



THE URGENCY OF IMPROVING QUALITY USING TOTAL QUALITY MANAGEMENT (TQM)

Haeroni

Universitas Nurul Jadid

Email: haeronyunuja@gmail.com

Abstract:

This research explores the urgency of improving quality at MA Nurul Jadid through the implementation of Total Quality Management (TQM), as the main key to achieving quality education. Using qualitative methods with a case study approach, this research found that TQM, with the support of strong leadership, active participation, and increased communication at MA Nurul Jadid, also contributed significantly in forming a culture of quality at MA Nurul Jadid

Keywords: *Internal Quality Assurance System, Pesantren, Education Unit Accreditation Instrument*

INTRODUCTION

A school is an organization that operates in the field of education, which is one of the determining factors in the quality of human resources. Through this institution, students, both mentally and intellectually, are trained so that they can achieve quality according to the targets set by the school. Meanwhile, if we observe the condition of Indonesian human resources, the unsatisfactory quality of Indonesian people has become routine news in various media. (Priarni, 2017)

The progress of a nation is measured by how advanced education has been achieved. This context is the same as the educational machines implemented in schools, whether they have enlightened students or not. Throughout the history of education, there has been no extraordinary progress that can be contributed to the country of Indonesia. So, it is very natural that education has not been able to become the backbone for change in students

The pattern of development of educational institutions carried out by the government through the Ministry of National Education and the Ministry of Religion is very impressive, and madrasas are among the institutions supported by the Ministry of Religion.

Every school, without exception in cities or villages, always faces challenges, especially in the context of educational problems. This also happens at Madrasah Aliyah Nurul Jadid which causes this institution to be able to produce quality Human Resources (HR) who are able to solve problems. global in the world of education.

In the course of its history, Madrasah Aliyah Nurul Jadid Paiton Probolinggo in the 2021/2022 academic year was chosen by the Indonesian Ministry of Religion (Ministry of Religion) as one of 4 (four) MAs throughout Indonesia which were developed into International Standard Madrasah Pilots (RMBI). This is intended so that MA Nurul Jadid continues to exist in the midst of global competition, so that the output produced is able to continue studies at quality universities both at home and abroad.

MA Nurul Jadid (MANJ) also became the overall champion and favorite last year at the 2023 Madaris Week (PM) event. MANJ's participation in this annual event seemed to prove that it was a madrasa with the slogan "religious madrasa with superior achievement."

From a total of 26 competitions, the MANJ delegation managed to win 1st place 12 times, achieving a total of 64 points. With the largest collection of 1st places, MANJ also managed to win the favorite champion in the competition for achievements. Finally,

MANJ achieved success again, becoming the defending champion as overall champion.

In achieving this achievement, of course there are steps and strategies used, including providing various kinds of extracurricular activities to channel and develop students' talents and interests.

For example, the Arabic language extracurricular, Madrasah Aliyah Nurul Jadid, brings in people who are experts in the field of Arabic. Likewise with other extracurriculars, the institution places teachers or competent people to fill in these extra activities. Apart from that, this institution also provides guidance for students who have excellence in the academic field.

The researcher will explain several previous studies that are relevant to this topic to provide a strong foundation for the research being carried out (Muhammad Adlan Nawawi., 2020) said that from the results of his research, improving the quality of education by using Total Quality Management (TQM) in Islamic education in this era millennials are very good and suitable to be applied because this method has been proven effective in increasing efficiency, quality and customer satisfaction in an educational context.

The second researcher (Wahidwarni, 2020) also explained that the monitoring funding system is assessed at each operational phase to determine where improvements can be made to further increase customer satisfaction. This second researcher seeks to advocate for the implementation of Total Quality Management (TQM) in Islamic formal and informal learning environments.

Madrasah Aliyah Nurul Jadid has a very strategic role in shaping the character and developing the potential of students. As the dynamics of changing times continue to develop, maintaining quality and relevance has become imperative, so as to be able to provide optimal contributions to individual and societal development.

Total Quality Management (TQM) has emerged as a relevant and effective approach to improving the quality and effectiveness of Madrasah Aliyah Nurul Jadid, making it the main foundation in efforts to improve overall educational performance.

TQM is a management system that focuses on improving quality through the participation of all members of the organization in an effort to achieve excellence. This concept is not only limited to the industrial world, but can also be applied effectively at Madrasah Aliyah Nurul Jadid. By applying TQM principles, this Islamic boarding school-based educational institution can optimize the potential of human resources and ensure that the educational process is carried out in accordance with high standards. .

The urgency of implementing TQM at Madrasah Aliyah Nurul Jadid lies in the need to continue to adapt to changing times, improve the quality of educational services, and involve all stakeholders in efforts to improve quality. In this context, TQM research and implementation can be a strategic basis for achieving holistic and sustainable educational goals. (Tismat & Mitrohardjono, 2018)

Through the TQM approach, Madrasah Aliyah Nurul Jadid can improve management processes, identify and resolve problems more effectively, and increase satisfaction of all parties involved. Thus, improving the quality of the institution does not only include academic aspects, but also involves aspects of character, leadership and community empowerment.

To face the various challenges of an increasingly complex era, Islamic educational institutions are guided to be able to adapt to modern scientific discourse and alumni are required to be able to apply their knowledge based on ethics and morals which can produce wider and wiser benefits. (Muhammad Adlan Nawawi, 2020)

Education is closely related to globalization. Education cannot avoid its role in realizing the globalization process that shapes this global society. In the era of globalization, Indonesia must carry out reforms in the education process, with the emphasis on creating a more comprehensive and flexible education system, so that graduates can function effectively in the life of a global, democratic society.

In the formulation of education above, the role of students in the future is to play the role of being a quality human being who is always able to solve the problems of his life needs independently and in turn can contribute to realizing the creation of a just and prosperous society. (Indana et al., 2017) In the formulation of education above, the role of students in the future is to play the role of being a quality human being who is always

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For this reason, Madrasah Aliyah Nurul Jadid must be designed in a way that allows students to develop their potential naturally and creatively in an atmosphere full of freedom, togetherness and responsibility. Apart from that, education must produce graduates who can understand their society with all the factors that can support achieving success or the obstacles that cause failure in social life.

One alternative that can be done is to develop education with a global perspective. Apart from that, educational programs must be renewed, rebuilt or modernized so that they can fulfill the expectations and functions assigned to them.

Ramayulis is of the opinion, "Islamic education management is the process of utilizing all the resources owned (Islamic ummah, educational institutions or others) both hardware and software. "This utilization is carried out through collaboration with other people effectively, efficiently and productively to achieve happiness and prosperity both in this world and in the hereafter."

Considering the importance of TQM in the implementation of quality-oriented education, those who play the most role in this matter are educators or teachers in an effort to prepare high-quality students in various aspects, both in scientific aspects, expertise and skills as well as aspects his morals.

Considering the importance of the role of educators, continuous guidance and development of educators (continuous improvement) must continue to be carried out at Madrasah Aliyah Nurul Jadid in order to create teachers who are professional in their field, so that they can easily create quality graduates that are in line with the vision, mission and targets set. has been determined by the institution. (Ley 25632, 2002)

The application of TQM provides freedom of opinion. Freedom of opinion will create a dialogical climate between students and teachers, between students and principals, between teachers and principals, in short, freedom of opinion and openness between all school members.

In this article, we will discuss further the principles of TQM that can be applied at Madrasah Aliyah Nurul Jadid, the expected positive impacts, as well as concrete steps in implementing TQM to improve the quality of education and prepare students to face future challenges.

From previous research, there are significant updates that mark a shift in research focus, with research currently being carried out at an educational institution under the auspices of the Nurul Jadid Islamic Boarding School. This shows the dedication and sustainability of research commitment in supporting educational development in the relevant environment.

This shift reflects a response to the changing dynamics of education and aims to contribute further to our understanding of the challenges and opportunities in the educational context of the Islamic boarding school environment.

This research aims to increase the competitiveness of madrasas by using TQM in order to optimize the quality of education in madrasas. Concrete steps will be identified and implemented to improve the curriculum, teaching methods, and evaluation of learning outcomes, with the aim of ensuring that students receive a high-quality education focused on the operational efficiency of madrasas. Administrative and managerial processes will be evaluated and updated to ensure effective and efficient resource management.

RESEARCH METHODS

The method used is qualitative with a descriptive analytical approach. This research collected data and other information through interviews with the leadership and administrators of MA Nurul Jadid as well as from various literature, articles, magazines and websites on the internet related to the research focus. The data source was obtained from primary data, namely a field survey at Madrasah Aliyah Nurul Jadid. Meanwhile, secondary data was obtained from various sources of library materials which cover various aspects related to TQM education.

RESULTS AND DISCUSSION

In the process towards integrated quality schools (TQM), the principal, school

committee, teachers, staff, students and school community must have an obsession and commitment to quality, namely quality education. Has a quality vision and mission that is focused on fulfilling the needs and expectations of its customers, both internal customers, such as teachers and staff, and external customers such as students, parents, the community, government, further education and the business world. (Abdan & Hadi, 2022)

The researcher chose MA Nurul Jadid as the research object, namely the madrasa which is located in the Nurul Jadid Islamic boarding school. From the researcher's observations, this madrasa has implemented most of the TQM values, namely customer focus, obsession with quality, solid teamwork, and has implemented the principles of TQM is respect for each person, controlled unity and continuous improvement.

The design in education management is Total Quality Management (TQM) or what is known as Integrated Quality Management according to Edward Salis, which is a philosophy of continuous improvement, which can provide a set of practical tools to every educational institution in meeting the needs, desires and expectations of its customers. , now and for the future (Hamid, 2023)

In order for educational institutions to maintain their status as quality educational institutions that are in demand by the public, managers must have full control over all the elements that make up an educational institution in order to monitor its operations. Therefore, the concept of total quality management (TQM) can be used as a tool in the management of educational institutions.

In our current world of education, the issue of quantity vs quality is a dilemma that is not easy to solve. On the one hand, we want to meet educational needs which are quantitative in various aspects, on the other hand, society increasingly and loudly demands that quality or quality issues be immediately addressed. TQM is a management pattern that contains procedures so that everyone in the organization tries hard in an continuously improving the path to success. reference. (Zohriah et al., 2023)

As a quality nation, education must be placed as an important aspect of quality improvement policies in educational units. because quality means the ability possessed by a product or service to meet needs or expectations, customer satisfaction in education. Quality can also be interpreted as the overall picture and characteristics of educational services internally and externally which show their ability to satisfy expected or implied needs. includes input, process and output of education. (Azizah & Witri, 2021)

Based on the findings using observational interview instruments, and documentation that has been carried out at Madrasah Aliyah Nurul Jadid, Madrasah Aliyah Nurul Jadid's strategic steps in improving the quality of its institutions are by using steps including quality planning, strategies for preparing for the future. In the future, human resource development, effectiveness of financial management and student management as well as service quality standards are concrete manifestations of school principals in improving overall quality (Total Quality).

Steps for Implementing Total Quality Management in Improving the Quality of Education at MA Nurul Jadid

TQM PLANNING

Planning by looking at the expectations of student parents becomes a note for teachers and madrasas as a form of providing customer satisfaction. (Meichaty, 2022) There are several plans implemented by MA NURUL JADID in realizing integrated quality management, namely determining the vision and mission. The aim of the Madrasah is to produce students who have superior achievements, are skilled, have faith and are devout so they are able to live independently and can take part in further education.

Implementation of TQM, The focus on customers in implementing total quality management at MA Nurul Jadid is carried out through intensive communication with all school members, by realizing the hopes and aspirations of stakeholders and customers in implementing educational programs at the school.

And these efforts aim to provide customer satisfaction, namely: a) improving the quality of internal customers consisting of teachers, technicians, laboratory assistants and administrative staff. This is done so that internal customers are always ready to serve external customers, namely students.

High Obsession with Quality. The connection with improving the quality of education at MA Nurul Jadid in the implementation of total quality management is based on two aspects, namely academic and non-academic achievements. Interview with Mr Wahid, deputy head of Evaluation and Academic Affairs, said that: "Achievement at MA Nurul Jadid does not only emphasize the highest score ranking, but also balances academic and non-academic achievements.

Teamwork. The component elements that play a role in implementing total quality management are the units at MA Nurul Jadid, all of which have a role in their respective units, namely the principal as the top manager in implementing quality management representative, Deputy Head of Evaluation and Academic Affairs, Deputy Head of Student Affairs, Deputy Head of School for Student Affairs. Facilities and Infrastructure, Deputy Head of Public Relations, Head of Administration, Counseling Guidance, Library and Laboratory

Employee Engagement and Empowerment. Leadership means the leader determines the unity of purpose and direction of the organization. (Majidah, 2021) Top leaders need to formulate a school vision clearly and be equipped with consistent goals and objectives and also supported by tactical and strategic planning. involvement of people (involvement of people). The application of this principle can be seen from the existence of a clear vision and mission and the involvement of all parties in realizing the vision, mission and goals of the madrasah.

Continuously Improve Processes According to Standards. In practice, MA Nurul Jadid is a service unit, namely serving madrasa customers, which consist of internal and external customers. In his service, the efforts made are to achieve the vision and mission of MA Nurul Jadid and strive continuously to achieve the quality standards set at the madrasah.

TQM Evaluation, Evaluation is a reflective step to review existing results. The evaluation carried out by MA Nurul Jadid was aimed at continuous improvement to increase student achievement and the quality of school teaching staff. Namely trying to identify the needs of students and returning teaching staff as well as efforts to improve the implementation of Integrated Total Quality Management in improving the quality of education at MA Nurul Jadid

After implementing TQM at MA Nurul Jadid, it has shown a significant influence on leadership in Madrasahs including:

Strong Madrasah leadership, The school principal is able to create a clear and optimistic vision and mission and goals to achieve the planned programs.

Effectiveness of the learning process, Steps taken as an effort to make the learning process more effective at MA Nurul Jadid include using learning planning in the form of annual, semester and syllabi learning programs which include Preparation of Annual Programs (PROTA), Semester Programs (PROMES), and Learning Implementation Plans (RPP), Preparing lesson schedules and using methods that can activate and make students independent in learning using CTL (Contextual Teaching and Learning), are the right steps so that they are expected to be able to create competent and quality graduates.

Competent in building one's own life, community, nation and country, which is characterized by the realization of habits of thought and action in daily life in the family, school and community environment.

Effective management of educational personnel

One of the institution's manifestations/steps in order to develop and improve the quality of educational staff at MA Nurul Jadid is by making the Subject Teachers' Conference (MGMP) more effective, testing/condite system training, increasing teacher/employee discipline and developing work, profession and mentality.

Efforts to involve school/madrasah residents contain 2 main benefits. First, it will increase the likelihood of producing good decisions, better plans, or more effective improvements because it also includes the views and thoughts of parties directly related to the work situation. Second, the involvement of madrasah residents also increases the sense of 'ownership' and responsibility for decisions by involving the people who have to implement them. (Abdan & Hadi, 2022)

Have a team work that is compact, intelligent and dynamic

The principal's steps in improving teamwork in his institution are to use the

exemplary management leadership and sincerity of MA Nurul Jadid which ultimately has an impact on increasing the motivation, professionalism and performance of teachers and employees so that togetherness is automatically formed between employees and teachers.

Teamwork, if carried out with clear roles and responsibilities (job description), will have an impact on increasing personnel productivity and performance and will indirectly have implications for mission achievement. The strategy of the principal/madrasah MA Nurul Jadid in attracting and increasing community participation includes steps including establishing effective communication between the school and the surrounding community, identifying key people and involving key people in school activities, increasing cooperation with MIN and MIS as a member of the KKM, includes MGMP activities. Training and upgrading, testing systems and standardization of questions and so on show that community involvement with madrasahs has been well established.

Have accountability

Steps that have been taken by the school principal as an effort towards accountability (openness) include: Guidance and monitoring by the school principal. In an effort to motivate students' learning, the Principal provides special guidance for students, namely implementing discipline and providing additional lessons for students (enrichment and remedial). With these additional lessons, it is hoped that all students can increase their learning motivation optimally and achieve the desired competencies. Apart from that, to find out the extent of students' abilities and progress, the school always monitors its students both inside and outside the teaching and learning process.

Emphasis on drop-out numbers

In providing quality services to customers and stakeholders, MA Nurul Jadid has taken steps starting from homeroom services for students with and without problems as well as academic quality services. With this quality service, it will have an impact on stakeholder satisfaction, both internal and external, and indirectly the drop out rate can be minimized.

The above quality services are a step forward taken to increase customer satisfaction for both internal and external customers. In TQM, customer satisfaction, both internal and external customers, is a driver. External customers determine the quality of services delivered to the institution, while internal customers play a major role in determining the quality of people, processes and environments related to quality services. The realization of a solid work team is one indicator of the effectiveness of TQM implementation. (Panjaitan et al., 2023)

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The implementation of TQM has been running and is being implemented well and TQM plays a direct (effective) role in improving the quality of education at MA Nurul Jadid. This is supported by indicators: strong madrasah leadership, effectiveness of the learning process, effective management of educational staff, having a cohesive, intelligent and dynamic team work, participation of madrasah residents

CONCLUSION

Based on the characteristics of the TQM application, MA Nurul Jadid can be said to have implemented several principles of integrated quality management. As always stated by the Head of the Madrasah, the main key in managing a madrasah is to provide satisfaction to students, parents and the community. This means that all efforts made by MA Nurul Jadid are oriented towards customer satisfaction, both internal customers (teachers, students and employees) and external customers (parents and the community).

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