FORMING A COMPETITIVE ADVANTAGE TQM STRATEGY FOR IMPROVING THE QUALITY OF EDUCATIONAL INSTITUTIONS

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Abstract:

This research aims to explore the implementation of TQM as the main strategy for improving the quality of educational institutions. By understanding the essence of TQM and its impact on educational institutions, it is hoped that we can make a significant contribution to facing various challenges and competition in the education sector. In this way, we can form educational institutions that are not only of high quality but also capable of producing graduates who are ready to compete on the global stage. This research uses a qualitative case study-type method by conducting research that aims to describe the problem and carry out an analysis of the problems that occur. Researchers collected data through several stages, such as observation and direct observation at the research site. Interview, interviewing a number of informants at the research site. Observation: visiting the research site. Documentation study, analysing documents related to research. The research was carried out at the MI Tarbiyatul Islam institution in Kandangjati Kulon, Kraksaan, Probolinggo. Based on the results of the research conducted, it shows that several innovations adopted by MI Tarbiyatul Islam include: (1) Integrated Learning Technology. This institution combines modern technology with the learning process, including the use of educational software, interactive learning applications, and online platforms. This not only increases student engagement but also facilitates real-time measurement and analysis of learning data. (2) Training and Development of Human Resources (HR), Realising that institutional excellence depends on the quality of human resources, MI Tarbiyatul Islam regularly provides training and development to teachers and administrative staff.

Keywords: *Excellence, Competitive, TQM*

INTRODUCTION

In this challenging era of globalization, educational institutions are demanded to be not only a provider of knowledge, but also capable of producing outstanding and globally competitive graduates. Improving the quality of educational institutions becomes an urgent necessity to meet the expectations of society, stakeholders, and the demands of the ever-evolving world of work. Total Quality Management (TQM) is a systematic approach that involves the entire component of an organization, including staff, processes, and systems, with the aim of continuously improving quality (Rahayu and Susanto 2018). The importance of creating a competitive advantage in educational institutions demands innovation, efficiency, and sustainable improvement. TQM is not just a method, but a philosophy that drives an organizational culture that focuses on customer satisfaction, improved processes, and the involvement of all members of the

institution.

In fact, in the field educational institutions have a strategic role in shaping and developing the potential of learners to become superior and qualified individuals. In an effort to improve the quality of educational institutions, the implementation of Total Quality Management (TQM) strategy has become an increasingly relevant and necessary option (Amanah, Munawaroh, and Fatihah 2019)(Wulandari, et al, 2018). This research will go deep into the specific context, namely the educational institutions of MI Tarbiyatul Islam in Kandangjati Kulon, Kraksaan, Probolinggo. In the face of the dynamics of the times and competition in the world of education, it is important for this institution to continue to innovate and strengthen strategies that can improve quality sustainably. Total Quality Management (TQM) as an integrated quality management system can be the basis for MI Tarbiyatul Islam to competitive advantage in terms of quality education. By embracing the concept of TQM, the institution can ensure that every aspect, from learning process, institution management, to service to stakeholders, is managed effectively and efficiently.

Through this research, we will dig deeper into how MI Tarbiyatul Islam implements TQM as a key strategy in improving the quality of educational institutions. Hopefully, the findings of this research can provide valuable insights for MI Tarbiyatul Islam as well as other educational institutions interested in adopting TQM as an effort to strengthen their competitive position in preparing a generation of qualified and integrated successors. (Fazira and Mirani 2019).

Many studies on the formation of competitive advantage of TQM strategies for improving the quality of educational institutions, among them in previous research, among others; First, Azis Nurul Iman (2023) which stated that Improving educational marketing should be improved continuously and sustainably. TQM or Total Quality Marketing is a marketing strategy that aims to insert quality awareness into the entire process within an organization. Second, Anis Zohriah (2023) strategy to improve the quality of madrasah education institutions is a must to be achieved in order to increase public confidence in madrasas. Because a quality-oriented madrasah will be an institution of choice, it is because most madrasas, especially those managed by society, are in decline. The quality of education will be determined by the extent to which the madrasah is able to manage optimally all the capabilities and resources that exist, the paradigm that must be built by madrasas is to build the quality. Thirdly, Anisatul Maghfiroh (2023) in his research that forms the successor generation of a good nation, should have received support from various parties, both from the central government, the region, and the public. Improving the potential and quality of education requires the maximum effort of the educational institutions. The educational institutions will function optimally while supported by a planned management system, quality human resources (HRM), adequate facilities and supplies and adequate education costs. In view of developments as well as the rapid competition that is taking place, educational institutions are charged can implement a variety of superior strategies to be able to compete.

The ratings of some of the above researchers reveal the importance of quality education in educational institutions either college or madrasah.

The novelty of this research focuses on the Institute of MI Tarbiyatul Islam Kandangjati Kulon, Kraksaan, Probolinggo, realizing that in order to remain relevant and competitive in an age of constantly changing education, innovation is the key. In the implementation of Total Quality Management (TQM), the institute presents a number of innovations that accommodate the demands of the times and the needs of learners. Here are some innovations adopted by MI Tarbiyatul Islam, among them, (1) Integrated Learning Technology, the Institute incorporates modern technology in the learning process, including the use of educational software, interactive learning applications, and online platforms. It not only improves student engagement but also facilitates real-time measurement and analysis of learning data. (2) Training and Development of Human Resources (SDM), Recognizing that the excellence of the institution depends on the quality of human resources, MI Tarbiyatul Islam regularly

provides training and development to teachers and administrative staff. It includes TQM workshops, improved pedagogical skills, and an in-depth understanding of Islamic values applied in an educational context.

By combining these innovations, MI Tarbiyatul Islam is not only committed to the TQM strategy to improve the quality of educational institutions, but also introduces a dynamic and progressive dimension in student educational experiences. The courage to innovate becomes a strong foundation in creating a sustainable competitive advantage (Suhermanto, S., & Anshari 2018).

RESEARCH METHODS

This study uses a qualitative method of case study by conducting research intended to describe the problem as well as conduct an analysis of the problem that occurs. Researchers gather data through several stages such as; observation, observation directly at the research site (Harahap 2020). Interviews, interviews with a number of informants at the research site. Observations, visits to the research site. Study documentation, analyze documents related to research. The research site was carried out at the Institute of MI Tarbiyatul Islam in Kandangjati Kulon, Kraksaan, Probolinggo. The current data is obtained from several informants who are able to inform and describe the events on the ground, among them: 5 informants, with the Initial Head of School (GS), Deputy Head School (HS), Waka Curriculum (RA), Teacher (SF, AM) (Albi 2018).

It can be seen that the source of information received from five informants including the head of the Head School(GS), MI Tarbiyatul Islam in Kandangjati Kulon, Kraksaan, Probolinggo, then the deputy head of MI (HS) then the tutor of the curriculum and the last teacher-teacher as the implementer of the program. The initial process is the collection of data, then the reduction of the data grafted in the form of a record, then display the data to understand the set of data that is then carried out the conclusion drawing from the data studied (Sugiyono. 2018).

RESULTS AND DISCUSSION

The development of the *pesantren*'s SPMI refers to the 2020 Education Unit Accreditation

MI Tarbiyatul Islam is recognized as one of the educational institutions that has a strong commitment to quality education and the development of Islamic character. In the face of the dynamics of the times and competition in the world of education, it is important for this institution to continue to innovate and strengthen strategies that can improve quality sustainably. In accordance with the results of an interview with the head of school (HS) that we started by setting up a TQM team consisting of representatives from each department and staff layer. The team is tasked with designing and monitoring TqM initiatives. We also conduct regular training to ensure all staff understand the principles of Tqm and have the necessary skills. In addition, we implement an integrated performance measurement system and use data to identify improvement opportunities (Gamar 2019).

Strengthened by the results of an interview with the school curriculum warden (RA) stating that our hope through the implementation of the TQM is to create educational institutions that not only excel in academic terms, but also produce individuals who are integrated, creative, and ready to face global challenges. We want to be an example to other educational institutions of how TQM can be the foundation for forming competitive advantage and making a lasting positive impact in the world of education.

As a teacher at MI Tarbiyatul Islam, I feel very excited and engaged in our collective efforts to adopt a Total Quality Management (TQM) strategy to improve the quality of the educational institutions. (Satrio and Wibawanta 2021). This decision is not only a step towards change, but also a manifestation of our commitment to providing better education for students.

The TQM strategy provides a solid foundation for quality improvement efforts.

We teachers feel that this initiative is not just a concept, but a journey that involves every aspect of school life. Through active participation in the TQM team, we have become part of the process of formulating and implementing initiatives that focus on improving the quality of learning, staff development, and management efficiency. It is important for us to see each classroom not only as a learning space, but as a laboratory for the application of TQM principles. We have adopted a project-based approach, encouraging collaborative interactions among students, and providing constructive feedback to help them grow not only in academic knowledge but also in character and life skills (Gladden, Fortuna, and Modlinski 2022).

The active involvement of parents and local communities is also key in this journey. We, as teachers, communicate openly with parents, involve them in decision-making, and give a deep understanding of the TQM values that we apply in every educational step. Through the TQM strategy, we believe that MI Tarbiyatul Islam can be a pioneer in creating a competitive advantage in quality education. With the collective awareness and spirit of innovation among teachers, we hope to see sustained growth and positive change, making this institution a centre of excellence education that makes a real contribution to the development of our children and the communities around them.

With a spirit of continuous improvement, we unite in our vision to create a learning environment that drives the excellence, integrity, and readiness of our students to face the demands of the modern world (Mundiri 2017).

Implementation in the formation of competitive advantage TQM strategy for improving the quality of educational institutions, in particular the institutions of MI Tarbiyatul Islam implementation of Total Quality Management (TQM) strategy in IM Tarbyatul Islam, Kandangjati Kulon, Kraksaan, Probolinggo, signals the commitment of this educational institution to competitive excellence through quality improvement in a comprehensive manner (Caeiro-Rod et al. 2021). Here are some aspects that can be discussed further related to efforts to form competitive advantage through TQM strategy in MI Tarbiyatul Islam;

Learning Processes Focused on TQM

MI Tarbiyatul Islam has undergone a change in the approach to learning by incorporating the principles of TQM into the daily learning process. Teachers actively adopt project-based teaching methods, design more interactive learning, and involve students in the evaluation and improvement of learning processes.

In an age of growing and dynamic education, educational institutions such as MI Tarbiyatul Islam in Kandangjati Kulon, Kraksaan, Probolinggo, have taken proactive steps to face this challenge by adopting a Total Quality Management (TQM) strategy in the learning process. This strategy not only covers academic aspects, but also penetrates into organizational culture and mindset, creating a learning environment that focuses on quality and excellence. (Lavianto 2022). In this context, this research will explore how MI Tarbiyatul Islam designs and implements a learning process focused on TQM. The focus is not only on the delivery of academic material, but also on character development, student participation, and continuous improvement. Through this approach, the institution seeks to competitive advantages and have a significant positive impact on the student's learning experience.

The importance of learning focused on TQM is reflected not only in improving academic quality, but also in efforts to form individuals who have Islamic values and are ready to face global challenges. Innovation in teaching methods, student engagement, and sustainable improvement are key pillars in achieving this vision. In order to understand more deeply how MI Tarbiyatul Islam integrates TQM into the learning process, this research will investigate the key aspects that are the basis of the institute's success in achieving its educational goals. Hopefully, the findings of this study can provide valuable insights not only for similar educational institutions, but also for the education community at large, supporting a positive transformation in the learning paradigm of the future. (Ilyasin 2020).

Improving the Quality of Staff and Human Resources

As part of the TQM strategy, the agency places emphasis on human resource development. Regular training for teachers and administrative staff is provided to ensure that the entire team of educators understands the principles of TQM and can apply them in everyday work environments.

MI Tarbiyatul Islam in Kandangjati Kulon, Kraksaan, Probolinggo, has embarked on a dynamic journey and focused on efforts to improve the quality of staff and human resources (HRM) in order to superior educational standards. Amidst the growing educational dynamics, it is important for educational institutions to ensure that their staff not only have superior academic expertise, but also have a commitment to character development and a concern for Islamic values. This research will dig deeper into the steps and strategies taken by MI Tarbiyatul Islam in an effort to improve the quality of staff and SDM. (Ballenger 2021) Special attention is given to the aspects of training, professional development, and the application of the principles of Total Quality Management (TQM) as the foundation for human resource management. Improving the quality of staff and SDM at MI Tarbiyatul Islam is not only about improving technical skills, but also about shaping character and ethics that are in line with the vision and mission of the institution. By understanding how crucial the role of staff is in shaping student education experiences, the institution is committed to creating a supportive and inspiring learning environment.

Through an in-depth understanding of the challenges and opportunities faced by MI Tarbiyatul Islam in improving the quality of staff and SDM, this research aims to provide valuable insights for similar educational institutions and educational communities in general. Hopefully, the findings of this research can be a positive contribution to sustainable improvement in human resource management and achievement of high quality standards in the field of education. (Armadan, Mubarok, and Tengah 2023).

Active Parent and Community Participation

MI Tarbiyatul Islam pays special attention to the involvement of parents and local communities. By involving them in decision-making, holding open meetings, and listening to their input, the institution creates a more inclusive and responsive educational environment to the needs of the community. Parental and community participation in the educational context has a significant impact on student learning experiences. MI Tarbiyatul Islam in Kandangjati Kulon, Kraksaan, Probolinggo, recognizes the crucial role of parents and communities in shaping a holistic and sustainable educational environment (Triwijayanti, N., Sanoto, H., & Paseleng 2022). Engaging parents and local communities is not just a normative requirement, but a principle that forms the foundation for creating excellence in quality education. This research will examine in depth how MI Tarbiyatul Islam activates the participation of parents and communities in educational development efforts. The role of parents as active partners in the education of their children is the focus, along with efforts to involve the community in decision-making and support for the vision of the institution.

Parents' involvement is not only at the administrative level or at special events, but also involves them in monitoring their children's academic development and character. Through this active participation, the institute seeks to create a bridge between home and school, creating a coherent and supportive learning environment in both contexts.

By involving the local community, MI Tarbiyatul Islam also creates a shared sense of ownership of education. Active community involvement is not only an external stakeholder, but an integral part of the learning process. In this context, the community around the institution not only welcomes education as an institution's responsibility, but as a shared responsibility to create generations that are integrated and contribute positively to society.

As an educator at MI Tarbiyatul Islam, I am proud to witness the vital role played by parents and communities in creating an inclusive and empowering

educational environment. Their active participation is not just a responsibility, but a driving force that forms a dynamic balance between home and school. Parents at MI Tarbiyatul Islam are not just spectators, but genuine partners in the education of their children. Through their active participation in parents' meetings, group discussions, and school activities, they not only support the academic learning process, but also participate in shaping children's character and morals. (Jusrin et al. 2022).

The local community also played a key role in the success of MI Tarbiyatul Islam. By opening wide doors to community participation in school policies, extracurricular programmes, and special events, the institution creates an environment that unites the vision of education and the values of the community around it. Parental and community participation is not only about providing financial support, but also about listening to their ideas and aspirations. Joint decision-making and open dialogue are at the heart of this collaboration, creating a sense of shared ownership for children's educational success. With this active participation, MI Tarbiyatul Islam is not just an educational institution, but a center of interaction and exchange between formal education, Islamic values, and the context of everyday life. I am confident that through this strong cooperation, we create a solid foundation for a generation that is integrated, caring for each other, and ready to face the future with confidence. (Tambak et al. 2020).

Parental and community participation in Islamic Tarbiyatul is not only a driving force for this institution but also an inspiration for other educational institutions to see active participation as the key to success in shaping a better future of education.

Through this research, we will explore various ways in which MI Tarbiyatul Islam successfully activates the participation of parents and communities. By understanding their crucial role, the institution hopes to create an educational ecosystem that has a positive impact on the development of students and the wider society. It is hoped that the findings of this study can provide valuable insights into the importance of the participation of parents and communities in achieving sustainable educational goals (Baharun, H., Muali, C., Rozi, F., & Fajry, 2022).

Performance Monitoring Through TQM Evaluation System

The use of an integrated TQM performance evaluation system helps MI Tarbiyatul Islam to monitor and measure the achievement of goals. The data and information generated from this evaluation system is used to make data-based decisions and design further improvement strategies.

In pursuit of superior quality education, MI Tarbiyatul Islam in Kandangjati Kulon, Kraksaan, Probolinggo, recognizes the importance of the implementation of Total Quality Management (TQM) as a foundation for monitoring and improving the performance of the institution as a whole. The TQM evaluation system becomes a key instrument in measuring the achievement of goals, detecting potential improvements, and ensuring that all elements within the institution run in accordance with established quality standards. (Hefniy et al. 2022).

This research will discuss how MI Tarbiyatul Islam uses the TQM evaluation system as a primary tool to monitor institutional performance. The main focus will be on how the agency develops and implements integrated performance indicators, forming a comprehensive evaluation framework for every aspect of learning, management, and service. The implementation of the TQM evaluation system is aimed not only to measure success rates, but also to provide a deeper understanding of internal processes. In this way, institutions can identify opportunities for improvement and involve the entire educational community in efforts to common goals. In this study, in particular MI Tarbiyatul Islam, the success of the TQM evaluation system is measured not only in academic terms but also in the level of student participation, parental satisfaction, and positive impact on the surrounding community. (Robin Sirait 2022). This system creates a culture of reflection and sustainable learning among staff and ensures that every stakeholder can contribute to improving the quality of education. Through this research, we will explore how MI Tarbiyatul Islam integrates

the TQM evaluation system as an instrument that leads to sustainable improvement. By understanding the positive impact of this evaluation system, the institution hopes to be an example for other educational institutions that want to higher and sustainable quality education. Hopefully, the findings of this study will provide valuable insights into the implementation of the TQM evaluation system in the educational environment.

As a dedicated educator at MI Tarbiyatul Islam, I witnessed the crucial role of the Total Quality Management (TQM) evaluation system in shaping the excellence and sustainability of the quality of education in this institution. Through an integrated TQM evaluation system, MI Tarbiyatul Islam has been able to measure, monitor, and improve institutional performance in a comprehensive manner. The TQM evaluation system at MI Tarbiyatul Islam is not only a measuring tool for achieving goals, but also a pillar in creating a sustainable learning culture. By detailing comprehensive performance indicators, the institute is able to identify areas of improvement and ensure that each element in the learning and management process runs in accordance with the established quality standards. (Taufik and Komar 2022).

The importance of monitoring performance through the TQM evaluation system at MI Tarbiyatul Islam is reflected in continued efforts to improve the quality of learning. With the involvement of all staff and stakeholders, the institution implements a continuous cycle of evaluation to ensure that any initiative and change has a positive impact on the quality of education. The results of the TQM evaluation system not only provide an accurate picture of academic performance, but also cover aspects such as student participation, parent satisfaction, and positive impact on the surrounding community. It provides a holistic understanding of the achievements and challenges facing the institution, opening the door to breakthroughs and sustainable improvement.

Through the use of the TQM evaluation system, MI Tarbiyatul Islam not only provides quality education, but also becomes an agent of positive change in society. This system not only provides guidance to high quality standards, but also creates a culture of continuous reflection and improvement across institutional levels. (Fazira and Mirani 2019).

As stated by the Head of School (GS) I am convinced that through the implementation of the TQM evaluation system, MI Tarbiyatul Islam is not only an educational institution, but a centre of innovation and development in meeting the ever-growing demands of education. The participation of all elements in this evaluation cycle reflects the institution's commitment to providing an education that not only meets standards, but also transcends boundaries to impress a superior generation that is ready to face the complexities of the modern world.

The implementation of performance monitoring through TQM evaluation system at MI Tarbiyatul Islam provides a number of substantial benefits in ensuring superior and sustainable quality of education. Here are some of the benefits that can be identified; (1) In-depth understanding of institutional performance, the TQM evaluation system provides in- depth insight into the performance of Islamic Tarbiyatul MI in various aspects, from the learning process to administrative management. It helps the institution to have a holistic view of strengths and weaknesses, opening up opportunities for better improvement. (2) Assessing the effectiveness of learning, with a focus on learning evaluation, the TQM system enables Tarbiyatul Islam to assess the efficacy of teaching methods, curricula, and student response to the learning process. It helps institutions to identify areas that need to be improved and adapt more effective learning strategies. (3) Improving service quality, through TQM evaluation, MI Tarbiyatul Islam can evaluate and improve the quality of service provided to students, parents, and the community. It creates a positive learning environment, meets the needs of students, and supports their holistic development. Thus, the implementation of the TQM evaluation system at MI Tarbiyatul Islam is not only a measure of performance, but also a vehicle that motivates continuous improvement and improvement in an effort to high quality standards.
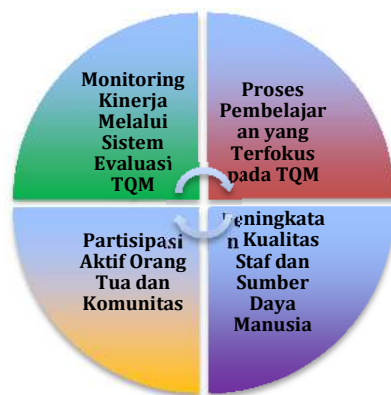
Table 1.1 Illustration of aspects of competitive advantage through TQM strategy at MI Tarbiyatul Islam

CONCLUSION

In the face of the growing dynamics of education, the Total Quality Management (TQM) strategy has proved itself as a solid foundation for forming competitive advantage and improving the quality of educational institutions, in MI Tarbiyatul Islam. This strategy is not just a management framework, but a comprehensive holistic approach, embracing all aspects of learning, management, and interaction with stakeholders.

The application of TQM in Islamic Tarbiyatul MI creates a real positive impact. Education quality management is not only about achieving academic levels, but also involves continuous improvement in learning processes, human resource management, and interaction with parents and communities. Through the implementation of the TQM, the agency is able to evaluate its performance systematically and find ways to continue to grow.

One of the most striking advantages of the implementation of TQM in MI Tarbiyatul Islam is the active involvement of all stakeholders. Staff, students, parents, and the local community are not only audiences, but also an integral part of the improvement process. Initiatives such as parental participation in the learning process, community engagement in decision-making, and sustainable evaluation cycles have created a responsive and inclusive environment.

TQM at MI Tarbiyatul Islam also has a positive impact on decision-making processes. Data-based decisions, supported by constant evaluations, enable the agency to identify opportunities for improvement more accurately. It creates rigour in management and provides a strong foundation for better decision-making.

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