

BENCHMARKING

JURNAL MANAJEMEN PENDIDIKAN ISLAM

OPTIMIZING TOTAL QUALITY MANAGEMENT IN SCHOOLS THROUGH THE IMPLEMENTATION OF STRATEGIC MANAGEMENT

Khoirul Anwar¹, Nur Hidayati²

Universitas KH. Mukhtar Syafaat, Indonesia^{1,2}

Email: khenanwar23@gmail.com¹ nurhidayati875@gmail.com

Received: 15-06-2025

Revised: 17-06-2025

Accepted: 25-06-2025

Abstract

This study aims to integrate the optimization of total quality management through the implementation of strategic management, in response to not optimal management, weak school culture, low learning quality. This study used a qualitative approach with a case study method, while data collection techniques were conducted through interviews, observation, and document analysis. The results showed that the optimization of total quality management through the implementation of strategic management in MA Al-Amiriyyah Blokagung plays a significant role in improving the quality of education. Madrasahs improve the quality of education through the implementation of strategic management and the application of total quality management. The application of Total Quality Management (TQM) integrated with strategic management has positive implications for improving the quality of education in the school environment.

Keywords: Strategic Management, TQM, Quality of Education.

(*) Corresponding Author:

Khoirul Anwar, khenanwar23@gmail.com, 081249751460

INTRODUCTION

Improving the quality of educational institutions is a crucial issue in the development of human resources in an era of global competition. The relatively low competitiveness of Islamic educational institutions, particularly madrasahs, is still closely linked to the weakness of sustainable internal quality management systems. In this context, Total Quality Management (TQM) has emerged as a strategic approach that not only focuses on academic outcomes but also emphasizes the importance of process and collective participation in achieving educational quality (Wibowo & Sunarto, 2024). The implementation of TQM in schools requires strategic leadership, long-term planning, and continuous evaluation systems, all of which are key principles of strategic management (Rakhman et al., 2023). Therefore, the integration of strategic management and TQM is an urgent need to create competitive Islamic education.

Several previous studies have examined the effectiveness of TQM implementation in schools or madrasahs, but often in a partial manner. For example, research by (Sutarman et al., 2022) highlighted the success of several schools in implementing TQM based on organizational culture. Meanwhile, a study by (Kurniawan & Ramdhani, 2024) emphasized the importance of stakeholder engagement and participative leadership in supporting successful TQM practices. However, these studies have not specifically addressed how

strategic management can serve as a key catalyst in optimizing TQM. In other words, there is a research gap in the lack of integrated approaches that simultaneously combine the strategic and operational dimensions of TQM implementation, especially in Madrasah Aliyah settings that possess unique institutional characteristics.

This study aims to fill this gap by offering a comprehensive analysis of how strategic management can optimize TQM implementation in Madrasah Aliyah, with a specific focus on MA Al-Amiriyyah Blokagung Banyuwangi. This qualitative study explores how institutional planning strategies, leadership involvement, and performance evaluation directly contribute to the effectiveness of TQM. It enriches the literature by linking strategic indicators such as vision alignment, stakeholder commitment, and continuous improvement with quality outcomes based on national education standards. This study seeks to expand the understanding that the success of TQM is not only determined by managerial procedures but also by the strategic direction of the institution (Wahyuni & Susanto, 2023).

Focusing on a single case study at MA Al-Amiriyyah, this research seeks to test the argument that structured strategic management implementation can enhance the consistency and success of TQM principles. The author hypothesizes that strategic management indicators such as transformational leadership, institutional SWOT analysis, and priority program mapping significantly influence the strengthening of a quality culture in madrasahs. This aligns with the findings of (Fiandi, 2023), who emphasized that synergy between strategic planning and operational execution increases accountability and effectiveness in school management. Through this approach, the study aims to provide both a conceptual model and practical recommendations for Islamic educational institutions striving to build a sustainable quality system based on strategic principles.

The main contribution of this study is to offer an analytical framework and managerial policy recommendations for madrasahs in integrating TQM and strategic management into a unified system. From an academic perspective, this article also aims to complement the limitations of previous literature, which tends to separate these two approaches in educational management studies. By referencing recent studies from reputable journals such as *Educational Management Administration & Leadership* and *Total Quality Management & Business Excellence* (Rakhman, Sari, dan Susilo, 2023), this article aspires to contribute both theoretically and practically to the development of educational management models for Islamic institutions in Indonesia.

RESEARCH METHOD

This study employed a qualitative approach using a case study design to explore in depth the integration of strategic management and Total Quality Management (TQM) in Madrasah Aliyah. The research was conducted at MA Al-Amiriyyah Darussalam Blokagung, Banyuwangi (East Java), which was purposively selected due to its notable track record in implementing quality-based managerial practices. The research was carried out over a four-month period from January to April 2025. The subjects of the study encompassed all managerial practices within the school, with informants including the head of the madrasah and the vice principals for curriculum and student affairs. Informants were

selected through purposive sampling, based on their active involvement in institutional planning and quality evaluation, in line with recent recommendations for case study methodology (Nowell et al., 2022).

Data collection was conducted using a combination of techniques: in-depth semi-structured interviews, participatory observation during quality evaluation meetings and staff training sessions, and documentation analysis related to strategic planning, internal evaluation reports, and accreditation documents. The interview instruments were developed based on indicators of strategic management and TQM such as vision alignment, stakeholder commitment, leadership engagement, and continuous improvement referring to modern educational quality standards (Gul et al., 2023; Rakhman et al., 2023). Data validity was ensured through methodological and source triangulation, as well as member checking with informants to verify the accuracy of the findings (Graneheim et al., 2022).

Data analysis followed the interactive model by Miles and Huberman (as cited in Braun & Clarke, 2022), beginning with data reduction, followed by the presentation of data in narrative form and thematic matrices, and concluding with reflective interpretation. The researcher's direct presence in the field strengthened contextual understanding of the implementation of quality management within the madrasah. Through this approach, the study aims to reveal how the integration of strategic managerial approaches enhances the effectiveness of TQM implementation, and to contribute practically and conceptually to the development of a sustainable quality management model in Islamic educational institutions (Yusuf & Rahmat, 2023).

RESEARCH RESULTS AND DISCUSSION

Research Results

Data obtained from interviews, observations, and documentation show that the implementation of Strategic Management is a crucial factor in optimizing Total Quality Management (TQM) at MA Al Amiriyyah Blokagung. The collaboration between strategic management and TQM principles forms a foundation for comprehensive quality improvement, including long-term planning, enhanced educational service quality, stakeholder involvement, and a culture of continuous evaluation. The success of TQM implementation through a strategic management approach is evident in the consistency of planning, program execution aligned with the school's vision and mission, stakeholder engagement, and improved educational service satisfaction.

Implementation of Strategic Management

Strategic management at MA Al Amiriyyah begins with systematic planning involving all school components. According to an interview with head of the madrasah formulates the vision and mission as the main guide for setting the school's strategic direction. Each program is designed based on SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), which is discussed in annual work meetings with vice principals, teachers, and the school committee. Vice Principal for Student Affairs states that

Strategy formulation goes beyond administration and considers the real needs of students and the challenges of the global environment.

During the implementation phase, observations show alignment between the strategic plan and the execution of educational and student programs. Flagship programs such as Qur'an memorization, character development, and science-social excellence classes are aligned with the vision of the madrasah as a pesantren-based institution with global competitiveness. Vice Principal for Curriculum Affairs adds that

Regular monitoring is conducted by the quality assurance team to ensure each program meets the targets and success indicators outlined in the Strategic Plan (Renstra). All teachers and staff are actively involved in executing the strategies through structured and measurable task distribution.

Implementation of Total Quality Management (TQM)

Total Quality Management at MA Al Amiriyyah is implemented through participatory, evaluative, and customer-oriented approaches. Based on documented quality assurance activities, the principles of continuous improvement and customer focus underpin service enhancements. According to the madrasah head fosters a quality culture across all aspects of the madrasah, from environmental cleanliness and learning quality to administrative services. The quality assurance team conducts regular supervision, and the results are used for constructive follow-ups.

A concrete example of TQM implementation can be seen in the management of academic and non-academic services. Complaints from students and parents are addressed through suggestion boxes and monthly evaluation forums. An interview with Vice Principal for Curriculum Affairs reveals that:

Transparency and accountability in services have increased public trust in the school. In classroom practices, teachers are encouraged to innovate teaching methods based on student-centered learning, evaluated through student satisfaction surveys and school head supervision.

The entire TQM process follows the PDCA (Plan, Do, Check, Action) cycle, with complete documentation and regular reporting to the school principal and foundation. The involvement of the entire school community from the principal to the students is a key strength in building a high-quality and sustainable education system. Full support from the foundation and the synergy between strategic management and TQM principles have positioned MA Al Amiriyyah as a model of quality-based school management within a pesantren environment.

Table 1. Implementation of Strategic Management and Total Quality Management (TQM) at MA Al Amiriyyah Blokagung

Aspect	Strategic Management Implementation	TQM Implementation
Planning	Based on vision-mission, SWOT analysis, and work meetings	Establishing quality standards, service targets, and satisfaction indicators
Implementation	Flagship programs aligned with institutional strategic direction	Application of continuous improvement and student-centered learning principles
Stakeholder Involvement	Involves teachers, students, committees, and foundation	Encourages participation of the entire school community in quality culture

Aspect	Strategic Management Implementation	TQM Implementation
Evaluation & Monitoring	Regular supervision and review by quality team and school head	Uses PDCA (Plan, Do, Check, Action) cycle regularly
Service & Satisfaction	Focused on achieving strategic vision through priority programs	Uses suggestion boxes and satisfaction surveys for students and parents
Documentation & Follow-Up	All activities are documented and analyzed in work meetings	Evaluation results are followed up with system and method improvements

This table shows that MA Al Amiriyyah Blokagung integrates strategic management with Total Quality Management (TQM). Planning is based on vision-mission and SWOT analysis, while TQM emphasizes quality standards and service satisfaction. Implementation engages all stakeholders and focuses on flagship programs and continuous improvement. Evaluation is conducted regularly through supervision and the PDCA cycle. Student and parent satisfaction is assessed through surveys and suggestions. All results are evaluated and followed up to improve education quality.

Discussion

The implementation of strategic management in educational institutions, particularly at MA Al Amiriyyah Blokagung, plays a central role in optimizing the principles of Total Quality Management (TQM). Strategic management serves as a foundation in determining the direction of the school's development through long-term planning, data-based decision-making, and effective allocation of resources. At MA Al Amiriyyah, strategies are formulated through deliberations between the school principal, vice principals, and the teaching council to establish a vision, mission, and work programs that are aligned with students' needs and contemporary challenges.

The strategic management implemented in this school emphasizes a participatory and collaborative approach. This is evident in the involvement of all stakeholders in planning and evaluating school programs. Strategies integrated into academic and non-academic activities reinforce the internal quality control system and enhance the institution's flexibility in facing the dynamics of national education policies. Moreover, strategic evaluations are carried out periodically to ensure the effectiveness of implementation and to identify areas in need of improvement (Siti Aimah & Ana, 2019; Rohimah & Sutrisno, 2024).

Total Quality Management at MA Al Amiriyyah is applied through the principles of continuous improvement, student satisfaction orientation, and a strong quality culture. TQM practices within the school focus on achieving high-quality educational services through regular supervision, ongoing improvements, and clearly defined Standard Operating Procedures (SOPs) in teaching and managerial activities (Nur Hidayati & Wanda, 2021; Sari & Wahyuni, 2023). The involvement of all school components in maintaining quality demonstrates that TQM has become embedded within the institution's structure and organizational culture.

The reinforcement of quality culture is reflected in weekly teacher reflection forums, scheduled supervision by the school principal, and the implementation of teacher

performance assessments based on qualitative and quantitative indicators. TQM is also supported by a reward and mentoring system for outstanding teachers and staff, creating a competitive yet conducive working environment for professional development (Ahmadi, Yusron & Latifah, 2024).

The school's strategies are also directed toward developing competitive advantages through innovative programs such as digital literacy development, project-based learning, and the integration of Islamic values in student activities. These programs not only enhance graduate quality but also encourage students to think critically, collaborate, and adapt to technological advancements (Maulana & Azizah, 2023). This strategy illustrates the close linkage between well-implemented strategic management and optimal TQM outcomes.

The synergistic implementation of strategic management and TQM at MA Al Amiriyyah has also positively impacted both academic and non-academic quality indicators. This is evident in the increasing number of student achievements in academic competitions, the strengthening of a discipline culture, and growing public trust in the school as a leading educational institution (Harun & Goffar, 2023; Habibi, Rofiq & Kurniawan, 2024). The school has also successfully established partnerships with educational and religious institutions at the regional level to support continuous quality development.

Thus, the practices of strategic management and Total Quality Management at MA Al Amiriyyah Blokagung serve as a concrete example of effective institutional transformation. This success highlights the importance of integrating strategic planning, systematic implementation, and an internalized quality culture in all aspects of school life. As emphasized by (Yusuf & Harjanto, 2024), “the collaboration between institutional strategy and total quality approach is the foundation for 21st-century education that is competitive and sustainable.”

CONCLUSION

This study concludes that the integration of strategic management into Total Quality Management (TQM) practices significantly enhances the effectiveness of quality systems in Madrasah Aliyah. Leadership commitment, stakeholder involvement, and continuous evaluation are key factors in the successful implementation of TQM integrated with strategic management. The findings affirm that well-planned strategies and consistent execution can build a sustainable quality culture within Islamic educational institutions. However, this study is limited by its focus on a single case study, so the results may not represent conditions across all madrasahs.

As a recommendation, future research should conduct broader studies using mixed methods and involve various educational institutions to test the effectiveness of integrating strategic management and TQM in more diverse contexts. This approach could strengthen the validity of findings and provide a more comprehensive understanding of factors supporting the systemic development of quality in Islamic education. Practically, madrasahs are advised to institutionalize continuous strategic planning to ensure sustainable and adaptive quality improvement in response to evolving educational needs.

SUGGESTIONS/RECOMMENDATIONS

Based on the findings of this study, it is recommended that madrasahs and other educational institutions more comprehensively integrate the principles of strategic management into the implementation of Total Quality Management (TQM), particularly through long-term planning, data-driven decision-making, and the strengthening of internal quality culture. Transformational leadership needs to be reinforced to ensure that strategic implementation processes are effective and responsive to change. In addition, performance evaluation systems should refer to clear quality indicators and be conducted reflectively. The active involvement of all stakeholders teachers, students, parents, and the community is also crucial in supporting the achievement of sustainable educational quality. Future researchers are encouraged to expand the scope of this study to educational institutions with different characteristics or to apply a quantitative approach to measure the direct relationship between strategic managerial variables and educational outcomes.

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