

PARTICIPATORY MANAGEMENT IN IMPROVING THE QUALITY OF MADRASAH

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Abstract: The essence of participatory management is covered in all concepts, namely: First, the existence of planning, organizing, directing, and monitoring activities; Second, there is more than one person or party involved; Third, there is a goal to be achieved; Fourth, there is the use of organizational resources, both members and other resources; Fifth, the four points above lead to the achievement of goals effectively and efficiently. This article aims to analyze the implementation of participatory management in planning, decision making, implementation and evaluation for quality improvement in Madrasahs in Tulang Bawang district, Lampung Province. This research was conducted at Madrasahs in Tulang Bawang district, Lampung. This study uses a qualitative method. Data collection techniques using in-depth interviews, observation and documentation. Research sources included the head of the Ministry of Religious Affairs in Tulang Bawang district, a sample of madrasah heads, deputy head of madrasah, and students. Data analysis was carried out interactively and continued continuously to completion.

The results showed that 1) planning, namely an assessment of the madrasah environment, needs to be carried out at the beginning. The environmental assessment is divided into two, the first is an analysis of the internal environment, this means an analysis that occurs within the madrasa environment. Second, external environmental assessment means parties outside the madrasah. Then the determination of the strategic direction which is an activity to formulate or review the direction of organizational goals that are contained in the vision, mission and values in educational institutions. Madrasahs in Tulang Bawang Regency have made a neat and structured draft. So that at any time it can be read or studied to implement participatory management in Madrasahs in Tulang Bawang Regency. Furthermore, quality objectives are the goals or targets of a madrasah in carrying out a process that is to be achieved within a certain period of time. The targets in Madrasahs in Tulang Bawang Regency are the achievement of an ideal study group ratio with an ideal learning space, the absorption of the number of students from various components of society as educational customers. increase in the acquisition of National exam and exam scores every year. the school institution that is the choice of the community because of the achievement that is its priority. the achievement of complete facilities and infrastructure in accordance with the ratio of the number of students, madrasah in Tulang Bawang Lampung district as the madrasah that is most loved, and in demand by the community. 3) decision making, namely, decision making in the context of implementing participatory management

programs in a sub-focus to mobilize funding resource planning, administrative activities, coordination and program elaboration. In driving the planning of financial resources, administrative activities, coordination and program elaboration. The program that has been carried out by Kasi Mapenda / Penmad and external parties at Madrasahs in Tulang Bawang Regency prioritizes models, because the model is a pattern of something to be made or produced. 4) evaluation, which aims to determine the progress of the organization, as well as the obstacles and challenges faced in implementing strategic management. the results of the evaluation will be used as feedback to the organization to determine the achievement of quality implementation. The program that has been carried out by Kasi Mapenda / Penmad and external parties is conducting coordination meetings with UPA and the Education Office related to the quality of graduation, conducting BOS reporting financial training activities with the Palembang Training Center, monitoring all Madrasahs related to 8 Education Standards, in collaboration with UPA Team. as well as the obstacles and challenges faced in implementing strategic management. the results of the evaluation will be used as feedback to the organization to determine the achievement of quality implementation. The program that has been carried out by Kasi Mapenda / Penmad and external parties is conducting coordination meetings with UPA and the Education Office related to the quality of graduation, conducting BOS reporting financial training activities with the Palembang Training Center, monitoring all Madrasahs related to 8 Education Standards, in collaboration with UPA Team. as well as the obstacles and challenges faced in implementing strategic management. the results of the evaluation will be used as feedback to the organization to determine the achievement of quality implementation. The program that has been carried out by Kasi Mapenda / Penmad and external parties is conducting coordination meetings with UPA and the Education Office related to the quality of graduation, conducting BOS reporting financial training activities with the Palembang Training Center, monitoring all Madrasahs related to 8 Education Standards, in collaboration with UPA Team.

Keywords: Management, Participation, Madrasah Quality

A. INTRODUCTION

The results of the madrasah quality accreditation carried out by the National Accreditation Board for Schools / Madrasahs (BAN-SM) stated that the human resources and quality of educators and education personnel (PTK), as well as facilities and infrastructure (Sarpras) in Lampung were still low. (Kesumayuda 2019) This was revealed by the Head of BAN-SM Lampung Prof. Dr. H. Karwono explained that the results of the 2018 accreditation report showed that as many as 1,902 schools were accredited, the average value of the PTK and Sarpras standards was the lowest of the 6 other national education standards. Based on data from the Madrasah Quality Assessment Index (IPMM), in 2018, the quality

of the Madrasah in Tulang Bawang Regency has increased by 0.62 percent to 42.39 which are in the lower rank with less scores. However, this achievement is still lower than other districts that are still in the same area, such as Central Lampung, Metro, and very far from the city of Bandar Lampung which has the high-increasing category. The low quality is of course is a serious matter that must immediately receive urgent attention, especially in the millennial era which is full of competition. Apart from the low the quality of the madrasa, achievement

Badrudin said, there are a number of factors that cause the low quality of Islamic education. Among them are political (educational policy), economic, social and cultural factors and the absence of participation from related subjects. Muhammad Idrus in his book entitled *Evaluation of Government Policies in the Field of Madrasah Education* explains that educational facilities are still far from the minimum standard of service.

Ivan Illich argues that a good education system must have three objectives, namely (1) To provide opportunities for everyone to freely and easily obtain learning resources at any time. (2) Enable all those who wish to impart their knowledge to others easily do so, as well as those who wish to acquire it. (3) Ensuring the availability of general input relating to education. (Mudyaharjo 2017: 49)

The current fact is that the low competitiveness of schools and madrasahs is inseparable from the low quality and also management or governance in schools or madrasahs. Schools or madrasahs as public institutions carry out the task of providing public services in the field of education. The good quality of an educational institution is one of the things that prospective students (both from within the country and abroad) consider to determine their choice of which school or madrasah they will attend. Quality and management must be a serious concern in the management of schools or madrasahs in the era of globalization. Danim argues that structural, academic and management personnel in the higher education environment tend to have the same opinion, (S 2015: 95–99)

Based on the explanation of the theory above, efforts to improve the quality of education are not a simple problem, but require multidimensional handling by involving various parties involved. In this context, the quality of

education is not only focused on achieving curriculum targets alone, but also involves all aspects which directly or indirectly contribute to the creation of complete human beings.

B. METHODS

The focus of this research is participatory management on improving the quality of madrasah in Tulang Bawang district. Researchers see that the use of participatory management model implementation can prevent the occurrence of various problems within and outside the organization. This type of research is field research conducted in Tulang Bawang district. This study uses a qualitative method. Data collection techniques using in-depth interviews, observation and documentation. Data analysis was carried out interactively and continued continuously to completion.

C. RESEARCH, RESULTS AND DISCUSSION

1. Participatory Management

Participatory management is defined as the process of developing thought patterns and attitudes, enriching experiences and knowledge and learning processes that aim to strengthen community associations and new mechanisms.(Effendi 2015: 9). This process enables the exchange of ideas (sharing of ideas), knitting interests, and integrating work (synergy of action) among stakeholders, especially providing opportunities for the community to be involved in program implementation.(Mitlin, Thompson, Checkoway, Niern, Chaipan 2011: 57)Participatory management is the approach to carrying out planning, organizing, mobilizing and controlling human resources and other resources to determine and achieve predetermined goals through interactive communication so that understanding and trust between leaders and subordinates is built. The key words are building communication to create mutual trust between leaders / managers and subordinates.(Manuaba 2016: 77) According to James AF Stoner revealed that participatory management is a process of planning, organizing, leadership, and controlling the efforts of organizational members and the use of all existing resources in the organization to achieve predetermined organizational goals "so that" Participating behavior in giving thoughts to

something or someone. Behavior is an activity carried out by a person in relation to the selection of stimuli from outside his environment.(Edutanto 2013) The implementation of participatory management in madrasah must be able to increase teacher participation in decision-making, increase community participation, especially parents, in school education, not only funding participation but also thinking, morals and materials, and participatory management in madrasah can also increase madrasah accountability to the community.

2. Participatory Management in Planning

Planning can be a determinant of success and can be used as material for analysis of the truth and performance of a person in order to know the accuracy of a person and group in working.(2012 Mudasir: 1)In order to achieve organizational goals effectively and efficiently, the first management activity that must be fully functional in every organization is a planning activity. Planning is the initial action in managerial activities in any organization. Therefore, planning will determine the differences in performance (perforemance) from one organization to another in implementing plans to achieve goals. Mondy & Premeaux explained that planning is the process of determining what should be achieved and how to make it happen in reality.(Mondy and R 2016: 138)The result of the planning process is a plan. A plan is a document that contains a statement about the goals to be achieved and the means used to achieve these goals(Schermerhorn 2017: 138). Meanwhile, a goal (often exchanged with goals) is a target in the future or the end result that an organization wants to achieve. Stephen P. Robbins and Mary Coulter define the plan as follows: Plans are documents that outline how goals are going to be met and the typically describe resource allocations, schedules, and other necessary action to accomplish the goals. Meanwhile, according to Robert Kreitner, A plan is specific, documented intention consists of an objective and action statement. The objective portion is the end, and the action statement represents the menas to that end. Stated another way, objectives give management targets(Kreitner 2017: 158)All managerial activities and actions are in accordance with the plan. Plans are the result of planning. Good planning will be able to eliminate the risk of failure. The plan defines where the organization and its activities will be directed. This means that

the purpose of each plan and all derivative plans is to help achieve organizational goals.(Kooznt and Weihrich 2016: 120)

According to Winardi, the planning function includes managerial activities that determine the right goals and tools to achieve these goals. Furthermore, it is also stated that the planning elements consist of: (1) objectives, (2) actions, (3) resources, and (4) implementation.(Winardi 2017: 45) Richard L Daft and Dorothy Marcic argue that planning identifies goals for the future and organizational performance, decisions about tasks and the use of resources needed to achieve intended goals.(Daft and Marcic 2016: 5)In principle, this planning revolves around two things: the first is the conscious choice of concrete goals to be achieved within a certain period of time based on the values held by the community concerned, and the second is the choice between alternative ways to achieve this. efficient and rational in order to achieve these goals. Either for the determination of objectives covering a certain period of time or for the selection of these methods, certain measurements or criteria must be selected as well.

3. Participatory Management in Decision Making

GR Terry explained that decision making is a choice based on certain criteria on two or more possible alternatives. Meanwhile, Claude S. George Jr. said that decision making was done by most managers in the form of an awareness, thought activity that included consideration, judgment, among a number of alternatives.(Syamsi 2017: 99)

Sondang P. Siagian defines decision making as a systematic approach to a problem, gathering facts and data, mature research on alternatives and actions. Whereas Harold and Cyril O 'Donnell define alternative choices regarding a way of acting, namely the essence of planning, a plan cannot be said to exist if there is no decision making, a reliable source, guidance and reputation have been made³. decisions are the result of thinking, the result of intellectual effort, decisions always involve the choice of various alternatives, decisions always involve real action, although their implementation may be postponed or forgotten.

4. Participatory Management in Implementation

Implementation or actuating is part of a group or organizational process that cannot be separated. The terms that can be grouped into this function are directing commanding, leading and coordinating.(Tanthowi 2016: 74)Due to actuating actions as mentioned above, this process also provides motivating, to provide movement and awareness of the basis of the work they do, namely towards predetermined goals, accompanied by providing new motivations, guidance or direction, so that they can realize and arise a willingness to work diligently and well. Guidance according to Hadari Nawawi means maintaining, maintaining and advancing the organization through each person, both structurally and functionally, so that each activity is inseparable from efforts to achieve goals.(Nawawi 2017: 36)

5. Participatory Management in Evaluation

Evaluation is a process, in which information and considerations are processed to formulate future policies.(Boys 2013: 15)Evaluation is an attempt to measure and objectively value the achievement of the results that have been planned in advance. And World Health Organization formulates evaluation as a process of collecting and analyzing information about the effectiveness and impact of a program at a certain stage as part or as a whole and also assesses program achievements. In relation to da'wah activities, da'wah evaluation is to increase the managerial understanding of da'wah in a formal program that encourages da'wah managers or leaders to observe the behavior of their members, through deeper observations that can be generated through mutual understanding between the two parties.

Evaluation is very important because it can ensure the safety of the implementation and the missionary journey. In addition, evaluation is also important to find out the positives and negatives of implementation, so that it can take advantage of the positives and leave the negatives. Besides being able to produce practical and empirical experiences that can be seen as da'wah and harakah assets (movement of activities in the social field) that must be passed on to generations to become a lesson.(Ilaihi 2013: 183–84)In program evaluation, it focuses on collecting, processing and presenting data as input in decision making. Data collected using program evaluation techniques.

6. Madrasah Quality

Quality in Indonesian is a measure of whether an object is good or bad, its level, level, or degree (intelligence, intelligence, etc.), quality. (National 2015: 68) In English, quality is termed "quality", while in Arabic it is called "jaudah". (Fathurrohman and Sulistiyorini 2014: 40) Quality in everyday speech is largely understood as something absolute, for example expensive restaurants and fancy cars. As an absolute concept, quality is the same as goodness, beauty, and truth; is an uncompromising idealism. In its absolute definition, anything of quality is part of a very high standard and cannot be surpassed. (Sallis 2014: 51–52) Relative quality, is seen as something that is attached to a product in accordance with the needs of its customers. For this reason, in this relative definition a product or service will be considered quality, not because it is expensive and exclusive, but because it has a value, for example product authenticity, fairness, and familiarity. (Fathurrohman and Sulistiyorini 2014: 54)

A quality madrasah is an Islamic education institution that has a quality curriculum, strategy, teaching and learning and there is interaction with interested parties (students, teachers, parents, the environment, and related officials) with the aim of producing reliable output. Therefore, madrasahs can be said to be of good quality if the Islamic education institution has goals, missions and objectives, starting from the recruitment (input) of both teachers, education personnel and students, paying attention to and making real improvements in learning and teaching activities oriented towards improvements that are sustainable by paying attention to the conditions and conditions as well as following up on the output with the aim of obtaining quality graduates in the future in a sustainable manner. Quality measures are difficult to apply in the world of education with assessments from various directions and all directions or aspects that have certain quality measures. Therefore quality measures must be applied in a relative manner, that is, applied on a customer basis. The quality of the school or madrasah will be good if the school or madrasah provides services that meet the needs of its customers. (Fathurrohman and Sulistiyorini 2014: 76) In the context of education, the definition of quality refers to the educational process and educational outcomes. In the "educational process" quality involves various inputs, such as;

teaching materials (cognitive, affective, or psychomotor), methodology (varies according to the ability of the teacher), facilities, administrative support and infrastructure and other resources as well as creating a conducive atmosphere.

7. Participatory Management in Planning to Improve the Quality of Madrasahs

Educational managers as modern executives today must be able to observe and respond to all challenges by the external environment of the school. As well as coordinating the internal environment of the school, so as to be able to realize quality education. There are several things to be analyzed in this regard.

a. Environmental Assessment

The assessment aspect of the madrasah environment needs to be carried out early. The environmental assessment is divided into two, the first is an internal environmental analysis, this means an analysis that occurs within the madrasah (there are teachers, employees, students and curriculum as well as advice and infrastructure). Second, external environmental assessment means parties outside the madrasah (there are government, community, student guardians and school partners). knowing the information in the madrasah environment can determine what wise things can be implemented in madrasah. Where at the start of a new school year the madrasah receives input from student guardians and the community in Tulang Bawang Regency. External and internal environmental analysis is an important step in implementing quality management.

b. Setting the Direction

Setting the direction of the strategy is an activity to formulate or review the direction of organizational goals that are contained in the vision, mission and values in educational institutions. Determining the direction of the school's strategy should refer to developing a long-term view of the school. The vision and mission should also be the commitment of all school members from the leadership level (school principal) to subordinates. In the strategic management process requires thought and energy to implement it. So that leaders have to work extra so that their members carry out the intended strategic direction. Madrasahs in Tulang Bawang Regency have made a neat and structured draft. So that at any time it can

be read or studied to implement participatory management in Madrasahs in Tulang Bawang Regency.

c. Participatory Management Goals

Quality objectives are the goals or targets of a madrasah in carrying out a process that is to be achieved within a certain period of time. Quality objectives are the methods used by the Company to stay focused on pursuing targets originating from the Quality Guidelines to plans for their achievement. The quality objectives that have been determined are socialized to the respective Internal Departments so that everyone in the department understands where their goals are and how they contribute to achieving these goals. Top management must provide evidence of its commitment to the development and implementation of a participatory management system and continually increase its effectiveness by measuring the quality objectives that have been implemented. Top management must ensure that the quality policy provides a framework for setting and reviewing quality objectives. Top management must ensure that quality objectives, including those needed to meet product requirements, are set at appropriate functions and levels in the organization. The quality objectives must be measurable and consistent with the quality policy. The targets in Madrasahs in Tulang Bawang Regency are the achievement of an ideal study group ratio with an ideal learning space, the absorption of the number of students from various components of society as educational customers. increase in the acquisition of National exam and exam scores every year. the school institution that is the choice of the community because of the achievement that is its priority. achieve the completeness of infrastructure in accordance with the ratio of the number of students,

8. Participatory Management Analysis in Decision Making for Improving the Quality of Madrasahs

Making decisions in order to implement participatory management program in the sub-focus to drive financial resource planning, administrative activities, coordination and program elaboration. In driving the planning of financial resources, administrative activities, coordination and program elaboration. The program that has been carried out by the Head of Mapenda /

Penmad and external parties at Madrasahs in Tulang Bawang Regency prioritizes the model, because a model is a pattern (for example, references, variations, etc.) of something that will be made or produced. With the model, it can be used as a reference for participatory management that will be carried out by the head of Madrasah in Tulang Bawang Regency. By making a model of a system, it is hoped that it will be easier to analyze and implement it.

9. Participatory Management in Evaluation for Improving Madrasah Quality

Participatory management evaluation is the final stage carried out by the principal in quality management. Quality evaluation aims to provide input on the processes that will be selected in the previous participatory management so that they run more effectively and efficiently. Participatory management evaluation is needed to achieve the vision and mission of educational institutions. The main focus on quality evaluation is measuring performance and customer satisfaction (parents of students) and creating effective feedback. therefore quality evaluation is needed in participatory management for the good of an organization. Evaluation aims to determine the progress of the organization, as well as the obstacles and challenges faced in implementing strategic management. the results of the evaluation will be used as feedback to the organization to determine the achievement of quality implementation. The program that has been carried out by Kasi Mapenda / Penmad and external parties is conducting coordination meetings with UPA and the Education Office related to the quality of graduation, conducting BOS reporting financial training activities with the Palembang Training Center, monitoring all Madrasahs related to 8 Education Standards, in collaboration with UPA Team.

D. CONCLUSION

1) planning, namely an assessment of the madrasah environment, needs to be carried out at the beginning. The environmental assessment is divided into two, the first is an analysis of the internal environment, this means an analysis that occurs within the madrasa environment. Second, external environmental assessment means parties outside the madrasah. Then the determination of the strategic direction which is an activity to formulate or review the direction of

organizational goals that are contained in the vision, mission and values in educational institutions. Madrasahs in Tulang Bawang Regency have made a neat and structured draft. So that at any time it can be read or studied to implement participatory management in Madrasahs in Tulang Bawang Regency. Furthermore, quality objectives are the goals or targets of a madrasah in carrying out a process that is to be achieved within a certain period of time. The targets in Madrasahs in Tulang Bawang Regency are the achievement of an ideal study group ratio with an ideal learning space, the absorption of the number of students from various components of society as educational customers. increase in the acquisition of National exam and exam scores every year. the school institution that is the choice of the community because of the achievement that is its priority. the achievement of complete facilities and infrastructure in accordance with the ratio of the number of students, madrasah in Tulang Bawang Lampung district as the madrasah that is most loved, and in demand by the community. 3) decision making, namely, decision making in the context of implementing participatory management programs in a sub-focus to mobilize financial resource planning, administrative activities, coordination and program elaboration. In driving the planning of financial resources, administrative activities, coordination and program elaboration. The program that has been carried out by Kasi Mapenda / Penmad and external parties at Madrasahs in Tulang Bawang Regency prioritizes the model, because a model is a pattern of something that will be made or produced. 4) evaluation, which aims to determine the progress of the organization, as well as the obstacles and challenges faced in implementing strategic management. the results of the evaluation will be used as feedback to the organization to determine the achievement of quality implementation.

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