



Quality Management of Private Islamic University Education: A Study on Universitas Islam Syekh-Yusuf Tangerang-Indonesia

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ABSTRACT

Total Quality Management is a comprehensive approach to quality improvement that involves all members of an organization. In the context of education, TQM aims to enhance the quality of educational services by focusing on customer satisfaction, continuous improvement, and employee involvement. This study examines the quality management of private Islamic university education: a study on Universitas Islam Syekh-Yusuf Tangerang Indonesia. The quality of management in Islamic university education is a significant area that leadership should recognize. This study is qualitative, using data from interviews, observations, and documentation. The results of this study relate to: (1) focus on customers; (2) leadership; (3) people involvement; (4) systems approach to management; (5) continuous improvement; (6) factual approach in decision making; and (7) mutually beneficial supplier relationships. This research demonstrates that the effective implementation of Total Quality Management (TQM) principles can enhance customer satisfaction and organizational performance.

Keywords: quality, quality management, Islamic colleges, Universitas Islam Syekh-Yusuf.

A. INTRODUCTION

This study explores the implementation of Total Quality Management (TQM) in this school. TQM is an integrated system involving all staff, using various methods to improve processes and meet customer expectations. The system focuses on strategy, systems, and people. Strategy defines the organization's position and goals. Systems are programs for quality service. People are employees committed to customer needs.



Figure 1. A Depiction of Total Quality Management (TQM)

source: Researchers, 2024

Therefore, in the context of higher education institutions, Total Quality Management (TQM) is a method for continuously improving institutional performance at every operational or process level, in every functional area of an organization, by utilizing all available human and capital resources. Generally, a quality management system operates within an organization using a three-level model:



Figure 2. Quality Management System

source: Researchers, 2024

The quality management system operates in a three-level hierarchy: senior management, operational management, and workers. Senior management sets strategic direction, operational management implements policies, and workers follow procedures. Effective quality management requires a focus on customer satisfaction, leadership, and employee involvement.

At the middle level of the organization, level 2 is the operational management level. Here people manage the implementation of the organizational policies formulated at level 1. These people will form a key group in any quality management system, because they are the ones who will interpret the quality policy and develop procedures that can be used by everyone. The resulting quality management manual is called (2) Quality Procedure Manual. Covers all procedures developed and implemented at the middle level of the organization (Rahman et al., 2023:150).

At the basic level, level 3, there are workers, who will follow the procedures which are a form of policy, workers represent the productive capabilities of the organization. At this level, there is special attention to quality issues with checks on what happens in the field called (3) Workplace/Task Reference. Consists of all documents for all people in the organization who must carry out their duties.

Improving the quality or quality of education can be achieved when diverse schools are empowered to adjust and manage their own budgets according to the needs of their students' environment. This gives schools broad autonomy so that they can improve the quality of education effectively and dynamically through school resources. Although they must meet quality standards. Nationally agreed standards are used as indicators of the success of quality improvement. Quality is achieved in education in the same way as in the business world. But improving quality requires investment in time, maintenance, attitude change for everyone involved, and training for everyone. Many educational leaders fail to deliver quality efforts because they lack the commitment that is a prerequisite for success (Rahman et al., 2023:150).

Kurnia said that quality is the ability (skill) that raises a customer satisfaction-oriented business strategy by involving customers and all members of the organization. Hasbullah said that total quality management is a series of integrated quality control activities or overall quality. Of course, this activity is an activity after quality assurance becomes a culture that is continued with TQM with continuous improvement. Riswandi said that an effective school is one that shows that the results obtained are in accordance with the expected results (Riswandi et al., 2021: 1873–1880); (Rahman et al., 2023: 150).

The application of quality or integrated quality provides guidance for a rational, interesting, problem-identifying, and accountable problem-solving process. Inherent quality strengthens thinking in the school community and can encourage appreciation by fulfilling the nature of learning. The concept of total quality management (TQM) in education views educational institutions as a service industry rather than a production process. Total quality management (TQM) here is not about input (students) and output (equals), but customers.

Total quality management (TQM) views educational company products as a service in the form of services provided to clients by educational managers and all employees according to certain quality standards. Quality education is not only reflected in the quality of its graduates, but also how an institution meets the needs of its customers in accordance with applicable quality standards. Customers in this case are internal customers (educational staff) and external customers (students, parents, community, alumni) (Rahman et al., 2023:151).

The increasing quality of education leading to financing standards can be seen from the existence of a neat, transparent, accountable fund management system that does not rely on government assistance. Funding comes from the community and in collaboration with related parties (stakeholders). In improving quality, schools are able to access funds from the central government, local governments and funds from foundations so that schools are able to finance the implementation and improve the quality of education by implementing integrated quality management. Improving the quality of education that leads to educational evaluation criteria is the result of the current assessment system that meets the highest educational evaluation criteria, namely daily assessments, structured independent assignments and structured. This can be seen from the assessment given by teachers in the form of independent assignments that are not done by allocation. Evaluations carried out by schools can be in the form of mid-semester evaluations, end-of-semester evaluations and evaluations organized by the government in the form of national standard school exams (USBN) (Rahman et al., 2023: 151).

Quality management in the context of education can be interpreted as a way or method to continuously improve performance on the results or processes in an educational institution by utilizing all available human resources and capital. The principles of quality management, which consist of: (1) focus on customers. Educational organizations / institutions depend on their customers, therefore organizational management must understand the needs of current and future customers; (2) leadership, leaders of educational institutions must determine the unity of purpose and direction of the organization; (3) involvement of people, people / employees of educational institutions at all levels are very important factors of an organization and their full

involvement will allow their productivity to be used for the benefit of the organization; (4) process approach, a process can be defined as the sequential integration of people, materials, methods, machines and equipment, in an environment to produce added value output for customers; (5) system approach to management. Identification, understanding and management, of interrelated processes (a system), will contribute added value to the effectiveness and efficiency of the organization in achieving its goals; (6) continuous improvement, Continuous improvement (Kaizen) of the overall organizational performance must be a permanent goal of educational institutions; (7) factual approach in decision making, effective decision making is a decision based on data and information analysis to eliminate the root cause of the problem, so that quality problems can be resolved appropriately; (8) mutually beneficial supplier relationships, organizations and suppliers have a mutually dependent relationship with each other. A mutually beneficial relationship is needed to increase joint capabilities in creating added value for educational organizations (8 Principles of Quality Management SMM ISO 9001:2008, 2023); (Armadan, 2023:130-131).

With the aim of ensuring high-quality education, the concept of quality management emerged as a strategic and systematic approach. Quality management focuses not only on the end result, but also on the educational process. By applying the principles of TQM and the sustainability approach, educational institutions can design a system of monitoring, evaluation, and continuous improvement to create graduates who are ready to face the demands of a dynamic world. By explaining the importance of quality education in the era of globalization and competition, then the importance of the role of implementing quality management, this article will explain how the concept can be a solid foundation for improving the quality of education at various levels (Armadan, 2023:131).

B. METHOD

This qualitative study analyzes quality management at Syekh-Yusuf Islamic University Tangerang-Indonesia. Data collection used in-depth interviews, observations, and document analysis. Informants included faculty, students, and the community. Data focused on quality management practices, events, and related documents.

C. RESULT AND DISCUSSION

Focus on customers

In TQM, both internal and external customers are drivers. External customers determine the quality of products or services delivered to them, while internal customers play a major role in determining the quality of the workforce, processes, and environment related to the product or service. According to (Rahmawati, 2015) focusing on customers is a strategy implemented by companies in order to serve customers better (Widjaja, 2015); (Mewengkang et al., 2023:637).

According to Goetsch and Davis (1994: 14-18) quoted by M. Nur Nasution (2015: 18) TQM has ten main elements, namely customer focus, obsession with quality, scientific approach, long-term commitment, teamwork, continuous system improvement, education and training, controlled freedom, unity of purpose, and employee involvement and empowerment (Savina, 2023: 3).

One of the variables that affects Total Quality Management is customer focus. Customer focus has a direct influence on customer satisfaction. So in a product or service, the customer focus factor needs to be considered. In the TQM system, both internal and external customers are drivers. External customers determine the quality of the products or services delivered to them, while internal customers play a major role in determining the quality of people, processes, and the environment related to the product or service (Nasution, 2005: 133); (Safina, 2023: 11). According to Whitely in Goetsch and Davis (1994: 149-150) quoted by Tjiptono and Diana (2001: 109-110) the characteristics of companies that are successful in forming a focus on customers include approaching customers by making it easy for customers to submit complaints, for example by letter, telephone, or coming in person. In addition to focusing on customers, obsession with quality also affects customer satisfaction. According to Tjiptono and Diana (2010: 158) obsession with quality is the attitude and commitment of the company to continue to provide the best quality in each of its products which is done only to meet the needs of both internal and external customers (Savina, 2023: 12-13).

According to Lupiyoadi (2001:158) there are several dimensions that need to be considered in service quality, one of which is reliability. Reliability is the company's ability to provide services as promised accurately and reliably. Performance must be in accordance with customer expectations, which means punctuality, the same service for all customers without error, a sympathetic attitude, and with high accuracy. In addition to the obsession with quality, continuous improvement also affects customer satisfaction. From several phenomena regarding customer focus and obsession with quality, continuous improvement is very important for TQM because every product or service is produced by a certain process in a system or environment.

Therefore, continuous improvement needs to be applied both in the process of creating products or services and in the people who implement them. Implementation of continuous improvement includes: Determining problems and possible solutions, selecting and implementing the most efficient and effective solutions, re-evaluating, standardizing and repeating the process (Tjiptono and Diana, 2001: 266-267). This requires follow-up to minimize the incident because service companies are involved in services where trust is a top priority. When customer trust begins to weaken, customers will switch to other service companies (Savina, 2023:14-15). According to Kotler & Keller (2021), customer satisfaction is a feeling of pleasure or disappointment that arises after comparing the performance (results) of a product that is thought to the expected performance (or results). Something that arises without coercion but arises by itself (Maulidiah et al., 2023:729).

Tjiptono et al (2020), stated that customer satisfaction or customer dissatisfaction is a comparison of consumer expectations to perceptions of actual service interactions. According to Kotler et al., (2021), customer satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the performance (results) of a product that is thought of to the expected performance. Consumers will feel satisfied if the consumer's desires have been fulfilled by the company as expected. With the added value of a product, customers become more satisfied and the possibility of becoming a customer of a product for a long time will be very large. Consumer satisfaction can be influenced by various

factors, including the quality of goods, services, sales activities, and company values. According to (Tjiptono, 2019a), customer satisfaction can be measured through the following indicators: 1) quality of goods; 2) quality of service; 3) price; 4) delivery time, and 5) security (Maulidiah et al., 2023:731).

Based on the above, product quality is something that is felt and understood as a hierarchical structure of tangible and intangible products (Toivonen, 2012). According to Daga (2017), product quality is very important to attract the main attention of a company, because product quality is closely related to consumer satisfaction which is the goal of a company's marketing activities. Previous research shows that product quality has a significant influence on customer satisfaction (Arsyanti & Astuti, 2016). In addition to being reviewed from product quality, customer satisfaction is also reviewed from the price given. Price perception is the money spent by customers on a product they want to buy (Rivai & Wahyudi, 2017). Price perception is an assessment of the price received by consumers and a comparison of the level of consumer dedication in terms of money with what is obtained by consumers for the products or services offered (Sofyan et al., 2022); (Silvia et al., 2023:669).

Previous studies have shown that price perception has a significant impact on customer satisfaction (Dzulkharnain, 2020). Furthermore, another aspect that strongly influences customer satisfaction is service quality. Service quality is the desired level of excellence of a service offered relative to price movements or expectations felt by consumers which is comparable to the company's ability to control price movements (Aryandi & Onsardi, 2020). According to Maulana (2016) service quality is a set of special activities to fulfill consumer desires from all expected product characteristics. For example, if customers feel fulfilled by the service provided, they tend to give positive recommendations about the service to potential customers. Previous studies show that service quality has a major influence on customer satisfaction (Lubis & Andayani, 2017); (Silvia et al., 2023:669).

In an effort to win the competition, companies are required to maintain and retain all their consumers by increasing customer satisfaction. Customer satisfaction means the appropriate results from customers in relation to the level achieved after consuming the product and the expected return (Triannah et al., 2017). According to Afnina and Hastuti (2018), customer satisfaction is a result of consideration after purchase and the option chosen is beyond customer expectations. This study was conducted with the aim of revealing the effect of Product Quality, Price Perception, and Service Quality on Customer Satisfaction (Silvia et al., 2023:663-664).

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Customer satisfaction is a measure of how products or services provided by a company can exceed customer expectations (Haralayya, 2021). According to Khairawati (2019) customer satisfaction is customer support in the form of a positive impression of the products or services recommended by the company. Creating customer satisfaction is the first step for a company in building good relationships with customers, the company benefits from the satisfaction given by loyal customers to the company (Azhari et al., 2015). According to Ostrom and Iacobucci (1993) there are dimensions of customer satisfaction that can be used such as price of good, service efficiency, attendant attitude, overall performance of the company, attendant attitude, and the closeness to the ideal company (Sivia et al., 2023: 665-666).

Creating loyal customers is the core of every business. Kotler and Keller quoted (Suhianto, 2022) stated that the only thing a company can create is the value that comes from the customer. It is all the value that is owned now and the value that will be owned in the future. A business is called successful if it succeeds in getting, retaining, and growing customers. Customers are the only reason a company builds factories, hires employees, schedules meetings, or engages in any business activity. Without customers, no one would have a business (Abbas and Riono, 2023). Customer loyalty is a very important aspect for companies and business people in general (Ariyani et al., 2022). This relates to how satisfied customers are with the services and quality provided by the company. Customer loyalty can bring great benefits to the company, including significant savings in expenses (Qomaria et al., 2023). This happens because loyal customers tend to use services or buy the company's products repeatedly. Customer loyalty arises when customers begin to be satisfied with a product or service they buy and the service they receive, because it meets their expectations. Thus, customers will remain loyal for a long period of time. In this context, customer satisfaction plays a key role in creating customer loyalty. Thus, business success depends not only on meeting customer needs, but also on the company's ability to understand and meet customer expectations in a way that is beneficial to both parties. Customer loyalty is a natural result of continued customer satisfaction, and this is a key factor in maintaining the continuity of the company's business (Susilo, 2022); (Hidayat et al., 2023:215).

According to Griffin (2010) as quoted in (Aleron et al., 2022) customer loyalty can be defined as a condition in which a consumer exhibits regular purchasing behavior or at least buys a company's products or services at least twice in a certain period. In this context, customer loyalty does not only mean making a purchase once, but involves a commitment to continue using the company's products or services. Providing good service to consumers, then consumers will feel satisfied with the service that has been provided by the company (Hidayat et al., 2023: 215-216).

Leadership

Human resource management (HR) in the context of Islamic educational organization leadership plays a crucial role in achieving organizational success. Challenges in managing HR, such as limited resources, individual diversity, social and technological changes, and maintaining a balance between assertive leadership and providing autonomy, require a wise strategy. This study explores the role of HR in Islamic

educational organizations, discussing the urgency of understanding and managing them carefully. By understanding and addressing these challenges, Islamic educational organizations can ensure their long-term success and relevance. These findings have significant implications for practitioners and academics in strengthening leadership practices in Islamic educational organizations (Aprida et al., 2024:153).

In the world of Islamic education, leadership is not just a position, but a calling to guide, inspire, and bring positive change to an organization. In this realm, human resources (HR) have an irreplaceable role. They are not only the backbone of daily operations, but also a key element in realizing the vision and mission of Islamic education that is aspired to (Muktamar et al., 2023); (Aprida et al., 2023:154-155).

Leadership in Islamic educational organizations requires qualities that are more than just administrative skills. It requires a clear vision, wisdom in decision-making, and the ability to inspire and foster a team. However, behind every successful leadership step, there are qualified, enthusiastic, and wisely led human resources (Nasir, 2023). As an integral part of society, Islamic educational institutions are not only responsible for providing access to religious knowledge, but also for educating generations who will become future leaders with integrity, competence, and global competitiveness. In the complex dynamics of Islamic educational organizations, leadership plays a crucial role in determining direction, inspiring, and ensuring the sustainability of the institution (Aprida et al., 2023:155). However, behind every successful leadership, there is a key factor that cannot be ignored: human resources (HR). Quality HR not only supports daily operations but also becomes a catalyst for organizational growth and transformation. Leadership in Islamic educational institutions is not just a position, but a calling to guide, inspire, and bring positive change to the organization (Rustamadji, 2020); (Aprida et al., 2023:155).

Given the complexity of the role of HR in the context of leadership of Islamic educational organizations, further research is needed to explore the dynamics of the interaction between HR quality and effective leadership practices. Through a deeper understanding of this relationship, we can identify strategies and best practices in HR management in Islamic educational institutions, as well as raise awareness of the importance of integrating Islamic values in leadership practices and HR development (Aprida et al., 2023:155).

People involvement

The final change that can be made in order to improve the quality of entrepreneurship education is to build an entrepreneurial ecosystem internally and externally in educational institutions. Within educational institutions, it is hoped that there will be a unit specifically tasked with internalizing entrepreneurial values and culture (Belitski & Heron, 2017). At the same time, efforts are needed to build collaboration with external parties such as the government and business actors (Walter & Block, 2016; Igwe, Okolie, & Nwokoro, 2021). Collaboration with external parties has been reported to be able to build congruence between the design of entrepreneurship learning and the context of real business life. This congruence is expected to build more proactive involvement from business actors and the government (Thomassen, Middleton, Ramsgaard, Neergaard, & Warren, 2019). Proactive involvement is an opportunity for

students, teachers and lecturers, and researchers to explore knowledge and experience from business actors and government, especially in relation to decision-making procedures, critical thinking skills, effective problem solving, and the development of strong work teams (Igwe, Okolie, & Nwokoro, 2021); (Affandi et al., 2023:825-826).

This research is important because if we refer to the available research, the level of job satisfaction and employee engagement and the influence of leadership are the main indicators. At the level of job satisfaction, according to a survey conducted by Aon Hewitt in 2020, only about 49% of employees worldwide are satisfied with their jobs (Hewitt, 2020). The rest may feel less motivated or less satisfied with their jobs. This indicates that there is a problem that must be addressed in terms of performance motivation. Furthermore, in terms of employee engagement, research by Gallup found that only about 36% of employees in the United States feel fully engaged in their work. This low engagement may indicate a significant motivational problem in the workplace (Guarino, 2020). Meanwhile, in terms of leadership influence, research conducted by the Harvard Business Review shows that leadership has a significant impact on employee performance motivation. A leader who can inspire, provide clear direction, and show concern for the needs and aspirations of employees can increase their motivation (Moss, 2021); (Indayanti et al., 2023:114).

Process approach

Quality principles are a number of assumptions that are assessed and believed to have the power to realize quality. In this regard, various experts and organizations try to formulate the most appropriate principles to be able to realize quality in an organization. There are eight quality principles based on the ISO version, namely: one of them is the process approach; as explained by (Siahaan et al., 2023: 5817-5818) that the process approach (process orientation); namely a desired result will be achieved efficiently, if the activities and related resources are managed as a process. A process can be defined as the sequential integration of people, materials, methods, machines and equipment, in an environment to produce added value output for customers (Siahaan et al., 2023: 5817-5818).

The task as an educator is that teachers provide learning to provide knowledge to students, either in a modern way or in their own version, while the function as a teacher explains the materials according to the educational path, while the educational staff's duties and functions are to manage or as a tool to assist in a process so that the school is realized or achieved, such as managing all administration. This educational staff management is also defined as the activity of directing others to achieve more efficient educational goals (Siahaan et al., 2023:5823).

Systems approach to management

Kast, and Rosenzweig stated that the system approach is a way of thinking to organize tasks, through a framework that describes internal and external environmental factors so that they form an integrated whole. Mukhneri stated that the system approach is a design methodology, conceptual framework, new scientific method, organizational theory, management system, operations research engineering method, and method to

increase cost efficiency and method to apply general system theory (Syukri et al., 2023:396).

In the education system, there are various elements that are collected, such as: objectives, students, management, structure and schedule, materials, teachers, facilities and infrastructure, media, technology, quality control, education costs, and so on. All of these elements are interrelated and support each other. If the system in education can be likened to a computer, then each component in it has its own tasks and functions that support each other, if only one is not working or functioning (for example the hard disk), then the computer will not be able to operate properly. Likewise with education, if there is a component that does not function properly (let's say the teacher), then the education will not be able to achieve the planned goals. From examples like this, it is clear that each component of education is interrelated and supports each other (Syukri et al., 2023:396).

The social system approach views the company as a complex system and operates in a complex environment called the external system. This approach assumes that the achievement of company goals cannot be separated from the contribution of all parties, especially the contribution of human resources and the surrounding parties (society, government). Management recognizes that the system in the company cannot be closed and directed mechanically. Various options are available to those in the company and those outside the company. Every employee, no matter how low their position and how small the services provided, still receives good treatment and appreciation because the human ego considers itself important (Mujiati, 2023:81).

The social system approach prioritizes harmonious relationships, good interactions, mutual respect, and mutual need so that there is a good total system. To achieve good goals, managers should realize that they need employee participation and loyalty. Conversely, employees must also realize that their needs can be met if the company makes a profit. The social system approach emphasizes awareness of the duties and responsibilities of each element, both individuals and groups, in order to achieve employee job satisfaction and optimal company goals. The social system approach will develop well if formal and informal communication is often carried out in the company. (Mujiati, 2023:82).

Continuous improvement

According to (Philip Kotler & Keller, 2008) Product excellence is a crucial element in marketing strategy because it can directly affect product performance before finally being closely related to consumer value and satisfaction. Then according to (Wijaya, 2019) Product quality is a product that requires only a little improvement and has better durability than products offered by competitors. According to (Tjiptono, 2017) Product quality reflects all aspects of the product offering that provide benefits to customers. Whether in the form of goods or services, the quality of a product is measured through various existing dimensions. The dimensions of product quality according to (Tjiptono, 2017) are:

1. Performance is the basic or core properties of a product, such as speed, comfort, and ease of use.
2. Durability is related to how long a product can be used. The longer the product lasts,

the more durable it is, and will be considered of higher quality than products that run out quickly or are easily damaged.

3. Conformance to specifications is the extent to which the basic characteristics of a product meet certain standards desired by consumers, or the extent to which the product is free from defects.
4. Features are additions that complement the basic benefits of a product. This feature is an option for consumers and can improve product quality if competitors do not provide similar features.
5. Reliability is the level of confidence that the product will not be damaged or fail in use. The more reliable the product, the more reliable it is.
6. Aesthetics is related to the appeal of the product to the five senses, such as physical form, artistic design, color, and others. This is related to the overall appearance of the product.
7. Perceived quality is the consumer's view or perception of the overall quality or superiority of a product. This is often influenced by factors such as price, brand, advertising, company reputation, and country of origin of the product.
8. Serviceability is the ability of a product to be repaired, including speed, competence, comfort, ease of repair, and satisfactory complaint handling. Products that are easy to repair usually have higher quality than products that are difficult to repair or cannot be repaired (Saipuloh et al., 2023:4446).

After that, according to (Poniman, 2017), customer satisfaction reflects the customer's response to a product or service based on a comparison between the performance received and the expectations they have. According to (Rifai, 2015), customer loyalty is when someone routinely buys the products offered, interacts consistently, and makes purchases within a certain period, while remaining loyal to all products offered by the company. Previous research results show that product quality has a significant effect on customer satisfaction and customer loyalty conducted by (Triannah et al., 2017); (Saipuloh et al., 2023:4447).

There are two basic approaches to organizational decision making: the pragmatic approach and the procedural approach. The pragmatic approach involves considering a series of reasonable and appropriate options, with a focus on improving the quality of decisions through a combination of rationality and creativity. This approach requires the availability of actual, complete, and reliable information as a basis for conducting the necessary analysis (Muktamar et al., 2023:26).

The procedural approach, on the other hand, involves evaluating decisions based on the process used in decision making (Mueller, 2014). In addition, decision makers in organizations need to understand various decision models. These models include the optimization or rational model, the satisficing or satisfaction model, and the mixed scanning model. The optimization or rational model is used to contemplate goals within existing constraints. The decision maker's attitude and organizational norms or policies play an important role in determining the criteria for achieving the best results. Alternative preparation involves evaluating potential future outcomes (Ivancewitsch, 2011), and optimal decisions are made by considering all relevant facts related to the decision at hand (Sobirin, 2007); (Muktamar et al., 2023:26).

In the satisficing model, decisions are made by selecting the first alternative solution that meets the decision criteria. This approach prioritizes efficiency and timeliness, selecting the first feasible solution rather than trying to collect all possible alternatives to identify the optimal decision. The satisficing model is well suited to addressing urgent needs, as it does not involve a thorough comparison of all alternatives against each other (Sobirin, 2007); (Muktamar et al., 2023:26).

On the other hand, the mixed scanning model aims to find, collect, process, evaluate, and consider information relevant to a particular decision. This model involves making fundamental decisions after evaluating all the most likely alternatives. It is aligned with the goals and objectives of the organization and can be applied to large-scale, long-term decisions or decisions with limited scope (Sola, 2018); (Muktamar et al., 2023:26). The decision-making process involves a series of steps or phases followed by an individual or group to choose an action or alternative from a set of available options. This process applies to a variety of situations, both personal and professional. The general steps in the decision-making process outlined by Nurfauzi (2023) and Marbun (2022) are as follows:

1. Identify the problem or goal: The first step is to recognize the problem or goal to be achieved. These problems may arise from changing circumstances, opportunities, or challenges that need to be addressed.
2. Gather information: Once the problem or goal is identified, the next step is to gather related information. Sources can include research, observation, interviews, and historical data.
3. Identify alternatives: With sufficient information, generate alternatives and solutions to solve the problem or achieve the goal. This step involves creative thinking to consider different approaches.
4. Evaluate alternatives: Assess each alternative by considering relevant criteria such as costs, benefits, risks, environmental impacts, and personal values.
5. Decision making: After presenting alternatives, select the one that is considered most appropriate or effective. Decisions can be made individually or collaboratively, depending on the nature of the problem.
6. Implement the decision: Once the decision is made, take the necessary steps to implement it. This includes allocating resources, planning, and implementing specific actions.
7. Monitoring and Evaluation: The decision-making process is not complete once the steps have been implemented. Continuous monitoring and evaluation ensures that decisions are aligned with expectations. Corrective action may be necessary if circumstances change or results deviate from expectations.
8. Reflection and Learning: The final step involves reflecting on the decision-making process. Lessons can be learned from successful and unsuccessful decisions, which can contribute to better decision-making in the future.

The decision-making process can be complex, especially in business and organizations. Emotions, social influences, and various psychological factors can play a role in shaping decision-making. Therefore, the skill of making the right decision has great value, not only in one's professional life but also in the personal sphere (Muktamar et al., 2023:20).

A model is an example that contains elements of simplification to be imitated (if necessary). Decision making itself is a sequential process that requires the use of models appropriately. The importance of models in decision making, among others, is as follows: To find out whether the single relationship of the elements is relevant to the problem to be solved/resolved; To clarify (explicitly) the significant relationship between the elements; To formulate a hypothesis regarding the nature of the relationships between variables. This relationship is usually expressed in mathematical form; To provide management for decision making; Decision making itself is a process that requires the use of the right model. The decision maker tries to shift the decision that was originally without calculation to a decision that is full of calculation (2023:1).

Mutually beneficial supplier relationships

The main objective of Supplier Relationship Management (SRM) is to build mutually beneficial two-way relationships between an organization and its suppliers. It consists of collaborative activities and relationship building targeted at the most strategic and critical supplier partners that provide the greatest added value to the company. Thus, SRM activities are an addition and complement to supplier performance and management activities targeted at most suppliers, but SRM activities are also inseparable and must be adjusted from each stage of the major process in the company, considering that each company has different business rules (Apriana, 2023:31-32).

The main objective of sustainable supply chain management (SRCM) is to meet customer demand. In sustainable supply chain management, there are participants from the material procurement cycle, production cycle, and distribution cycle, all of whom have different interests. Since all entities are interconnected, their actions impact each other. For example, all organizations down to suppliers must meet consumer needs for environmentally friendly products. These three factors also interact to influence each other's ability to achieve their respective goals. As a result, the SRCM issue becomes complicated (Hisjam, 2019). Few of the many researchers have examined how SSCM activities can improve organizational performance ((Baah & Jin, 2019); (Hong et al., 2018); (Tseng et al., 2020). (Najmi et al., 2018). According to (Najmi et al., 2018), implementing SRCM will help ensure long-term benefits for the company, customers, and the environment. MRPB strategy, on the other hand, is able to avoid or mitigate environmental damage, can optimize social resilience, and can encourage economic sustainability, according to (Primadasa & Sokhibi, 2018); (Alam et al., 2023:231).

As technology advances, all businesses operating in the same industry compete with each other or participate in intense competition (Hermanto & Achsa, 2021). For example, rival companies can currently act similarly when company X adopts a plan by running aggressive marketing and lowering the cost of its products. Improving supply chain performance is one approach to do this. This aims to create an effective supply chain for suppliers, manufacturers, distributors, retailers, and customers (Rantung et al., 2016). One of the keys for businesses to improve company performance and services is MRP, which encourages the establishment of effective performance in supply chain activities and produces high-quality services (responsive to consumer demand). According to a study by (Thatte et al., 2013) a higher level of MRP practice can increase a company's

competitive advantage and supply chain responsiveness. Therefore, it takes the implementation of a precise strategy from a business actor in facing competition. Thus, a business will be able to compete in selling products in the form of goods or services that it produces in achieving the goals and objectives of the business (Alam et al., 2023:231).

This can explain the role of supplier collaboration in providing raw materials and components for the automotive industry will have an impact on their business performance. In addition, the Company can contribute to sustainable MRPB initiatives on the supplier side by monitoring and auditing supplier sustainability performance and through training and supporting supplier sustainability goals (Shahi et al., 2020). The success of supply chain management performance is based on the Indicators contained in the supply chain in the form of Collaboration with suppliers, Environmental Conservation, Green Product Design, Logistics Optimization, Material Reuse. In implementing an effective supply chain, companies must make suppliers part of the company's long-term strategy in meeting consumer needs with diverse products, high product quality, cost reduction, and speed of market response. Based on this, MRPB increases opportunities to increase profits by utilizing existing assets. The company's human resources will also be increasingly skilled and technologically literate. Thus, the use of technology can be increasingly applied in the supply chain mechanism (Alam et al., 2023: 245). Konsep utama tentang kemitraan atau kerjasama pada pelanggan adalah kepercayaan. Hasil studi literatur mengatakan kepercayaan dalam kemitraan dapat tumbuh bersama waktu (grow or develop over time) sebagai hasil dari dicapainya kesuksesan yang berulang kali atau muncul secara spontan dengan dasar kelebihan dari suatu organisasi (Lazar, 2000).

Trust is built because of the expectation that the other party will act according to the needs and desires of consumers. The results of enjoying the products they trust will form loyal consumers, meaning that consumers will come back to enjoy the services provided (Hendika & Riorini, 2014); (Brahmono et al., 2023:122). Referring to the analysis of the research results above, the research conducted is due to the quality management of higher education institutions being a strategic issue to improve the performance of higher education institutions. The existence of this research contributes to the discovery of principles in quality management of higher education institutions. The current conditions show that the quality of college graduates is not always acceptable and able to work as expected by the world of work.

The principles of quality management, consisting of: (1) customer focus; (2) leadership, leaders of educational institutions must establish unity of purpose and direction of the organization; (3) involvement of people; (4) process approach; (5) systems approach to management; (6) continuous improvement; (7) factual approach to decision making; (8) mutually beneficial supplier relationships, organizations and suppliers have a relationship that is interdependent with each other (Armadan, 2023:130-131) has been analyzed so that quality management of education at Private Islamic Universities; including at the Syekh-Yusuf Islamic University Tangerang-Indonesia produces improvements in the performance of good quality graduates so that they can be accepted and are able to work.

D. CONCLUSION

Based on data analysis and comparison, the strategy for developing the quality of the Private Islamic Higher Education system should focus on:

1. International-scale academic quality: Meeting national and regional needs.
2. Strengthened management: Implementing accreditation, autonomy, and accountability.
3. Quality-supporting environment: Fostering a good academic atmosphere.
4. Humanistic approach: Prioritizing diversity and international networking to enhance human resources and reduce unemployment.

Indonesia should prepare for international competition by investing in competitive Islamic higher education tools and ensuring a superior governance system that upholds Islamic values. With stable academic support, especially in infrastructure, Islamic Religious Higher Education in Indonesia can thrive in the globalized world.

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