al., 2019). In this case, to overcome failures in education quality, at Nurul Jadid High School, a team was formed to monitor and improve the course of quality, called the TPMP (educational quality improvement team).

Quality planning theory is a process of achieving educational quality effectively by preparing various alternatives to identify future actions of educational institutions that are appropriate, measurable and fulfilled through the development of instructive and efficient strategies and standards (Harliansyah & Amon, 2022).

So in this study, what is meant by quality planning is a unified process that will determine the direction of the school as a quality educational institution by maintaining school traditions and practising Islamic boarding school values. This is because Nurul Jadid High School is an educational institution affiliated with Islamic boarding schools, so what is planned by the school must comply with or follow the rules and policies of the Islamic boarding school.

### **Quality Management Assurance For Zero Defect**

Quality assurance is a process of carrying out what has been determined and planned in quality planning, overseeing, evaluating and verifying the implementation of plans made, as well as identifying and anticipating problems that may arise while carrying out the plans that have been made (Maully & Gustini, 2019). Guarantees for quality education programs at Nurul Jadid High School are as follows:

First, the quality assurance system that applies at Nurul Jadid High School is carried out by synergizing national and Islamic boarding schools' interests. This is reinforced by the opinion of Rahwiniyanto (2023), who explains that to improve school quality, several standards must be met, such as content standards that regulate material and competencies from a level of education to produce competent graduates. Because Nurul Jadid High School is a school affiliated with a pesantren, the standard curriculum includes Aswaja, Jurisprudence, Akidah, and Morals subjects. Regarding facilities and infrastructure standards, Nurul Jadid High School has attempted to align what is needed with what is provided by the school, such as language laboratories, science laboratories, social studies laboratories, sports fields and sports fields other infrastructure facilities.

Furthermore, there are graduate competency standards that are closely related to the criteria for the ability of graduates from an educational institution. Every student who graduates from a certain level of education is expected to have good attitudes, knowledge, and skills by applicable standards. To produce quality graduates in formal, religious and moral terms, Nurul Jadid High School makes al-Furudl al-Ainiyah (FA) one of the graduation requirements; every student who wants to graduate must have an FA graduation certificate. This statement was reinforced by Wicaksono (2022), who stated

that it was the authority of the pesantren education bureau to decide whether to graduate at Nurul Jadid High School, and one of the graduation criteria was that students must have an FA graduation certificate. So that no matter how formal it is, it passes with a score of one hundred, but when the FA test does not pass, the student will not graduate because this has become a particular concern/concern of the pesantren. This was done to align the school's interests with those of the pesantren.

Second, Error Cause Removal (removal of the cause of the error). In order to suppress the possible minor errors at Nurul Jadid High School, this can also be done with an excellent example of the principal. As the principal and leader at Nurul Jadid Senior High School, the principal practices good behaviour as follows, 1) Leaves early for school. Leaving early for school will remind teachers to be role models for their students to be able to leave early, too; 2) Speak politely. As a school leader, you must be an example for teachers to speak politely so that teachers can also be role models for students in class and outside the classroom; 3) Appreciation at school. As a school principal, when a teacher is late, hear the reason for the delay. The teacher feels appreciated by wanting to hear the reasons for being late; 4) Have a caring nature. As a school principal, you must have a caring attitude. If there is an empty class, immediately enter the class and condition the class without badmouthing the teacher who is late and being able to explain the teacher's delay. There must be a reason, and students are expected to understand.

Third, Quality Awareness is a step to raise awareness of everyone in the institution (Siska, Ela, 2019). According to Wicaksono, by 2022, information about programs being carried out to improve quality must be communicated. This program is not motivational but emphasizes showing workers the impact low quality has on customers, costs, competition and their jobs. The way to build quality awareness for the educational community at Nurul Jadid High School is by continuing to deliver it and blow it up orally and in writing. Building quality awareness can also be built with BIMTEK (technology guidance), webinars, training and competitions, both national and international. This is done to upgrade the knowledge of teachers and staff about the importance of quality education and its effect on the quality of graduates of students.

The religious environment is also an effort to provide quality awareness to all school members at Nurul Jadid High School. This is done to condition the school atmosphere with religious and honest character values. These values provide direction and purpose in the educational process. A concept of educational goals based on religious values, namely divine goals, must underlie the frame of mind, behaviour, and views on educational systems and activities. In this regard, creating a religious atmosphere in the boarding school environment is a way of thinking and acting of school members based on religious values.

Fourth, Quality Measurement (quality measurement). This measurement is used to determine corrective actions and measure progress in the future (Siska, Ela, 2019). Measurements are carried out by conducting supervision first. Monitoring the quality of education carried out at Nurul Jadid High School consists of various methods, there is supervision by attendance, supervision by the guidance and counselling teacher, and supervision using evaluation in stages; all of this is done to create an atmosphere of character education for students who are disciplined and orderly.

Supervision with attendance is quite helpful in supervising students, and the method is by having a guard at the school gate along with a list book for students who want permission to leave. This method reduces students who want to skip school or have permission to leave the school gate repeatedly. Then what is meant by supervision by the guidance and counselling teacher is that there is a trial by the counselling teacher for every student or female student who violates school rules. In the BK room, the students were not only punished, but they were also given directions and re-understood the importance of being disciplined at Nurul Jadid High School. Meanwhile, supervision using gradual evaluation is carried out by holding regular monthly meetings to discuss problems, and a solution will be immediately sought together.

The theory of quality assurance is a systematic, comprehensive and continuous mechanism to ensure that the entire process of providing education meets quality

standards and applicable provisions (Anshori, 2021). So the conclusion of quality assurance is a unified process of carrying out what has been planned and carried out by all components in the education unit by utilizing existing resources to achieve superior quality so that all school members and stakeholders get satisfaction with the quality that educational institutions have presented.

### **Quality Management Control For Zero Defect**

Quality assurance is a process of carrying out what has been determined and planned in quality planning, overseeing, evaluating and verifying the implementation of plans made, as well as identifying and anticipating problems that may arise while carrying out the plans that have been made (Maully & Gustini, 2019). Guarantees for quality education programs at Nurul Jadid High School are as follows:

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## **CONCLUSION**

The description above, which explains quality management for zero defects in Islamic boarding schools, is carried out by; 1) quality management planning for zero defects, 2) quality assurance for zero defects and 3) quality control for zero defects. Quality management planning is carried out by establishing a school vision and mission, school program planning by integrating national interests and the interests of Islamic boarding schools, Quality Improvement Team (quality improvement team) and Zero Defect Planning (planning without defects). Synergizing existing programs with national interests and the interests of Islamic boarding schools, Error Cause Removal, Quality Awareness and Quality Measurement carry out quality management assurance. In comparison, quality management control is carried out by deliberation or a monthly meeting and corrective action.

Quality management for zero defects in Islamic boarding schools is intended to maintain school quality by reducing minor errors and correctly doing all the work from the program's start. The efforts made by schools under the auspices of Islamic boarding schools are trying to comply with the provisions of national education standards and integrate the national curriculum while maintaining Islamic material in Islamic boarding schools.

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