

Implementing Quality Improvement Management in Madrasah Aliyah

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Abstract

This article aims to describe the Quality Improvement Management Implementation of the MAS Al Washliyah Mosque in the Village of Kualuh Hilir District, North Labuhanbatu Regency. This study used a qualitative research type, with a naturalistic approach, collecting research data obtained by observation, interview, and documentation techniques. To check the validity of the data using triangulation techniques, namely with credibility, transferability, dependability, and confirmability. The steps for data analysis are using data analysis using the Bogdan model, namely reducing data, presenting data, and then concluding. The results of this study are four findings of this study, namely: 1) As for planning to improve the quality of the MAS Al Washliyah Kampung Mosque, namely increasing the ability of teachers, graduates, and madrasah infrastructure, 2) Organizing resources for improving the quality of education at the MAS Al Washliyah Kampung Mosque dividing the main duties and functions are in accordance with the plans to be carried out, 3) Implementation of Management to improve the quality of education at the MAS Al Washliyah Kampung Mosque according to the results of the research, namely; curriculum review, teacher training and construction of facilities and infrastructure. 4) Direct supervision is carried out by the head of the Madrasah on the implementation of the quality improvement program.

Kata kunci:

Manajemen Mutu,
Madrasah Aliyah,
Perencanaan,
Pengorganisasian,
Pengawasan.

Abstrak.

Artikel ini bertujuan untuk mendeskripsikan Implementasi Manajemen Peningkatan Mutu Masjid MAS Al Washliyah Kampung Kecamatan Kualuh Hilir Kabupaten Labuhanbatu Utara. Penelitian ini menggunakan jenis penelitian kualitatif, dengan pendekatan naturalistik, pengumpulan data penelitian diperoleh dengan teknik observasi, wawancara dan dokumentasi. Untuk pengecekan keabsahan data menggunakan teknik triangulasi yaitu dengan kredibilitas, transferabilitas, dependabilitas dan komfirmabilitas. Langkah-langkah analisis data menggunakan analisis data dengan menggunakan model Bogdan yaitu mereduksi data, menyajikan data kemudian menyimpulkan. Hasil dari penelitian ini adalah empat temuan penelitian ini, yaitu: 1) Adapun perencanaan peningkatan mutu Masjid MAS Al Washliyah Kampung yaitu meningkatkan kemampuan guru, lulusan dan sarana prasarana madrasah, 2) Pengorganisasian sumber daya dalam peningkatan mutu pendidikan di Masjid Kampung MAS Al Washliyah membagi tupoksi sesuai dengan rencana yang akan dijalankan, 3) Pelaksanaan Manajemen peningkatan mutu pendidikan di Masjid MAS Al Washliyah Kampung sesuai hasil penelitian yaitu; peninjauan kurikulum, pelatihan guru dan pembangunan sarana dan prasaran. 4) Pengawasan langsung dilakukan oleh kepala Madrasah terhadap pelaksanaan program peningkatan mutu.

INTRODUCTION

In essence, the purpose of educational institutions is to meet societal expectations and create and maintain customer satisfaction (Siahaan, Hidayat, Sulaiman, & Yunus, 2021). In the concept of Total Quality Management, customer satisfaction is determined by education unit stakeholders. Everything must be directed to an essential goal, which is to focus on customer satisfaction and make continuous improvements (Alimohammadlou & Eslamloo, 2016; Jami & Muharam, 2022). Components of the concept of implementing TQM in education include leadership, customer-focused approaches, process approaches, organizational climate and culture, problem-solving teams, data utilization, scientific methods and tools as well as education and training (Akhmad, 2020).

There are several factors causing the low quality of education. This is due to: 1) many policies in the delivery of education still use educational production approaches or inconsistent analytical inputs; 2) Implementation of education is carried out centrally; and, 3) The role of the community, especially the parents of students in the implementation of education is still very low (Yaqien, 2015). To achieve the goal of quality education, education management is needed which can direct educational resources. Education management is a management process in carrying out educational tasks by utilizing all sources efficiently to achieve goals effectively (Asnawati, 2021; Chams & García-Blandón, 2019; Stofkova & Sukalova, 2020).

The quality of education will be influenced by the extent to which an institution is able to optimally manage all potentials starting from educational staff, students, processes, learning, educational facilities, and finances and including its relationship with the community (Aziz, Mahmood, & Rehman, 2018; Fathih, Supriyatno, & Nur, 2021; Saadah & Asy'ari, 2022). To achieve the goal of quality education, education management is needed which can direct educational resources. Education management is a management process in the task of carrying out educational tasks by utilizing all sources efficiently to achieve goals effectively (Aisyah, Ilmi, Rosyid, Wulandari, & Akhmad, 2022; Brooks & Ezzani, 2022; Day, Sammons, & Gorgen, 2020; Hadi, Ar, & Ibrahim, 2014).

Based on a preliminary study conducted at the Kampung MAS Al Washliyah Mosque, Kualuh Hilir District, North Labuhanbatu Regency, when viewed from the Madrasah planning and management of Human Resources, of course, the two must be in sync. Because those who will do the planning are not only the head of the Madrasa but Madrasa residents are also involved.

If the program has been executed, then there must be a measuring tool used to monitor the running of the program. One of them is supervision. Based on a preliminary study at the Kampung MAS Al Washliyah Mosque, Kualuh Hilir District, North Labuhanbatu Regency, the head of the Madrasa oversees the implementation of the program as planned. After supervision, of course there must be follow-up. Seriousness is needed in supervising and following up on any obstacles as well as support in carrying out quality improvement programs. Meanwhile, according to Darmadji in general quality improvement management must rely on planning, organizing implementation and supervision. In carrying out Quality Improvement Management these four aspects in principle must be interconnected and synchronous (Darmadji, 2015; Ellis & Hogard, 2018; Idris, Trisnamansyah, & Wasliman, 2022; Jamaluddin, Ramdhani, Priatna, & Darmalaksana, 2019).

In accordance with the problem above, the researcher considers it very necessary to study and explore naturally related to quality improvement management at MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency which includes how to plan, organize, implement and supervise existing related to this topic.

Previously, several previous studies had also conducted research that touched on the theme that the panelists raised this time, namely quality improvement management. However, what is different in this study is, in terms of methods and research results targets to be carried out (Annisa, Akrim, & Manurung, 2020; Budayan & Okudan, 2022; Ellis & Hogard, 2018; Jiménez-Bucarey et al., 2021; Muslim & Sururin, 2018). That is in accordance with the natural conditions that occur in the field. In this case, the researcher intends to reveal the results of observations that have been made previously at the madrasa. That is related to the quality conditions of madrasas and the management processes carried out. So it really needs to be explored and traced regarding what actually happened in the field.

RESEARCH METHOD

This research was conducted at the MAS Al Washliyah Village Mosque, Kualuh Hilir District, North Labuhanbatu Regency, to be precise in Jalan Pasar Bilah Village, Masjid Village, Kualuh Hilir District, North Labuhanbatu Regency. The choice of this location is because the authors see that this madrasa has several uniqueness, including related to quality management at MAS Al Washliyah. So it is necessary to know more about the implementation of quality improvement management in these madrasas.

The approach used in this study is naturalistic qualitative research, which is a type of research that examines data that can describe complex and concrete social realities. Data collection techniques used through observation, interviews and documentation. then data analysis techniques through data reduction, data presentation and drawing conclusions. Furthermore, the technique of checking the validity of the data is through a credibility test, transferability test, durability test and confirmability test.

RESULTS AND DISCUSSION

Result

Planning for Quality Improvement Management at Al Washliyah Private Madrasah Aliyah in Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency

Based on the results of observations made, there was a plan carried out by the head of the Madrasah which outlined the Annual Madrasah Work Program. The planning that is oriented towards the management of Madrasah quality improvement is by, 1) Defining and formulating Madrasah objectives, 2) Minimizing problems and mapping out the work to be carried out, 3) Collecting the necessary data and information, 4) Determining the stages or series action, 5) Formulate how the problems were resolved.

Furthermore, from the results of interviews conducted related to quality improvement planning, namely; begins with analyzing what are the weaknesses related to the quality of teachers, curriculum and graduates. Such as reviewing the curriculum used, looking at the ability of teachers in teaching, measuring the ability of the graduates produced. So from there we will know what are the obstacles and what should be planned to improve the quality of education in this madrasa.

Then, according to the results of the documentation carried out, it has been found that the quality improvement management plan at MAS Al Wahliyah Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency, in fact, in compiling the annual Madrasah work program includes two activities, namely 1) formulating the Madrasah program which is carried out through four steps (a) setting targets, (b) formulating programs and assigning program responsibilities, (c) determining indicators of success, and (d) determining activities, and compiling activity schedules.

So that based on the description of the results of observations, interviews and document studies that have been carried out, it can be underlined that the planning that has been formulated regarding quality improvement in MAS Al Washliyah Kampung Masjid includes increasing teacher professionalism, graduate products (students), and reviewing the curriculum and improving madrasa facilities and infrastructure.

Organizing Education Quality Improvement in MAS Kampung Mesjid, Kualuh Hilir District, North Labuhanbatu Regency

Based on the results of observations made that the organizing process carried out in quality improvement management is; Madrasah heads do a number of things including arranging the best possible cooperation, preventing work difficulties, preventing work confusion, determining work guidelines. This means that to create cooperative conditions between teachers and teachers and Madrasah heads, Madrasah heads have made efforts, for example by holding regular meetings once a month.

Furthermore, from the results of interviews conducted related to the organization of quality improvement management, namely; Dividing work among those who have assigned tasks. For example, the deputy head of the madrasah for student affairs is responsible for student issues, then the deputy head of the madrasah for the curriculum section is responsible for ensuring that the curriculum used is effective or not, then the representative for the field of facilities is responsible for continuing to pay attention to madrasah facilities, as well as the teacher who is one of the key stakeholders because he has direct contact with students in class, must really provide the best teaching.

Then, according to the study document that has been carried out, by determining the organizational structure of the Madrasa as outlined in the organizational structure chart of the Madrasa. then dividing the tasks and work according to the position and authority of each Madrasah Human Resources. So that in carrying out quality improvement management it has involved all madrasa residents.

So that based on the results of observations, interviews and study of the documents above, it can be underlined that it is related to organization, namely, by dividing tasks and responsibilities among representatives, teachers and staff to jointly carry out the plans that have been prepared. Then it will be more structured in carrying out quality improvement management in the madrasah.

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Implementation of Improving the Quality of Education in MAS Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency

Based on the results of observations that have been made regarding the implementation of quality management improvement management at MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency, it is carried out in accordance with the vision, mission and objectives of the madrasa. then by maximizing the teaching and learning process in class and by focusing on achieving student and graduate learning outcomes.

Furthermore, from the results of the interviews that have been conducted, namely; From the planning that has been formulated, several have been carried out, including strengthening the teaching and learning process, here the teacher emphasizes student character, then several teachers have attended training yesterday, there is also a workshop, of course here we hope that the teacher's experience will get better. And it's not only the contents of the curriculum that are used as the basic reference for teachers teaching in class, every day I always pay attention and even monitor the class to see how the teacher teaches. From other aspects, we have also made additions to the current facilities and infrastructure such as sports fields, classrooms and instruments needed for student activities. mission and goals of the madrasa. then by maximizing the teaching and learning process in the classroom and by focusing on achieving student and graduate learning outcomes.

Then, from the results of the document study that has been carried out, namely; such as paying attention to strategic steps. the implementation of education quality improvement management when viewed from the structure above the implementation of quality improvement management that is carried out focuses on the goals/targets and targets set by Madrasahs. taking into account their respective duties and responsibilities. the head of the Madrasa as a leader in general is the prime mover in carrying out the vision and mission of the Madrasa.

So, from the results of observations, interviews and document studies that have been carried out, it can be underlined that the implementation of quality improvement management is in accordance with the madrasah strategic plan. In addition, teacher training, curriculum review and improvement and construction of infrastructure have been carried out.

Management Supervision of Quality Improvement in Education at MAS Al Washliyah Mosque Village, Kualuh Hilir District, North Labuhanbatu Regency

Based on observations that have been made that supervision has been carried out by the head of the Madrasa by monitoring the process of implementing the vision and mission of the Madrasa by paying attention to the way teachers teach, looking at student learning outcomes, then in the financial aspect the head of the Madrasa ensures transparency in the use of the budget, then in terms of facilities and infrastructure the head of the madrasa continue to encourage and strive for the maximum development of Madrasah facilities. Not only that, in supervising the head of the madrasa, he continues to motivate teachers, staff and students to continue to work together in creating superior and outstanding madrasahs.

Furthermore, from the results of the interviews that have been carried out, namely; on a regular basis the head of the madrasa always monitors the implementation of the madrasa program, especially related to the curriculum, every week we hold a meeting with the head of the madrasa, where each teacher is asked to convey developments and any problems that occur in the field, and find solutions to these problems. Listening to teacher complaints regarding the teaching and learning process and the application of the essence of the curriculum used. Then monitor the repair and development of madrasah facilities and infrastructure.

Supervision has been carried out by the head of the Madrasa by monitoring the process of implementing the vision and mission of the Madrasa by paying attention to the way teachers teach, looking at student learning outcomes, then in the financial aspect the head of the Madrasa ensures transparency in the use of the budget, then in terms of facilities and infrastructure the head of the madrasa continues to encourage and seek the development of facilities maximum madrasah. Not only that, in carrying out supervision the head of the madrasa continues to motivate teachers, staff and students to continue to work together in realizing a superior and outstanding Madrasah.

Then, based on a document study conducted by researchers from the archives of MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency, the head of the madrasa has made a permanent schedule. It is on this basis that supervision in the implementation of quality improvement management in Madrasahs is an activity to improve the quality of education, as a trigger or driver for changes in elements related to education, or as a leader and guide activity.

So, it can be underlined that related to supervision is carried out by the head of the madrasa regarding the implementation of the programs that have been formulated previously. Such as monitoring the teaching and learning process, checking teacher teaching materials, paying attention to student character and monitoring the process of repairing and building madrasah facilities and infrastructure.

Discussion

Quality Improvement Management Planning at MAS Al Washliyah Kampung Mesjid, Kualuh Hilir District, North Labuhanbatu Regency

Based on the research findings, it can be seen that the planning that was carried out, namely that first carried out MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency was carried out by formulating the vision, mission, goals and objectives to be achieved by the Madrasah, by conducting an analysis first before compiling a plan. Planning as outlined in the form of the Madrasah Annual Work Program.

Good planning has several aspects, as Engkoswara and Aan (Komariah et al., 2018) said quality improvement management planning is related to overall change in accordance with strategic planning for achieving quality education, namely: 1) Formulate the vision, mission and values of the institution. 2) Strategic environmental analysis. 3) Key success factors. 4) Goals and objectives. 5) Strategy (Policies, programs, activities). 6) Evaluate performance.

From the theory above, it is very clear that planning leads to tips, methods, techniques or strategies that are accurate, efficient, effective and feasible to implement. Thus madrasas must make a strategy (Strategic RPS/Renstra) for the short and long term which has been formulated with a SWOT analysis, so that management plans for improving the quality of education are proactive to realize the goals that have been set (Muslimin & Kartiko, 2020; Yamin, Basri, & Suhartini, 2023; Yumnah, Iswanto, Pebriana, Fadhillah, & Fuad, 2023). Meanwhile, according to (Indraswati & Sutisna, 2020; Marmoah & Poerwanti, 2022), planning prioritizes program continuity as a follow-up to creating stability in achieving goals and quality of Madrasahs. Planning is a rational process of moving from the current state to a state in the future as a process that describes cooperation to develop overall organizational improvement efforts.

Then Afifuddin in (Galan, 2020; Mello et al., 2020) said, that some of the requirements for educational planning include: 1). Planning is a systematic effort that describes the preparation of a series of actions to be taken to achieve organizational or institutional goals by taking into account available resources or sources that can be provided. 2). Planning is an activity to mobilize or use limited resources efficiently and effectively to achieve the goals that have been set. The scope of educational planning includes components of Madrasah administration in curriculum, supervision, student affairs, finance, infrastructure, personal, service, special, public relations, teaching and learning process facilities and administration (Faraji, Ezadpour, Rahrovi Dastjerdi, & Dolatzarei, 2022; Thomaidou Pavlidou & Efstathiades, 2021).

Planning will be easy to measure if it is classified into short-term, medium-term and long-term planning so that it will be more focused on what activities should take precedence and be more focused on. According to (Kemp & Cochern, 1994; Lambrecht et al., 2022), the function of planning is to determine the goals or framework of action needed to achieve certain goals. Regarding the planning for Quality Improvement Management at MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency, it should focus more on what aspects you want to target within a certain period of time to improve the quality of Madrasahs. So that it will be clearer what goals and activities are the main focus in a more specific sense.

Organizing Quality Improvement Management at MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency

Based on the research findings, it can be seen that the management of improving the quality of education in MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency is carried out by detailing all the work that must be carried out by each individual in achieving the objectives of the Madrasah, dividing the workload into activities that can be carried out by each individual and procurement and development of work mechanisms so that there is coordination of the work of the members to become an integrated and harmonious entity.

According to (Musyaffa, Asiah, Fadhil, & Hindun, 2022) there are five components in the organizing process namely; 1) detailing work or determining tasks that must be done to achieve organizational goals, 2) dividing work, 3) unification of work, in the sense of grouping interrelated

tasks, if the organization is enlarged or complex, 4) establish work mechanisms to coordinate work in one harmonious unit, 5) monitoring and taking steps to maintain effectiveness.

Maulana said that the organization determines the necessary tools, allocates time, funds and Madrasah resources more proportionally. Organizing means: 1) determining the resources and activities needed to achieve organizational goals, 2) designing and developing work groups containing people who are able to bring the organization to its goals, 3) assigning a person or group in a specific task and function responsibilities, 4) delegating authority to individuals related to the flexibility of carrying out tasks. With these details the manager creates a formal structure that people can easily understand and describes a person's position and function in his work.

The basis of all organizing controls is the notion of directing a variable or set of variables to achieve certain goals. This variable can be in the form of humans, tools or organizations, in organizing, humans are variables that must be directed, guided and motivated to achieve goals (Dian, Faizal, & Hasanah, 2022; Jiménez-Bucarey et al., 2021). Candra & Rifa'i said that people who organize are called managerial, as a form of carrying out management functions to achieve specific goals or several goals (Zohriah, Fauzi, & Pandini, 2022).

If examined more broadly, the quality of education will be achieved with several components as Dadang Suhardan said that there are five main steps in the process of organizing, while the steps are as follows: 1) Conduct reflection on plans and goals. Here management must know the goals of the organization to be achieved / target. 2) Assign key tasks. 3) Dividing the main tasks into subtasks. 4) Allocate resources and instructions for the tasks of the section. 5) Evaluate the results of the implemented organizing strategy. If the organizational steps implemented by the organization that are prepared will be good, effective, efficient and in accordance with the needs of the organization in achieving its goals (Bastas & Altinay, 2019).

Organizing in the implementation of quality improvement management is a standard for measuring and managing organizational mechanisms so as to ensure the achievement of organizational goals (Darim, 2020). The organizing management step is to stimulate an organizational form that determines the barometer of the Madrasah in determining tasks, determining time parameters and needs, determining positions and responsibilities, detailing supervisory relationships, communication relations, identifying and compiling work assessment criteria (Amelia, Aprilianto, Supriatna, Rusydi, & Zahari, 2022; Vişcu & Watkins Jr, 2021).

So it can be concluded that, organizing not only determines the structure within the organization, but more precisely is being able to divide tasks and responsibilities among all existing structures. In this case, carrying out the intended madrasah planning can involve all available resources by dividing the work earlier. Then not only that, when the work has been grouped, there must be instructions in carrying out the work.

Implementation of Quality Improvement at MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency

Based on the research findings, it can be seen that the implementation of the plan to improve the quality of education in MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency. Not optimal can be seen from the relatively slow improvement in the quality of Madrasahs, then the development and improvement of Madrasahs has not been very good, this can be seen from; curriculum development, improvement of facilities and infrastructure, increase in the number of students and graduates.

According to (Khotimah & Nasuka, 2020), Madrasas will be said to be of high quality if they include: 1) the effectiveness of the leadership of the principal, 2) the active participation of all components with an interest in the school, 3) the effectiveness of the interests in the school, 4) the curriculum is relevant, 5) the vision, mission and goals directed, 6) conducive school climate and environment, 7) involvement of the community and parents of students.

From the theory above it is very clear and obvious that there are seven scopes as criteria so that Madrasas can be said to be of good quality. One of them is the involvement of the community and parents of students. From the research findings, it was found that MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency has not been able to maximally get sympathy from the community and parents, so that what occurs in efforts to improve quality is not optimal, even though this is one of the keys if the madrasa wants to succeed in quality improvement. Meanwhile, according to Umi & Mustajib Education quality management focuses on the output of the educational process that directs educational input, its components are; 1) quality of graduates, 2) quality of content and process, 3) quality of educators and education staff, 4) quality of infrastructure, 5) quality of management, 6) quality of financing, 7) quality of assessment.

The implementation of quality management begins with a leader in carrying out quality improvement management control, always being a motivator, initiator, and cannot be separated from thinking about the obstacles faced, in other words, each policy is automatically implemented after the policy is made with due regard to time, funds or resources by itself. influencing activities related to the work of group members, organizations, and society (Bahri, 2022; Krisbiyanto, 2019; Muslimin & Kartiko, 2020; Rustiana & Ma'arif, 2022).

The main management activities are carried out by the head of the Madrasah, as Nurul Yaqien said that the implementation of management to improve the quality of madrasas also necessitates the implementation of services to focus on the goals that have been set. By focusing on improving this quality, all activities in the educational process at madrasas lead to achieving goals in the form of achieving the vision and mission of the madrasa itself (Erdil & Erbiyik, 2019; Ikhsannudin & Pakpahan, 2021).

In simple terms, if it is linked and drawn from the aspect of implementing quality improvement management in MAS Aliyah Private Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency, it requires the extra work of a Madrasah head as a leader. Consistent coordination is needed between the Madrasah head and the Madrasah residents in implementing quality improvement management. Because running management requires teamwork and solidity with each other.

Supervision of Quality Improvement at MAS Al Washliyah Mosque Village, Kualuh Hilir District, North Labuhanbatu Regency

Based on the research findings, it can be seen that the supervision of improving the quality of education in MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, North Labuhanbatu Regency is carried out by taking into account the supporting and inhibiting factors of the management implementation process. Supervision is carried out by the head of the Madrasah by observing systematically and continuously, recording, giving explanations, instructions, coaching and rectifying various things that are not quite right and correcting mistakes.

In particular, supervision in the form of supervision means efforts to coordinate and guide the growth of teachers, both individually and in groups with tolerance and effective

pedagogical actions so that they are better able to guide the growth of each student, so that students are more able to participate in society (Amirudin, Ruswandi, Erihadiana, & Rohimah, 2022).

Based on the description above, at least educational supervision is an activity of a coordinator, a consultant, a group leader, and an evaluator. Quality improvement management supervision is implemented in the form of effectiveness and efficiency of the learning process, with good supervision of learning activities in schools/madrasahs, professional development and motivating teachers in developing and being responsible for carrying out their professional duties (Johnsen, Watson, Erford, Crockett, & Byrd, 2021; Munjin & Rosyadi, 2021; Nilda, Hifza, & Ubabuddin, 2020; Vişcu & Watkins Jr, 2021).

Supervision of quality improvement management at MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, Labuhanbatu Utara Regency should pay attention to effective and efficient principles, namely supervision includes, practical, functional as a source of information, relevance to support the implementation of the learning process that takes place, which is carried out effectively. systematic, transparent and sustainable, democratic in decision-making, objective, cooperative and constructive in correcting weaknesses and deficiencies and seriously improving the work process.

As Faizudin., et al said, the function of the supervisory process is to supervise, advise, monitor and coordinate all the supporting community of learning activities in Madrasahs so that the quality of education in Madrasahs can be achieved and maintained properly, and can produce better quality Madrasahs.

Thus the Madrasah head has the independence to do his best for the institution he leads, so that he is required to have the ability and ability to work that does not always depend on superiors. This means that the Madrasah head as a school manager must be able to improve the performance of education staff and educators as well as the learning achievements of students in order to carry out their roles and functions as managers who have the right strategic steps to empower cooperatively by involving all educational staff in various activities that support the Madrasah program.

Furthermore, Dadang Suhardan said, the main desire of schools in their supervisory activities is to concentrate on improving the quality of learning which is directed at helping teachers get out of the teaching difficulties they face by enriching their abilities and knowledge in carrying out their duties (Hariri, Monypenny, & Prideaux, 2016; Penning de Vries, Knies, & Leisink, 2022; Saihu, 2020; Tazkiah, Hendriani, Salam, Asmendri, & Aisyah, 2022). Because the teacher is the true guarantor of the quality of education. It can be observed that supervisory activities cover all aspects of the activities of teachers, staff, students and all existing Madrasah residents. This means that through supervision it can be seen how the process of implementing quality improvement management is carried out. In this case the Madrasah head supervises the teaching and learning process in the classroom and controls the performance of staff and student development (Ferine, Aditia, Rahmadana, & Indri, 2021; Fischer, Tian, Lee, & Hughes, 2021; Fischer et al., 2021; Ilyas, Abid, Ashfaq, Ali, & Ali, 2021).

Supervision of the education quality improvement program is carried out by the Head of Madrasah on personnel at the beginning and end of the year, this is done to determine the level of supervision carried out periodically covering all areas in the madrasa and is carried out thoroughly (Armstrong, 2022; Brooks & Ezzani, 2022; Dacholfany, 2015; Day et al., 2020). With this assessment, schools will be able to provide for student needs, determine educational programs that suit their students and produce graduates who have good knowledge and skills (Dian., et al).

So if it is understood and related to the theory above that the supervision carried out on the implementation of quality improvement management at MAS Al Washliyah Kampung Masjid, Kualuh Hilir District, Labuhanbatu Utara Regency is carried out more seriously and consistently, such as monitoring the learning process, administrative activities, student activities and achievements, correct deficiencies in program implementation and maximize communication to all stakeholders.

CONCLUSION

Management planning for quality improvement at MAS Al Washliyah, Kualuh Hilir District, North Labuhanbatu Regency, namely as outlined in madrasa objectives that are oriented towards improving the quality and professionalism of teachers, curriculum effectiveness, quality graduates and creating good facilities and infrastructure. Organizing resources in improving the quality of education at MAS Al Washliyah, Kualuh Hilir District, North Labuhanbatu Regency is carried out with a detailed process of all work that must be carried out by the head of the madrasa, deputy head of the madrasa, teachers, staff and stakeholders in accordance with the planning to be carried out regarding quality improvement at MAS Al Washliyah, Kualuh Hilir District, North Labuhanbatu Regency. Several plans have been carried out, such as improving the quality of teachers, through supervision and training attended by teachers, then emphasizing student character through the learning process, then repairing and building the facilities and infrastructure needed by madrasahs. From the planning that is formulated compared to what is implemented in the field it still takes time to reach its maximum, seen from the collaboration and involvement of the relevant parties it is very influential, and must be maximized again. Supervision of the quality improvement program has essentially been running, every program implemented in the field, whether it is related to the teaching and learning process, curriculum application, improving facilities and infrastructure, is running with the supervision of the head of the madrasah. Of course perfect supervision is followed by evaluation for future improvements.

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