Quality Assurance Management in SMART Ekselensia Indonesia School

Ervan Jaya[1,*]

[1] *Department of Islamic Education Management, UIN Syarif Hidayatullah, Indonesia*
[*] *Corresponding author. Email: ervanjaya23@gmail.com*

ABSTRACT

Quality in education becomes very important as a guarantee and standard of education management. As an educational institution, school is expected to focus on the quality assurance both internal and external. The purpose of this study is to describe quality assurance management in junior and senior high school of SMART Ekselensia Indonesia (EI). The approach in this research is qualitative with a case study method. The results showed that the quality assurance management conducted by the school is externally through the school Accreditation Board that received an A score, or internally conducted by the school itself by obtaining the ISO 9001:2008 certificate and the award of Baldrige Excellence Framework (BEF). The Obstacles encountered in the implementation of quality assurance are how to foster awareness and maintain the school quality culture, there are still many elements of the school that still need to be improved. The way schools deal with these barriers is training and researching so that it can be concluded that quality assurance management can be used to enhance the school's performance.

Keywords: quality assurance, ISO, Baldrige Excellence Framework

1. INTRODUCTION

Education is a fundamental element of one's life and is a strategic aspect of the state. The nature of education is complex, dynamic, and contextual. Therefore, education is not an easy or simple thing to cover. This education's complexity illustrates that education is a serious effort because of the education of cognitive, affective, and skill that will form oneself as a whole individual. Refers to the complexity and dynamization of education, many experts and educational observers have largely contributed their thought to improve the quality and advance education [1].

The problem of education quality in Indonesia is crucial because the students are not competent in the widespread problems that should be solved by the student of the same age. Based on the Trends in International Mathematics and Science Study (TIMSS) and Programme for International Student Assessment (PISA) tests organized by international institutions, Indonesian students are in the lowest group during several test periods, affecting the curriculum changes in Indonesia [2].

The implementation of guarantee and improvement of education quality to date still faces various problems. Problems related to the quality, among others: (a) each school has different perception on aspects and indicators assessment of national education standards, as a reference to the quality of education, (b) implementation of guarantee and quality improvement of education is still limited to the monitoring of quality components in the unit of Education, (c) The quality mapping is still in the form of a collection of education quality that has not been integrated in various education providers, (d) Follow-up results of untested quality of education data for the purpose of continuous quality improvement, and (e) the implementation of school self-evaluation and instrument assessment is not yet fully understood as the needs of the school [3].

Education should be a service that needs to have a standardization of quality assessment. Quality standards are the combination of the properties of goods or services, including management, which is relatively established and according to the needs of the customer [4]. Quality Assurance in the school is required as the basis of school standards for school quality assurance. Then the school should have a quality assurance unit in implementing the quality assurance

system. The School quality assurance team is required to implement education quality assurance in an education unit that is more focused and productive [3]

According to Indonesian Ministry of Education and Culture Regulation number 28 the year 2016 about primary and secondary education Quality Assurance System Article 1 paragraph 2, Education Quality assurance is a systematic, integrated and sustainable mechanism to ensure that the entire process of education is organized under the quality standards [5]

Quality assurance is the process of determining and fulfilling the quality standards of management consistently and sustainably so that consumers and other interested parties get satisfaction. One way to improve the quality of education must be based on reliable quality assurance activities [3]. As a formal educational institution, either managed by publicly, or privately, is required to perform quality assurance that is externally through the school accreditation body, as well as internally conducted by the school itself, to reapply and how quality applications have been stated in the school's accredited status [6]

Regulation of the Minister of Education and Culture of the Republic of Indonesia number 28 year 2016 about basic and secondary education Quality Assurance system article 1 paragraph 4 and 5 the primary and secondary education Quality Assurance System, hereinafter abbreviated as Internal Quality Assurance System - Directorate General of Primary and Secondary Education, is a unified element consisting of policies and related processes to perform the quality assurance of education conducted by each unit of basic education and a unit of secondary education to ensure the realization of quality education that meets or exceeds the national standards of education. And the external quality assurance system of primary and Secondary Education, hereinafter abbreviated, is a unified element consisting of organization, policies, and related processes to facilitate and assessment through accreditation to determine the feasibility and quality achievement level of basic education Unit and secondary education. [5]

SMART School Ekselensia Indonesia (EI) is a middle school high-level junior high school – senior high school free of charge, boarding with the first program of accelerating the semester credit unit system in Indonesia. SMART Ekselensia Indonesia is one of the programs Dompet Dhuafa education which aims to become a model school that gives birth to generations of Islamic personality, leaders, independent, achievers, and resourceful.

SMART EI School succeeded in obtaining the results of A. Not only that the school and dormitory education systems are backed by an internationally recognized quality management system through ISO 9001:2008 and the Baldrige Excellence Framework. Also supported by the best teachers and experts from the best campuses in the country and abroad [7]. The data obtained surveillance audit Dompet Dhuafa Education 2018; several aspects need to be completed. It is line with the result of an interview with Agung Pardini, general manager SMART " Awareness all of the stakeholders is still a lack,

even though the school has been ISO certified, but the most severe thing is to do it, so it takes time"

Based on the explanation above, this research aims to know the management of quality assurance both externally and internally, the obstacles encountered, and how the school's efforts to resolve the barriers and the impact of quality assurance.

2. METHOD

This research is a qualitatively descriptive study using case studies. The focus of research conducted is related to SMART quality assurance management of Indonesia.

The data sources of this research are human and non-human. Human data sources serve as subjects or key informants. Non-human data sources are documents that are relevant to the focus of the research, such as pictures, photos, notes, or writings that are related to the research focus.

The determination of informants in this study was based on the following criteria: the subject is long enough and intensively integrated with the activity field, the subject is still actively involved in the activity environment that was the research target, the subject have time to be asked for information by the researcher, the subject does not package information, but relatively provides actual information. The primary data sources in this study were general managers, the manager of the SMART School Network, junior and senior high school principals, teachers, students, alumni, and dormitory head

The data collection techniques used for this research are interviews and documentation. Data analysis techniques in this study include; (a) data identification, (b) data analysis, (c) data interpretation.

Validity (trustworthiness) data is a required inspection technique. The implementation of inspection techniques is based on specific criteria. Researchers use four criteria to examine the validity of the data, namely degrees of trust (credibility), transferability, dependability, and Certainty. The data analysis techniques used in this study are the analysis of contextual data, including three procedures: (1) data reduction, (2) data presentation, (3) Withdrawal of conclusions, and verification.

3. RESULTS AND DISCUSSION

Education Quality Management system is a management system that directs and controls the education unit by establishing the policies, objectives, plans, process or arbitral of quality, and its achievement in a sustainable manner [3].

Each educational institution will strive to improve the quality. An interview with Mulyadi Saputra, the manager of the SMART School Network, said, "quality is the most urgent thing we notice because it relates to the quality of the processes in it, SMART's beginning of the lesson was initiated

with a SMART work meeting attended by all SMART teachers, both school and dormitory, then from work meetings we discussed the program for a year, both work programs in schools and dormitories, then we are mapped teachers to become person in charge of some programs". The institution should be able to provide excellent service to the needs of the students to achieve the objectives that have been established [8].

One aspect of providing services for quality assurance is the existence of a psychological test, a psychological test that is held in addition to measuring children's IQ, tests are also to determine creativity and commitment to children's assignments. As a result of an interview with Eka Kurniasih, a SMART teacher said "Maybe we should try to be smart like that if we search by determining an IQ that is too high, we will not get students, the average IQ of students who are accepted is above 100"

In addition to the IQ, psychological test results are also useful for providing an overview of the child's personality because later the child will live in a dormitory, so they need a personality who is ready to live in a dormitory with a coaching pattern that has been made. The results of the interview with Khodam Wijaya, the head of the dormitory, revealed that "The graduation criteria are taken from ignorance and IQ because of acceleration, there must be a minimum standard of IQ possessed by children, emotional readiness, what kind of social relationship is seen from the results of the psychological test, if for example low, frequent conflicts or high-stress power, usually we are not advised like that because in a dormitory with a routine life of course in the dormitory need children with good endurance ".

Based on the results of the interview above, based on the needs required by students to attend SMART, it is the main factor in determining the criteria. With the school education system combined with the boarding system. SMART students are expected to have the ability to succeed in studying at school, they must also have the capital to succeed and live in a dormitory. Determination of criteria for the level of student resistance to stress is by the needs of students themselves to be able to receive education in a SMART environment.

Also, the admission process for new students is held strictly to ensure quality input is obtained with various stages of selection carried out throughout the archipelago and careful preparation with a clear division of tasks. As the results of the interview with Juli Siswanto, the principal of the junior high school, on January 19, 2018, "The final goal is that our input meets the desired criteria as well as the criteria or requirements desired by the Dompet Dhuafa institution, in this case, we want the input of prospective students. those who have the potential will emerge a test file of their achievement scores while in elementary school, then an academic test to test whether the report card scores given are the same as the potential they have because it could be that the eastern and western regions have different grades of 6 or 8. different, so we try to equate it with one tool, Psychological Test to see IQ intelligence as well as their readiness to live in a dormitory and how far they can socialize with new friends in the school environment.

The curriculum applied by the SMART school is a curriculum that combines the school education system and the boarding education system. To guarantee the quality of students, the SMART school developed a distinctive 7 (seven) subject curriculum that was elaborated for 5 years to support a sustainable education system from junior high school to senior high school level. At the beginning of the new school year, SMART conducts matriculation for students who have just entered SMART. As a result of the interview by Ulfi Ukhrowati, the principal of the high school". In school there is matriculation starting from the student orientation period, introduction to learning in SMART, 10 days of quantum learning, followed by matriculation of 7 subjects for 2 months". The matriculation program changes the learning paradigm of mostly conventional students. In matriculation students are taught how to read quickly, take creative notes, memorize fast. Students are also trained to be independent, empathetic, creative, able to work in teams, and have a high sense of trust.

The explanation was strengthened by Muhammad Ramdan, Grade 4 Student of Natural Science (IPA) "Studying at SMART is not only about learning intelligence in academics but also in controlling oneself and emotions to experience learning at SMART Ekselensia Indonesia." SMART is a means for character development and student maturity that must be maintained and optimized. As Moch. Abdul Majid, Alumni of SMART Ekselensia Indonesia Batch IV, UI-Physics Alumni 2012, explained "This school is a very significant place to foster my character and maturity during adolescence." From the results of this study, it was found that the existing curriculum at SMART was able to develop students' potential. This is in line with Dezya Salsabila Prawira's research results found the programs and curriculum characteristics that are owned by SMART Ekselensia Indonesia can be well received by students during their schooling and can increase the level of Psychological Well-Being until students become alumni [9]. So schools need to pay attention to the quality of quality assurance.

Thus, the quality assurance of educational institutions must be carried out both internally and externally [10]. The result of the interview with Agung Pardini, general manager of the SMART School of Ekselensia, obtained the results, "so for our quality assurance process There are two that are done internally and externally, so our internal do not only supervision of learning not only learning but supervision for the exam. Learning and teaching can be improved with an assessment of the result of internal quality assurance [11].

SMART School is also audited with ISO 9001:2008, now migrating to ISO 9001:2015, from an interview with Agung Pardini, we also followed the BEF (Baldrige Excellence Framework) previously known as MBC (Malcolm Baldrige Criteria), it is from the program side, for our statement also checked by the public accountant office associated with the statement, and also certainly as a formal school SMART Ekselensia follow the accreditation process, and also for quality assurance teachers We also encourage to be certified teachers. " The benefits of the Baldrige Excellence Framework (BEF), every school or consumer gets feedback from every detail report based on the assessments performed by an outside

expert that outlining the strengths and opportunities for improvement [12]

The implementation of accreditation is expected to encourage or create a conducive atmosphere to the growth of education and provide direction for ongoing self-evaluation, as well as the incentive to continue to achieve the expected quality so that it can indirectly guarantee the quality of education [13].

SMART Accreditation from the first place has already been A, as the result of the interview with Mulyadi Saputra, "We achieved twice the first in 2009 accreditation we get A, rarely-high school first time accreditation can achieve A since most of school will get B, then accreditation in the second year of 2014 the school awarded A accreditation as well, accreditation in the year 2019 next year, meaning in 8 national education standards we fulfill the role to get A value."

In addition to SMART School accreditation has also got a certificate of ISO9001:2008, which this year, the school aims to switch from ISO9001:2008 version to ISO9001:2015 based on the result of Risk Assessment (RA) this year. It took three years to get the ISO certificate from 2010 until finally in February 2013, the school got an ISO certificate. There are many advantages that education institutions can reach from the registered status of ISO. One of its main advantages is that these institutions will seek discipline to specify and document their quality system by obtaining accreditation from third parties [14].

ISO will make a better institution. Interview with Agung Pardini, "We want to guarantee every process of this SMART establishment to ensure that the quality is assured and also measured the result, ISO encourages us, firstly the administrative order so that all process activities are well documented, in full, so that we can do the managerial improvements based on the *record*, with complete data we are easy to check what we need to improve, what we need to control what we need to improve Second SOP, the presence of SOP makes us understand the procedure so that no program that is done SMART has no procedure, who is responsible for what, it is the principle so that if there is no consistency, we can see what is wrong and what can be corrected. "

The ISO-EI School is also awarded the Baldrige Excellence Framework (BEF), which is a very rare school to get the award. The criteria of the award are based on core values and concepts; Quality that is geared towards the customer, leadership, continuous improvement, total participation, fast-response, quality plan and maintenance, long-term view, fact-based management, partnership development, and community responsibility. Some of the benefits of applying the National Quality Award criteria Malcolm Baldrige at school are to form a culture in education that focuses on fulfilling students' needs, creating better learning, and a better working environment for everyone [15]

With the ISO Certificate and BEF Award as Quality assurance, SMART schools make it a form of responsibility to the public. As the result of interviews with Mulyadi Saputra "under the policy of the Human Development Institute (LPI) that we must be ISO certified, because it is a manifestation of

our answer to the public that the school is funded by the Fund in the form of Zakat Infaq Alms Waqf (ZISWAF), the form of responsibility is, we as a school of our quality to get the ISO certificate means that it is considered implied and expressed that there is the quality assurance that is recognized both internally and externally. Besides, its financial audit is also always reasonable without exceptions, it is proper management, in answer to the reply of the financial in the WTP because we are an institution that is navigable by the public then we must be accountable to the public that the access that we use is the trust.

Quality assurance is beneficial for schools because; (a) Clarify vision, mission, and the purpose of the school on the stakeholders, (b) allows all interested to think of the right system for the school, (c) clarify who is responsible for the performance of the task, (d) orientation to the achievement of the stipulated standard, (e) Available system to check if the process goes according to the plan, and (f) There is a correction if any.

Although the value of SMART for BEF is still low so that it can make SMART can see the position of the school, until the school understands that there are many things that must be done to reach a quality school, because it is not easy to get the award.

The award is designed to promote several things, including; Quality awareness, the decommissioning of quality conditions, and the information on the strategic and profitable strategies during implementation [14]

As for the obstacles encountered by the school in the implementation of ISO 9001:2008, it is still a lack of consciousness, even though the school has been ISO certified, but the most severe thing is to do it, so it takes time [16] "Then he said how then that all the owners of the procedure appreciate this quality culture, both the teacher, managerial, and the students. Furthermore, almost every year, there are new human resources who do not necessarily understand the procedure. "Said Agung Pardini

Therefore, the school annually conducts ISO training for educators and new education personnel, so they have awareness, they are invited to follow the ISO training process, including for training to become a candidate for internal auditors, hopefully, so that teachers in addition to teaching also have the power of the establishment as an internal auditor.

Not only that the other obstacles encountered in the implementation of the Baldrige Excellence Framework is that there are still many elements of the school that are still weak, such as schools have not been able to create learning products or educational products that can really ensure that quality students are evidenced by the education. The second challenge is to be able to produce good/output, also required effective and superior quality of learning, which has differences with other schools.

The school way to deal with this is based on the results of interviews with Agung Pardini, "Sure we must prioritize, we first look for what our main problem, after finding out the root of the problem, this problem is not easy, deep research is needed to be able to find the root of what must be addressed in

this SMART organization, need a very long time and it is also need an extra costs, the way we overcome one of them is certainly we work with the research team of Dompet Dhuafa, as to solve the problem we must know the roots of the issue, which then it is necessary to conduct research, this is what we are doing and not a minute but a lot of research to be done. Then we also need to look at our competitors, to produce a qualified educational system we need *benchmarks*, we need to get better, another school is good because of any excess of our schools with our competitors, it also requires research "

Based on the data obtained from the minutes of surveillance audit and upgrading ISO 9001: 2015 Dompet Dhuafa Education 2018, there are several discrepancies and opportunities for improvement in student affairs, including a.) There is no reference standard for the Minimum Completion Criteria (KKM) for Scholarship National Selection (SNB) b) questions Academic tests need to be verified, if there are questions that are disallowed it should be controlled. c.) student discipline matrix: violation criteria and matrix changes from the previous period. d.) appreciation for outstanding students has not been regulated by the institution e.) minimum requirements for extracurricular coaches have not been determined, so that evaluation cannot be carried out f.) how to assess extracurricular student achievement, a syllabus (competence) that students must achieve per year. g.) the mechanism for measuring student achievement in taking extracurricular activities every year has not been implemented.

The goal to be expected with the implementation of quality management in education is to improve service quality, improve productivity and efficiency through performance improvement, and increase the quality of the education process to produce a satisfactory graduate [3]. School quality assurance management at SMART is required to be able to deny school performance. In maintaining quality education, education quality assurance needs to be obtained [17]

Quality assurance is closely related to the ability of leadership. James J Zhang stated that a leader has the ability and responsibility to provide goals, and specifies and clarifies the path that subordinates should follow towards each goal, removing obstacles, and increasing rewards along the route. The path-goal theory focuses on establishing linkages between effort and performance, between performance and outcome, and between personal values and program goals[18]. This is in accordance with Ratna's findings, leadership of school headmaster can improve the quality of education[19].

4. CONCLUSION

The school should have a quality assurance unit; quality assurance should be conducted systematically and integrated by the unit or education program either externally or internally. Where the quality assurance of education aims to meet or exceed the national standards of education. In fulfillment of quality assurance will find some obstacles associated with the educational institution itself in the form of good obstacles caused by human resources. Similarly, the SMART Ekselensia Indonesia School is accredited with A

value of A, and the ISO 9001:2008 certificate and the Baldrige Excellence Framework award will also meet barriers to challenges in building school awareness in maintaining the school's quality culture and the improvement of the learning process, resulting in a quality/output. The efforts of the school are trying to solve every obstacle in the form of ISO training to build awareness of school quality culture and cooperation with Dompet Dhuafa's research team in finding and resolving problems and the impact of the quality of assurance is maintaining and increasing the performance of the school. The suggestion of this research is SMART should make a reference standard for Scholarship National Selection. The next research can explore more rules leadership in maintaining quality assurance.

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