Quality management at Islamic school

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Abstract

This research was aimed to give an understanding to stakeholders at educational institution especially Islamic institution in order to manage their institution by optimizing the potency they have. It is because a statement that a high quality school is a school that emphasize on good management within its insititution, administration, and human resource management. It was a descriptive qualitative research and used ovservation, interview, and documentation as the method of collecting data. To analyze the data, the researcher used data reduction because this research applied qualitative approach that was aimed to describe role of management at Muhammadiyah Vocational Scool of Bandongan Magelang Regency. Based on the result of research, Muhammadiyah Vocational School of Bandongan Magelang Regency used ISO 9001:2008 to manage the institution, it assummed that a good quality school will be reached easier and faster. Some attemps have been carried out for instance the alumni of this school have been transferred to interpreneurship or factories. Other attemps to reach high quality also have been tried by this institution to have better management by giving transparancy on every organization management, giving some sustainable training to improve professionality of personel management, and the whole quality of islamic school.

Keywords: quality management, Islamic school, human resources

INTRODUCTION

Education has become one of hot issues and attracted many realms including education professionals. It also includes school quality mamanagement issue. Some discourses to improve their education quality has been done by many sites. Hobry qouted by (Umiarso and Gojali, 2010:17) said that these attempts are based on the awareness of how important the role of education to improve human resource and nation character building for the sake of society, state and nation progress and it is because nation dignity that is really determined by the quality of education.

The government should be consistant to its commitment to improve education quality to enhance its quality and quantitiy of education (Burstein, 1988: 78). It is important to apply after passing the crisis, Indonesia should aware of its society to awaken the poor society in order not to be destitute. Some programs have been socialized to the society such as Aku Anak Sekolah (I am School Child) which has been supported by international organization such as, International Bank, Asia Development Bank, and The United Nations Children's Fund (UNICEF). Government also supports students and confer operational fund to some school that need, these attempts are to balance the quality and quantity of education. The program is also part of Social Pacifier Net (JPS) in education site. Some programs have been carried out to improve society and their burried after crisis. In the other hand, the management of this program was far from the expectation and less professional so it did not

give any more positive impact to education quality in Indonesia even it decreased and this problem was related to school management (Mulyasa, 2002:10; Burstein, 1988: 79-80).

Some management models which are applied in educational institution are: School Based Management, Total Quality Management, School Management with ISO 9001, and so on. An ideal function and implementation of School Based Management demands skilfull and high quality human resource to improve working motivation to reach more productive work, and empower the surrounding authority through autonomy which was fully given by the government toward educational institution (Mulyasa, 2002: 11-12). While Total Quality Management is a freedom to speak to create opennes and dialogical climate within school civitas (Stephens, 2008: 1-3); Umiarso and Gojali, 2010:137). Contrast to Husaini Usman (2006: 442-443) states that School Management with ISO 9001 is a standard which is created to control a product starting from planning up to assesing the product, it means that a school is able to determine basic rules of quality system of item and service in order to keep consistant, documented, and evaluated.

As stated by (Husaini Usman, 2006:8), the advantages of education management are to actualize an active, innovative, creative, effective, and joyful learning atmosphere and process, to create active learners by improving their self potency to improve their religious spiritual, self control, personality, intellegence, noble character, and skills which are needed by the society and nation. Support proffessional competence as

educator and education staff as manager, reach the goal of effective and efficient education, support educational staff with some theories of process and administration of education, and solve the education quality problems.

Good quality education process contains input from learning material (cognitive, affective, or psycomotor), methodology, administration, facilites and infrastructure, other sources and creating conducive atmosphere, in the other word management can make a sinergy among all components of learning and teaching interaction between teacher and students and supporting accomodation from inside or outside of the class, curricular or extra curricular context, subtantive or non academic side of learning process (McGrath dan Van Bergen, 2015: 2; Umiarso dan Imam Gojali, 2010: 132).

Definition of Quality Management of Islamic School

Generally, there are many definitions of managements, some professionals such as George R.Terry quoted by Mulyono (2008:16) stated that management is generally defined as an artificial process consisting of some actions: planning, organizing, implementing, supervising which is conducted to reach some goals which have been planned through human resources and other.

Makharita in (Soewarno, 1990:19) told that management is utilization of resources provided or potency to reach goals. Contrast to

Kertapati (1984: 5) mentioned that management is to do something through other people.

In addition, some definitions of management are connected with education as stated by Ghaffar in Mulyasa (2002:19-20) educational management can be defined as everything that deals with management of educational process to reach some goals determined, for short term goals, medium-term goal, and long-term goal. Contrast to Husaini Usman (2006:7) who tells that educational management is process of planning, organizing, briefing, and controlling the resources.

Made Pidarta (1988: 4) also said that educational management is an activity to mix educational resources in order to be centered in an attempt to reach the goal determined before. Sulistyorini (2009: 13) also told that educational management is an activity or range of activities consisting of managing a cooperation of group of people which is grouped in an education organization, to reach the goal determined before in order to be more effective and efficient. Other definition of education management was stated by Sukmadinata (2008) mentioning that education management is a formulation of process or activity of planning, implementing, controlling many sides and components of education including component of education such as human resource, curriculum, facility and infrastructure, and so on.

Management in islamic side stated by Effendy quoted by Mulyono (2008: 30) is a knowledge and technique to manage and handle and is not separated from the tasks and function of human as the chaliph of Allah,

the obligation as the conveyor of Allah's command, promise between human and his creator, and the nature of human on earth. School quality management is school ability to manage operationally and efficiently toward some components dealing with school, thus it will improve the components based on the applicable norm or standard (Umiarso and Imam Gojali, 2010:124; Stephens, 2008). William H. Newman quoted by Soewarno (1990) stated that the definition of management was viewed as process started with the steps of:

Planning

Planning consists of some activities such as determining range of decisions including some decision of purpose, policy, arranging program, program, determining method and procedure, and the schedule of program.

Organizing

Organizing is grouping some progams which are divided into some units to actualize the planning and establish the relation between the leader and staff in every unit.

Source Collection

Source collection means collecting some resources which are used to organize some works including personal, finance, facility, and others that need planning.

Work Control

Work control is daily guidance or direction to do some works including some instruction from head/ leader, giving motivation to make them consciously follow the leader's isntruction, to conduct some coordinations

in various activities, and to maintain good communication among leader and staff.

Supervision

Supervision is conducted to avoid some deviation from the goal reached. Supervision steps will create an effective and efficient work. Evaluation also can be done through supervision. Supervison can be a benchmark to know whether the policy dicided is deviated or not within the implementation process. Supervision is aimed to know the result of program whether it has corresponded to the planning or not.

Sukiswa (1986: 16) explained that the process of management contains: Planning, consisting of deciding what will be done, when, and how to do; limitting the target and decide the implementation of work to reach the maximum effectivity through the process of determination of target; collecting and analyzing the information; developing the alternative; planning and communicating the planning and policy. Organizing, this step consists of providing facilities, accomodations and manpower which are needed to arrange the efficient framework in implementing some plannings through the process of determining the work which is needed to implemen the planning; grouping some working components into well organizied board of organization; establishing a structure of authority and the mecanism of how to coordinate; to formulate and to decide the method and procedure; to decide and to conduct training and course for the staff and to find other sources which are needed. Briefing, consists of arranging the framework and detail budget; innitiating and performing the

leadership in implementing some plans by deciding some policies; issuing some specific isntruction, guiding, motivating, and supervising. Supervising, consists of evaluating compared to the planing, reporting some deviations used as the correction tactics by creating some standards and targets.

So, quality management of islamic school is a series of activity of quality improvement of school components applying planning, organizing, implementing, briefing, and supervising that involves some elements such as human resource, facility and infrastructure, and others to reach the goal determined before (Sulistyorini, 2001: 86).

Indicator of Quality at Islamic School

The enhancement of quality at islamic school has become something important and should be aware of. If the school has good quality it can compete with other schools. To reach this quality, there are some indicators or standards which are formulated to reach high quality islamic school.

Based on Edward Sallis quoted by (Danim, 2006: 55) the indicators of achievement of school quality are: that school focuses on stakeholders from the internal (head master and teams, teachers, and other school administration staff) and external (students, students' parents, society, business world, and government). In high quality school, teacher, staff, and headmaster has totality to meet all the stakeholders' needs. School has an attemp to avoid some problems which may arise, in

the other words, the internal stakeholders have commitment to follow the rules and policy since from the begin. School has investation on its human resource. It has strategy to have better quality, in all of elements; management, academic staff, and administration staff. School manage and treat complains as the feedback to reach quality and positionate the mistake as the instrument to have better action in the future. School has policy to plan a better quality, for the short term, medium term, and long term planning. School also seeks some improvement that involves all people with their main task, function, and responsibility. School encaurages all people who have creativity to create quality, and stimulate others to have good quality work. School gives clear role and responsibility of every person including direction of work vertically and horizontally. School has clear strategy and critery to evaluate. School views and put the quality reached as the way to get better quality of service. School views quality as the integral part of work culture. School views that the improvement of quality which is on and on is a must.

Contrast to Mulyono (2008) the principle of quality management is based on: the attention of customer, leadership, the involvement of some people, process approach, system approach of management, continuing improvement, decision making based on fact, mutual relation supplier.

From the indicators above, it can be concluded that some principles of school management should pay their attention to their internal and external stakeholders, try to avoid any conflict, continuously

attempt to have better education management, keep improving creativity and professionality of management doer in order to be able to do and be responsible to their tasks.

Ali Riyadi (2006: 235-236) added that there are four principles in School Based Management; Equifinality, this principle is based on a modern theory of management assuming that there are some different methods to reach the goal. School management emphasizes on flexibility and the school should be managed by the school itself based on their condition. Decentralization, it means that school is an activity of learning to solve any problems and difficulties, to solve the problem on time, and to give contribution on the effectiveness of teaching learning activity. Self Managing System, with this principle, school has autonomy to improve the learning goal and strategy of management, to distribute human resource, and other sources, to solve the problem, and to reach the goal based on their individual condition of school. Human Initiative, Create society that is constituent with the school atmosphere and goal in order to participate widely to improve students' potency. The improvement of eduation quality especially from the improvement of internal process, especially from human aspect.

The implementation of Total Quality Management is the freedom of speak and create dialogical and openness climate among school civitas such as teacher, staff, and students to create harmony situation (Umiarso and Gojali, 2010: 137; Stephens, 2008).

According to Usman (2006: 464), the components of Total Quality Management have some elements: focus on stakeholders, school stakeholder consist of internal and external stakeholders. External school stakeholders are students' parents, government, society and school committee while internal school stakeholders are students, teachers, and staff. Internal and external stakeholders in TQM are driven. External stakeholders determine the quality of alumni while internal stakeholders determine the quality, process, and society that is related to the alumni such as:

Obssessed to the quality, organization has crucial role in an institution which apply TQM. Stakeholders determine the quality. With this quality, organization has obsession to meet all stakeholders need, in other words all staff and committee should work together to do their tasks. Scientific approach, it is needed to design the task, the process of making decision, and problem solving that is related to the task designed. Thus, field data is crucially needed to check the achievement and make some improvements.

Long-term commitment, TQM is new paradigm, so it needs new culture at school. Long-term commitment is needed to create new culture to make TQM run well. A teamwork which is managed traditionaly will result a competition among teachers. This competition is in form of internal competition that will not improve their external competition. In the other hand, TQM organization applies teamwork, cooperation is is maintained among school civitas and outside of school.

To develop the quality, it needs a continuous improvement of a system that exists. Training and education, a school which applies TQM assumed that training and education is basic factor. Training and education will improve teachers and staff's technical skill. The essence of training and education for teacher is to improve skill and professionalism.

Controlled freedom, the involvement and empowerment of teacher and administration staf in deciding policy and problem solving is important to improve sense of belonging and responsibility toward the decision which was determined and enlarge their knowledge of a decision. However, the fredoom that arises because of their involvement and empowerment is the result of planned control. This control is done toward the method of each process, in this case, staf will make a standard and make sure that everyone will meet this standard. Similarity of Vision, to make TQM work well, school should have clear similar vision that can be directed to the goal.

The involvement and empowerment of techers and staff, it is an important thing to apply TQM, because it has some benefits such as: it will yield good decision and effective improvement because it contains some views and thought from many sides that is direcly related with working situation, improve sense of belonging and responsibility toward the policy and involve many people to actualize it.

On the other hand, Usman (2006: 442-443) stated that school management with ISO 9001 is a standard that was created to control a product starting from planning up to assesing the product, it means that

school has authority to make some basic rules of quality system of item and product to keep consistent, documented, and evaluated. ISO is an internatiol organization for standardization (Mulyono, 2008:308). School management with ISO 9001 is a warrantied system and model of design/ development, production, instalation, and service of educational institution (Usman, 2006: 444).

Mulyono added that some principle steps of ISO 9001 in school management are: *customer focus*, the main focus of an organization is the stakeholders of institution internal (teacher, staff at school that has direct connection with the process of education at school) as well as external stakeholders (students, students' parents, and other institution that has relation with the school). Both stakeholders should get high attention from the institution. So, the product created or the alumni will meet the stakeholder's expectation. In other word, all budgeting, resources and other are optimized to satisfy the stakeholder's need.

Leadership: headmaster as the leader together with the human resources in school plan, determine the goal, prevent, correct, evaluate, and improve the services continuously toward the stakeholders. *Involvement of People:* the involvement of all human resources at school from any level starting from the security, staf, teacher, supervisor, vice head master, and head master and optimalization of their role will improve the organization in whole. *Process Approach:* human resource, building, facilities and infrastructure and others that are in the school should be managed and sinergize into a working mechanism implemented in plot of activity in

order to reach the efficiency which is expected. Then, the sceme is described into a working procedure and instruction to ease every individual in organization to do the task well and in a process that was agreed before.

Continual Improvement: an organization should make an improvement as the goal of its organization. Factual Approach to Decision Making, a decision which has been determined has passed a detail analysis. Thus, it needs an on and on documentation of problems arises in the implementation of activity as the way to meet the stakeholder's demand. So, the decision determined is based on the result of analysis from documentation documented before. Mutually Beneficia Supplier Relationship, an organization has mutual relationship with its supplier. It is also based on their interest which is connecte to each other. Both relationship is expected to boost their improvement in creating their value. The value means trust each other, fulfill the promise, honesty, and respect.

METHODS

This research was descriptive qualitative research that employed observation, interview, and documentation as the method of collecting data. Observation was done through field observation dealing with quality management at islamic school, interview was conducted to the stakeholder; to teacher and students related with the quality management of islamic school. Documentation was used as the supporting document to support the data from interview and field observation. In analyzing the

data, the researcher used data reduction, because this research used qualitative method that was aimed to describe quality management at Muhammadiyah Vocational School of Bandongan, Magelang Regency.

DISCUSSION

Quality Management at Islamic School

Management in islamic education institution is an important thing that is influential to reach the education goal. School management also shows more effective and efficient way to do the task. Model of Quality Management of ISO 9001:2008 implemented in Muhammadiyah Vocational School of Bandongan Magelang Regency showed some procedures in school management. It showed that there were some steps that should be passed in management. This management has close relation with the definition of management that etimologically means to manage or to carry out, to organize, or put in order. An attempt to motivate after it was organized and managed should be done professionally. Potential resources from physical and non physical should be involved in each process. In involving the human resource, we need to pay attention to their skill and professionality, while other resources, we need to know the quality.

There is the goal should be reached, the goal should be based on the agreement of every member of organization. The goal should be reach effectively and efficiently in order that the staff of organization try maximally to reach the goal which was determined and agreed.

Scope of Quality Management Activity at Islamic School

Management in school has close relation with some efforts of certain objective through employing resources that are provided in islamic education institution starting from planning, organizing, implementing, and supervising. Based on the discussion conducted, some management activities implemented at Muhammadiyah Vocational School of Bandongan Magelang Regency can be clarified.

Financial Management

Basen on the writer observation, the financial management of Muhammadiyah Vocational School of Bandongan Magelang Regency are: economical, efficient, and based on the technical need required, based on the planning of program or activity and transparant in using the finance and based on the financial that the school has.

Curriculum Management

Curriculum in islamic school is learning material including activities, knowledge, and experience. Curriculum management at Muhammadiyah Vocational School of Bandongan Magelang Regency are: conducting all activities relating to education at school and relating to teaching and learning activity, the curriculum which was implemented appropriate with the policy the curriculum of 2013, the curriculum which was implemented fits with the development stage and students' ability, the curriculum which is implemented is based on the working instruction at Muhammadiyah Vocational School of Bandongan Magelang Regency and the curriculum

which is implemented has met the stakeholder's need especially for external stakeholders.

Management of Facility and Infrastructure

A good management of facility and infrastructure is expected to create enjoyable atmosphere for students to learn. In implementing facility and infrastructure management, Muhammadiyah Vocational School of Bandongan Magelang Regency applies the following actions: accurate and detail planning to prepare the detail facilities and infrastructure needed. This is equivalent with the planning that was made and emphasize on priority scale needed. Facility and infrastructur inventory is based on the administration applied in other institution, and it also has good control and maintain in every item of facility and infrastructure, the obilition of some facilites which are not used again are based on the stipulation from the government to reduce the financial loss because of higher budging for maintainance and repairation.

Management of Learner

Management of learner is management of activities that deal with students at school. The activity of management of learner at Muhammadiyah Vocational School are explained as follow: ensure the accomplishment of new students enrollment program based on the criteria determined, ensure students will learn comfortably with conducive atmosphere, ensure student's discipline, improve student's competence through PRAKERIN, carrier guidance from guidance and counseling and visit to industrial area or interpreneurship, and transfer the alumni to some factories or industri.

Management of Staff

Management of staff in education process has important role to reach the goal of education. Some programs of management staff at Muhammadiyah Vocational School of Bandongan Magelang Regency are formulated as follow: the planning of teacher has been done through task analysis and structural analysis to get some task description based on some rules prevailed at school. The procurement of staff is conducted through promotion and selection which is aimed to seek the teachers' who meets the school requirement. The development and empowerment of staff is conducted to make them more competence, and professional by taking part some trainings and educations inside or outside of school.

Management of Public Relation

Public relation management is a strategic management to improve students' social awareness. Public relation management at Muhammadiyah Vocational School of Bandongan Magelang Regency accomodates all ideas and expectation about learning goal at school, gets some participation and support from society in form of support, funding, and facilities that support the success of the learning goal, improves society's responsibility to support the learning goal, and involves the society to solve the problems faced by the school.

Management of Leadership

Headmaster as the leader and supervisor has big responsibility to do his jobs. Based on the research conducted by the writer, the headmaster of Muhammadiyah Vocational School of Bandongan Magelang Regency has

some roles and tasks as follow: owning strong vision toward the school future, high expectation of students' achievement and the performance of school personels, creative utilization of material and personal sources based on skill, and supervisor of learning process at school in order to reach the goal.

Supporting Factors

Some factors that support the implementation management at Muhammadiyah Vocational School of Bandongan Magelang Regency are as follow: the spirit of school personel to do their tasks, funding from government, charity from the society and school fee from students, adequate facilities that support the learning process at school.

Obstacle Factors

Many obstacles were also faced by Muhammadiyah Vocational School when the management is implemented such as: the school are lack of some proffesional teachers that makes students less skillful at those subjects, the school still needs more books at library to support the teaching and learning process, some staff and teachers less respect to the policy and rules that becomes an obstacle to reach the school goal.

Efforts Conducted

Education is an attempt to improve person's capability so that he can give benefit for the individual and society, Muhammadiyah Vocational School of Bandongan Magelang Regency is the only high quality vocational school at Bandongan Magelang Regency which have transferred their alumni to

working world in industrial and interpreneurship such as: Astra Inc Tangerang, SMT Inc Cikarang, Daya Presindo Utama Inc Tangerang, Karya Kreativindo Sehati Jaya Inc Tangerang, Citra Logam Alpa Sejahtera Inc Tangerang, Primamutu Kartonindo Inc Tangerang, Spanindo Inc Bekasi, Panah Forest Perkasa Inc Tangerang, Jasa Mandiri Inc Tangerang, Baja Makmur Perkasa Inc Tangerang.

There are many tasks that management of education do to reach the school goal. Some efforts that can be done such as: transparency of every management program at school, it needs step by step and sustainable training to improve management personnel skill at school, in doing their jobs, every personnel management should be responsible and based on the requirement and be sincire, avalibility of consolidation and appropriate problem solving for every problem that emerges.

CONCLUSION

Based on the explanation above it can be concluded that management model that is implemented at Muhammadiyah Vocational School of Bandongan Magelang Regency is ISO 9001:2008 because all activities in this school management have their cleaer job description and procedures, all documents are organized neatly so that the school goal can be reach easier and well; the scope of management at Muhammadiyah Vocational School of Bandongan Magelang Regency that consists of financial management, curriculum management, facilities and infrastructure management, learner management, staff management, public relation

management, and leadership management have been managed well so that it is easy for them to reach the goal. To reach the learning goal it can be separated with some sopporting factors such as motivation from the personnel of mnagement in fullfilling their jobs, support from learner, government, and others. The obstacles that were faced by Muhammadiyah Vocational School of Bandongan Magelang Regency are the lack of professional teachers for certain subjects, the lack of some supporting books at library to support the learning process, and less of discipline from the personnel in doing their tasks. The achievement that was achieved that the alumni of this school have been transferred to some factories or industri and interpreneurship.

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