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The Implementation of Total Quality Management at MAN 2 Bogor

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ABSTRACT

This research is aimed to analyze TQM model that has been applied in MAN 2 Kota Bogor. This research also tried to find the implemented solution and strategies to enhance the implementation of TQM in MAN 2 Kota Bogor. This study is investigating the phenomenon that occurs in Madrasah environment, according to behavior, perception, motivation, action, etc. Research Object in this study is fundamental behavior that is suspended from the researcher observations, and then this study used qualitative research approaches. But to strengthen the data collected, quantitative approaches are used through survey. This study is explorative study to formulate quality management concept in education institutions of MAN 2 Kota Bogor. Research method used in this study is descriptive explorative and Analytical Network Process (ANP). *The research result show that MAN 2 Kota Bogor has been applied TQM gradually. All school components contributed in TQM implementation in MAN 2 Kota Bogor, such as head of school, teachers, administration staff, and all management divisions has their own functions and role. Solutions to the problems appeared based on the priorities are focus on the customers, followed by SOP to all of school activities, sustainability improvement, commitment, management process measurement, and total involvement. The strategies offered to enhance the implementation of TQM in MAN 2 Kota Bogor based on the priorities are human resource empowerment, followed by empowering teacher's discipline, develop powerful coordination, curriculum preparation, evaluation each semester, and giving trust to teachers.*

1. Pendahuluan

Education crisis revolves around the crisis of education management so that the quality of education is low and resources become ineffective. It occurred in Islamic educational institutions where the first aspect is because they implement modern systems but the way is still stiff so that the result is not maximum. The second aspect is that the organizers of the foundation where the management board of trustees intervened academic affairs, another problems is that there are many madrasah that still use the traditional management model, they are the model of paternalistic management or feudal (Mastuhu, 1999).

*There are three fundamental problems faced by madrasah today, they are: first, the problem of identity of madrasah. This problem comes from the madrasah response to the reality that developed in the community. The reality of Indonesian society today, is in a period of transition as the impact of the reform process.

Judging from the structure of science developed in the school, it is the time for the expert, qualifications and competence of the key considerations in the recruitment of educators in

madrasah. In addition, some of these considerations, teachers should also be introduced to the tradition of madrasah as an institution that is close to Islamic tradition, so that the values of Islam will not be ignored.

In its growth, the school was born from the community of people who come from economically disadvantaged families, so that these conditions pose a very difficult situation for madrasah. For the management of madrasah-oriented society has spawned so difficult to overcome diversity management standards to improve the quality of education.

Each institution should come first in the learning process of quality assurance and management. In this context, the presence of a new paradigm known as total quality management or Total Quality Management (TQM) became apparent as an alternative solution for the improvement and quality assurance of educational institutions (Nanang, 2008).

TQM is a paradigm of continuous improvement to provide a set of practical tools to each institution to meet the needs and expectations of its customers now and for the foreseeable future (Sallies, 2002). The quality of

education is not something that stands alone, but it is the unity of interrelated as a process within a system. In other words, the issue of quality education cannot be separated from the three elements of education that is the input, the process and the graduates (Syafaruddin. 2002).

TQM consists of three elements; they are total, quality and management. The word "total" in the concept of TQM is defined as the integration of the entire staff, distributors, customers and other stakeholders (total is the integration of the staff, suppliers, customers and other stakeholders). This means everyone in the organization involved in completing the product or serve customers. In other words, the "total" in the concept of TQM is taken to any person instrumental in the success of the whole process of work or activity (Paul, 1996).

The second element of TQM is "Quality". Quality has many definitions, both conventional and strategic. Conventionally, quality usually directly describe the characteristics of a product, such as the performance (performance), reliability (reliability), ease of use (easy of use), aesthetics (esthetics), and so forth. Another definition of a more strategic quality is everything that is able to meet the desires or

needs of customers (meeting the needs of customers).

In the concept of TQM, a product / service quality can be said if it is able to meet predetermined specifications. Operationally, the quality is determined by two factors, they are the fulfillment of predetermined specifications and compliance specifications that are expected according to the demands and needs of customers. The first quality called quality in fact (true quality) and the second quality called perception (perception of quality) (Sallis, 2006).

Based on some understanding of quality above, it seems that the quality is almost always focused on the customer (customer focused quality) so that products are designed, manufactured, and the services provided to meet the customer's wishes. The problem is, the concept of quality can be regarded as a concept that is very subjective and relative. From one person to another will be different quality standards. Even someone may impose different quality standards at all other times. This is due to establish the quality of a product or service in general is influenced by subjective factors such as experience, purpose, hope, and so forth.

However, that does not mean the quality of production and service there is no standard, but can be measured by the criteria according to specifications, compatible with the goal of making

and using, without defects (zero defects) and it is always good from the start (right first time and every time). Therefore, in the production or services are not only limited attention to quality improvement but it is also important to seek the appropriate mechanism to ensure the quality assurance and quality control.

The last element is the management, it means managing the system by using measures such as planning, organizing, controlling, directing and others. Understanding others cite management as the process of planning, organizing, and controlling human and other resources to achieve goals effectively and efficiently.

From the definitions that have been put forward, it seems that TQM can be defined as a management system that involves all elements of personnel in the environment of a company, both the goods sector (good product) and the service sector (services) aimed to improve the quality, efficiency and effectiveness production in industrial environments as well as other institutions.

According to Patricia Kovel-Jarboe, TQM is a philosophy that emphasizes continuous improvement as a fundamental objective to improve the quality, productivity and reducing the cost. Another understanding states that TQM is one way to improve performance continuously (continuously performance improvement) on any operation or process level, in every functional area of

an organization, using all available human resources and capital.

Based on quality management, MAN 2 Kota Bogor is one of the schools courts which has implemented quality management in improving the quality of quality management in the school. Eventhough the application of quality management have not been fully implemented at MAN 2, but already there is a good beginning when MAN 2 applying TQM slowly. TQM will be made as models and applied in school, which is then evaluated. So that madrasah will have more achievements that anothe schools in Bogor.

This study aims to analyze the TQM model which has been implemented at MAN 2 Kota Bogor, to formulate alternative solutions TQM in MAN 2 Kota Bogor and to analyze the Implementation Strategy of TQM in MAN 2 Kota Bogor.

2. Method

This research was conducted at Madrasah Aliyah Negeri 2 Kota Bogor from October 2015 to February 2016. This study is a study of a phenomenon that occurs in madrasah relating to the behavior, perceptions, motivations, actions and so forth. Studied are fundamental behavior that depends on the observation that the researchers used a qualitative research. However, to strengthen the survey data obtained quantita-

tively. This study is exploratory, as it aims to formulate the concept of quality management Islamic educational institutions in Kota Bogor.

Qualitative research, or sometimes called naturalistic inquiry (natural research), is a certain tradition in social science that is fundamentally dependent on human observation in its own region and in touch with these people in their language and in their terminologies. Therefore, qualitative research is a procedure that produces descriptive data in the form of words written and spoken of people and behaviors that can be observed. This approach is directed at the background and the individual as a whole (holistic).

3. Finding and Discussion

Geographically, MAN 2 Kota Bogor is located at Pajajaran Street No. 6 Bogor. The location is very strategic because it is adjacent to the Masjid Raya Bogor, Bus Station Baranangsiang, Bogor Botanical Gardens/the Bogor Presidential Palace, a shopping center, and is located just down the road Jagorawi. Land area entirely + is 7,500 m² and has used the building as much as + 6,000 m².

Vision and Mission

Vision and missions are important to the organizational goals. Similarly, MAN 2 Kota Bogor sets a vision and mission for the achievement

of some organizations, especially in the advancement of education. The vision of MAN 2 Kota Bogor is "Making achievement and focused in *akhlakul karimah*". Then, to achieve the school's vision, MAN 2 sets out some of the following missions:

- a. Implementing learning and guidance effectively, so that every student develop optimally suitable potentials,
- b. Cultivating a culture of achievement to all citizens of madrasah through the optimization of the learning process,
- c. Foster the appreciation and practice of the teachings of Islam in order to become a good human being,
- d. Maintaining a healthy environment, conducive and harmonious,
- e. Applying participatory management by involving citizens and stakeholders Madrasah.

Vision and mission that has been set by the school must be obeyed and executed by the entire school community. Achievement not only in science, but also in the arts, creativity, innovation, and so on. That is why learning is currently run by the adjustment to the competence of learners. MAN 2 Kota Bogor also focused on learning and activities to shape the behavior and good character for students. The environment also needs to be

maintained and cared to keep it neat, comfortable, healthy and conducive for the entire school community. In order to carry out the whole mission has been established, the need for active participation of all people in schools and stakeholder of MAN 2 Kota Bogor.

Rules of Conduct

Some of the rules and regulations for students and other school communities have been set up in several chapters in the Regulations, Rules of Conduct and Ethics Students MAN 2 Kota Bogor. Based on the aforementioned articles, it will render some order MAN 2 Kota Bogor, are (MAN, 2014):

- a. Presence,
- b. Implementation of extracurricular activities,
- c. Implementation of the flag ceremony,
- d. School uniforms,
- e. Ethics participant attitudes of students inside and outside the school,
- f. Interaction between the opposite sex,
- g. Ethical use of school facilities and infrastructure,
- h. Coaching discipline rules and ethics of learners.

The state of Teachers, Employees and Students

Associated with conditions of students at MAN 2 Kota Bogor, starting today in 2015 as a

whole there were 1009 students, divided into several classes. For more details, it can be seen below.

The students at MAN 2 Kota Bogor

No	Class	Boys	Girls	Total
1	Class X	146	172	318
2	Class XI IPA	124	162	286
3	Class XI IPS	18	27	45
3	Class XII IPA	120	172	292
4	Class XII IPS	34	34	68
TOTAL		442	567	1009

Associated with the alumni information, since its establishment until now been passed by more than 5000 people. Many students continue their study to the public or private university, and also to abroad, which are:

1. Institut Pertanian Bogor (IPB), in the Department of Community Nutrition, Soil Science, Forestry, Marine etc.
2. University of Indonesia (UI), in the faculty of pharmacy, public health, medicine, (Medical Record), etc.
3. Institut Teknologi Bandung (ITB) in the Faculty of Mathematics and Physics.
4. Jakarta State University (UNJ) in the Faculty of Science, FIS, FPOK, FE, etc.
5. (UNS) Solo State University in the Faculty of Education (Physics, Indonesian, History, etc.)

6. (UNPAD) Padjadjaran University, Bandung, in the Faculty of Mathematics and Statistics
7. (UNES, Teachers' Training College) Semarang, in the Fakultas Mathematics Chemistry.
8. (UNESA, Teachers' Training College) Surabaya, in the Faculty of Education, History
9. (UNEJ) Jember, in the Faculty of Education, History
10. UPI Bandung (Bandung, Teachers' Training College) in the Faculty of Mathematics, Physics Education etc.
11. UNHAS SULSEL in the Faculty of Economics
12. UNSRI Palembang in the Faculty of Law.
13. (UIN Syarif Hidayatullah) Jakarta
14. (UIN Sunan Gunung Jati) Bandung
15. (STAIN) Serang, Cirebon, and others
16. University of Al-Azhar, Cairo, Egypt Faculty Dirosah Islamiyah
17. University in Madinah
18. University in Mecca

The Conditions of Infrastructures

The following will be parsed condition of facilities and infrastructure in MAN 2 Kota Bogor. MAN 2 Kota Bogor has facilities that are complete enough to support teaching and learning activities of students and teachers, they are:

- a. Teacher's room,
- b. Canteen,

- c. Student Cooperative,
- d. Collection of trophies,
- e. Health clinic,
- f. School yard,
- g. The committee room.

School Activities

In general, the activities at MAN 2 Kota Bogor as same as other schools. Implementation of the learning process at MAN 2 Kota Bogor starts in the early morning until late afternoon with the allocation of 45 minutes to one hour lesson. The curriculum used is the 2006 curriculum; learning schedule begins at 6:45 with the details of the mapping as disclosed below:

NO	TIME	ACTIVITY
	06.45	Preparing for reading the holy quran
	07.00-07.15	Reading the holy Quran in the class
1	07.15 - 08.00	Learning Process
2	08.00 - 08.45	Learning Process
3	08.45 - 09.30	Learning Process
4	09.30 - 10.15	Learning Process
	10.15 - 10.35	Resting
5	10.35 - 11.20	Learning Process
6	11.20 - 12.05	Learning Process
	12.05 - 13.00	Praying Dzuhur
7	13.00 - 13.45	Learning Process
8	13.45 - 14.30	Learning Process

9	14.30 – 15.15	Learning Process (Class XII)
10	15.15 – 16.00	Learning Process (Class XII)

The extracurricular activities at MAN 2 Kota Bogor are drum Band, PASSUS, PMR, Scout, Kopsis, KIR, Sports Achievement (Tae Kwon Do, Volly Ball , Basket Ball, and Football), Theater Arts, Journalism, and Islamic art. Among the existing Extracurricular Activities has often won various competitions in those events/tournaments, both of which are around the city of Bogor and national.

The Management Perspective Madrasah in Total Quality Management at MAN 2 Kota Bogor. Model Application Quality Policy in MAN 2 Kota Bogor

In the era of globalization with the very rapid acceleration, MAN 2 Kota Bogor certainly face challenges that are not small, especially in preparing the HR until later can be helpful in the real world, where not only have the ability to work in their field but will also have the ability to deal with change and can take advantage of the changes themselves creatively.

Therefore, to realize a superior human resources and can meet the needs of today's challenges, the need for integration of any school organization lines ranging from superior principals and school committees to the role of the learners themselves.

Based on interviews with several sources of researchers at MAN 2 Kota Bogor, yielded some results in the application of TQM models in the MAN 2 Kota Bogor:

a. The role of PR (Public Relation) in the adoption of TQM in MAN 2 Kota Bogor

Results interview with the head of the PR department of researchers led some role that PR to promote MAN 2 Kota Bogor to the public. The role of PR is:

- 1) In accordance with the field, then the PR is authorized and obliged to always maintain a good image of the school and out of school into the school. Everything activity or activities undertaken by the PR should bring the good name of the school and socialize positive things to the community,
- 2) PR plays an important role in communicating school programs, both internal and external of school. If there is an annual or other periodic event to be held by the PR, the PR has an obligation to communicate to all citizens and stakeholders of the school. Moreover, if the event involves parties outside the school, such as the sponsorship from various sources, as well as involving local communities,
- 3) Not only giving out information, public relations also play a role in seeking and getting information from the outside related matters with respect to the school (eg, community

perceptions of the school). PR needs to collect data from the community how perception and the public interest related to MAN 2 Kota Bogor,

- 4) PR also plays an important role in addressing the issues that are moving the outside world and the world of business (for example, empowering presence of alumni, cooperation and good relations with partners outside of school and in school, which in this case is the committee of the school and etc.), such as if there are alumni who want to hold an event there should be coordination with the internal side of the school, for it was in this case a public relations responsibilities. If there is no reception or channels scholarships to students, the public relations play an important role in mediating between students and scholarship. Other aid in the form of infrastructure that would be built, business (scholarships and job opportunities) also takes the role of public relations. In addition, the publicist also provide an alternative for students when it will pass and will plunge into the world of work.

In order to achieve the implementation of TQM in the school environment, then one of the special efforts that can be done by the school management, in order to increase the number of learners of which was obtained by circulating a

brochure at the time of new admissions, socialization by visiting schools or hold events at the school (school promotion), held educational expo, doing social activities involving business partners, as well as surrounding communities such as with social service and sacrifice, as well as holding school activities involving the community around the school.

Communication is not only done to external party's school. The most important thing is to establish good communication with parents. MAN 2 Kota Bogor and always sought to maintain good relations with stakeholders especially parents, therefore, to establish good communication with parents is needed. As for example with such meetings at the making of the report cards, during the school education expo activities also involve parents. In addition, communication with parents is also conducted through each home. Intensive communication between the parents with the school through various media, so that parents are always up to date information about school-related information and general information on the development of learners in particular.

The constraints faced by the public relations department in communicating to people in schools are:

- 1) The difference between the desire of teachers and management , so that public relations should mediate between the two,

- 2) Constraints in applying the rules,
- 3) Limited time owned by public relations , where there is time for public relations activities outside of school , but collided with the duties and obligations that exist in the schools,
- 4) Lack of infrastructure support.

Besides facing obstacles in communicating both internally and externally with the school, a public relations experience various kinds of constraints in socializing MAN 2 Kota Bogor to the general public. Some of these obstacles are:

- 1) Lack of infrastructure support in the socialization of school (for example, when the PR needs to make the brochure as a means of promotion, budget submitted to the management of the school is not sufficient or even a brochure that will be used as a promotional tool deemed necessary by management),
- 2) There are many differences of perception with the headmaster of MAN 2 Kota Bogor. This difference in perception for some parties considered a fairness, however, there needs to be reform for the betterment of the school of MAN 2 Kota Bogor,
- 3) Just as the obstacles faced for communication, socialization accompanied by con-

straints of time, namely the existence of overlapping obligations that must be resolved at the school outside of school.

b. Library Coordinator Role in Implementation of TQM in MAN 2 Kota Bogor

The results of interview with the head section of the library researchers produce some role that coordinators libraries create a comfortable and friendly library. So far the library of MAN 2 Kota Bogor has had a diverse collection ranging from textbooks, reference books, textbooks and reading books to support teaching and learning activities of students, as well as broaden the knowledge of students.

In accordance with SOP school, a minimum number of books available in the library should be about 150 items. Unfortunately, to date based on interviews with the chief coordinator of the library researchers, only 75 % just a collection of books that have been met. And the remaining 25 % is still budgeted. Borrowing books is done in several forms, they are:

- 1) Borrowing books daily,
- 2) Loan weekly for reference books or textbooks,
- 3) Loan per month for teachers to borrow books,
- 4) Loan per semester for student textbooks.

The libraries are always working to develop and constantly improve the library so it can be

loved and liked by the learners. These efforts are:

- 1) The atmosphere changed, made in very comfortable conditions, so that children feel comfortable, like air conditioning, so that students feel comfortable while reading a book,
- 2) Offer books favored by students. By first asked the students about the interests associated with the books,
- 3) Alumni also donated funds used to add to the collection of books.

c. Infrastructures Section role in the adoption of TQM in MAN 2 Kota Bogor

Results of interviews researchers with chairman of the facilities and infrastructure to provide information that the part of facilities and infrastructure at MAN 2 Kota Bogor has the duty and authority to help meet the needs of facilities and infrastructure to support the implementation of teaching and learning, as well as the implementation of activities to support teaching and learning at MAN 2 Kota Bogor. In addition, another task is to conduct an inventory of the tools of learning media. Availability of inventory tools of learning media is the responsibility of the means and infrastructure, so that it is always available and ready for use when it is needed. If the facilities and infrastructure required is not available, then the infrastructure charge held media learning tools needed by teachers, in coordination with the committee.

d. Quality Development Team Role in Implementation of TQM at MAN 2 Kota Bogor

Based on the organizational structure as outlined in the previous section, MAN 2 Kota Bogor has a development team of quality, whose function is to plan and ensure the application of quality development at MAN 2 Kota Bogor going well. Their quality development team at MAN 2 is a better value owned by MAN 2 to enhance customer satisfaction. MAN 2 also has twice visited by Wamendikbud. In addition MAN 2 being the only madrasah which apply online exam in the city of Bogor. This is certainly an achievement for MAN 2 because it can adapt to technology, particularly in the implementation of the test. The application of technology is very important in view of the implementation of the test can be made more independent and tailored to students' ability. It can also minimize the students to cheat each other. In general, in the learning process there is a special service. For special service itself is divided into two categories, they are smart categories (grades above KKM) or below standard (values below KKM).

e. Role in Implementation of TQM Curriculum Division at MAN 2 Kota Bogor

The results of the interview, the researcher with the head part of implementing the curricu-

lum to produce some role that govern all academic areas in school, starting from seeing the structure of the curriculum that applies, and both the local curriculum at MAN 2 do not exist in the government, and a third adapted to regulation there are (valid), then plot the distribution division of tasks, arrange additional tasks for teachers, and poured into the teaching schedule , directly refers to the process by which previously had no preparation . Education personnel should support it, to make the instruments and all the administration required by the teacher, as the semester program, the annual program by looking at the annual calendar including the RPP (lesson plan; serve as guidance in learning activities).

Curriculum applied MAN 2 customized with government regulations, curriculum 2006 for class 11 and 12 for general subjects and curriculum 2013 to the subjects of PAI, 10, 11 and 12. However, for class 10, all using the curriculum 2013 for all subjects. Additional curriculum of MAN 2 is reading the Qur'an and Tahfidz. For class 11 and 12 there are additional subjects as a preparation to face national examination (UN).

PBM (Teaching and Learning Activities) at MAN 2 tailored to the curriculum were implemented in accordance with the rules prescribed by the curriculum in 2006 and 2013. It cannot be applied totally to the children, because children need adaptation, the implementation is done gradually. The daily schedule of learners:

- a. Enrolled at 07:00 to 07:15 (tadarus Qur'an),
- b. 07:15 to 14:15 (KBM for grades 11 and 12),
- c. 07:15 to 15:00 (KBM to grade 10),
- d. 14:30 to 15:00 (the subjects for national examination for Grade 11 and 12).

Learning methods applied by teachers vary greatly depending on individual subjects. In this case the child be more active, while the teacher only as a facilitator or mediator. Curriculum implementation in 2013 is applied gradually, by first looking at the child's ability.

TQM weaknesses that have been implemented at this time, there has been no evaluation of the existing work program. The previous year has been evaluated by the R & D, but not the overall implementation of TQM. There are some programs that cannot be run with each reason, for example lack of budget. What are programmed different from the conditions in the field, so there are extra activities are not carried out, it means that 100 % is reached.

Solution implementation of TQM at MAN 2 Kota Bogor to achieve customer satisfaction, parents and student, the institution must make School Operational Standards (SOP) for all the activities here. SOP is not all there at MAN 2. For that we need the friendliness of educators, and employees. So there should be workshops for HR related about delivering service excellence, that

discipline to the duties and functions.

f. Student Section Role in Implementation of TQM in MAN 2 Kota Bogor

Student is a unity in the process of education of a school or madrasah. Duties and responsibilities is to manage all the interests and talents of the students. The guidance also carried out to establish the Islamic students' personal character, which suits the character is based on a religious school.

The steps to be done are to create a program of student development activities, including extracurricular, planting program code. The work done by the school management to increase the graduation rate of students, including by strengthening the learning activities through additional classes, additional tasks, monitoring is no TO (try out) better performed by the school independently, or performed by outside parties such as other universities (Gunadarma) and the local government.

g. The role of the Committee on Application of TQM in MAN 2 Kota Bogor

The Committee has a major role in financing in doing concerning the relationship of madrasah. The Committee may also propose and oversee the activities of school. The committee also needs to assess how graduates of MAN 2, how many percent go to university, what percentage of the work and so on. Principal role is to assist the

school, especially in the terms of financing. Another roles influence on school policy.

h. School Management Role in Implementation of TQM in MAN 2 Kota Bogor

All terms and policies established MAN 2 Kota Bogor is derived from the Qur'an and Hadith. Leaders set the policies but be authoritarian to approve whether yes or not in accordance with sharia. Some school management attempts to anticipate the magnitude of the needs of customers in the future, they are:

- 1) The need for this school is a mosque/mosque, is still centered in the mosque raya bogor. There needs to be a synergy between stakeholders, school management committees, and so on.
- 2) Work culture based on innovation, exemplary, responsibility, integrity, professional, etc.
- 3) Build public confidence in the school . If there is already kepercayaan it will be easier for schools to implement whole school activity that is supported by the surrounding community.

Strategy Implementation of TQM at MAN 2 Kota Bogor

- 1) Empowering HR/human resource development, the budget allocated in the proposed co-

operation with R & D, they are through increased madrasah, books and so on, supported by the community. Therefore there needs to be support for human resources capabilities. The improvement of human resource capacity can be done by conducting trainings/workshops/seminars for HR. The training not only in the form of hard skills but also soft skills training such service excellent service for a teacher, and so on,

- 2) Preparing a good curriculum according to the needs of the present (global) and preparing children to master international languages such as Arabic and English. More important is to prepare children in religious matters,
- 3) Disciplining of teachers in the implementation of tasks. Therefore, the first monitoring was to teachers, especially for the punctuality, the curriculum targets achieved, and better service to learners, then the child will follow,
- 4) Providing confidence to teachers to provide guidance to learners.

Alternative Solutions Implementation of TQM in MAN 2 Kota Bogor

Solutions offered related to the implementation of TQM in Madrasah according to sharia (achieve customer satisfaction, both parents and students), are madrasah should create SOP for all

activities in school and SOP are made to be sharia-compliant. In an organization, SOP becomes one important part to ensure all actions and activities according to the existing procedural and does not violate the rules that have been enacted. SOP is expected to improve the discipline of all stakeholders of the school. Some rules SOP, for instance the need for friendliness of educators, and employees. So there should be workshops for HR related about delivering service excellence. Discipline with the duties and functions.

Model ANP Application of TQM in MAN 2 Kota Bogor

The application of TQM at MAN 2 Kota Bogor has involved several important roles (divisions) that include school management, public relations, student, curriculum, library, facilities and infrastructure, the quality of development teams, and committees.

Analysis of Role of Leaders and Leadership Type Principal MAN 2 Kota Bogor in Implementation of TQM in MAN 2 Kota Bogor

Based on the results of research interviews with a number of staff, committees and learners at MAN 2 Kota Bogor can be concluded that the leadership style adopted by the school principal of MAN 2 Kota Bogor is an egalitarian. Where egalitarian models also fits perfectly with the culture built on TQM. In this egalitarian model, the principal of MAN 2 gives freedom to all teachers,

staffs and employees to work. Madrasah staffs can communicate either top-down or down-top, which is running up and down in his department and can even skip the other departments. Interdepartmental team can be set up to solve specific problems in this egalitarian leadership model.

Analysis Evaluation Customer Perspective (Students) on the application of TQM at MAN 2 Kota Bogor

According to Ali Murtadho, there are five qualities of service that must be realized so that the customer is satisfied by the concept of TQM, which are:

- a) Reliability (trust), a service to the promise;
- b) Assurance (collateral), which is able to guarantee the quality of services provided;
- c) Tangible (appearance), which display a physical school climate and school/madrasah conducive;
- d) Empathy (attention), is giving full attention to learners;
- e) Responsiveness (responsiveness), it is the right response to the needs of learners.

4. Conclusion

Based on the analysis and assessment of the implementation of Total Quality Management (TQM) at Madrasah Aliyah Negeri 2 Kota Bogor,

it can be obtained some very interesting conclusions. The conclusions are:

- a) The education at MAN 2 Bogor City has implemented TQM though still gradually (gradually). All components of the school participated in the implementation of TQM in MAN 2 Kota Bogor, both of principals, teachers, administrative staffs, students, school committees and some other relevant stakeholders. In the implementation, each division in school management of MAN 2 Kota Bogor has the function and role. Such as to achieve the implementation of TQM in the school environment, then one of the special efforts that can be done by the PR department is to distribute the brochure at the time of new admissions, socialization by visiting schools or hold events at the school (school promotion), held expo education, perform social activities that involve business partners as well as surrounding communities such as with social service and sacrifice, as well as holding school activities involving the community around the school. Part of the library have a stake in facilitating learners with complete books to support teaching and learning activities and the comfort of the reading room. Part of facilities and infrastructure plays an important role in facilitating learners with good facilities and infrastructure and adequate to support the

teaching and learning activities in schools, to the principal's role from setting goals and disseminate to all stakeholders of the school. After the set goals are approved then the principal can assign all components of school stakeholders to carry out its obligations in accordance with the duties and responsibilities.

- b) Several kinds of strategies that can be done by the school management to improve the quality of schools at MAN 2 Kota Bogor, which are the first, human resource development/enhancement of human resources, the budget allocated in the proposed cooperation with R & D, namely through increased madrasah, books etc, supported by the community. Second, preparing a good curriculum in accordance with current needs (global), preparing the child to master international languages such as Arabic and English. More important is to prepare children in religious matters. Third, teacher discipline in execution of duty. Fourth, Giving credence to the teacher to provide guidance to students. Fifth, Building a strong coordination between stakeholders, in terms of implementation return to the policy of each teacher are important no evaluation. And sixth, there is an evaluation per semester so that the value of the child on the KKM.

- c) This study will provide alternative solutions, especially in the implementation of TQM implementation at MAN 2 Kota Bogor, and can generally be applied in another Madrasah Aliyah to accommodate TQM as part of the development of quality in school. The solutions offered related to the implementation of TQM in Madrasah (to achieve customer satisfaction, both parents and students), are Madrasah Aliyah must make SOP for all activities in school and SOP must be made in accordance with sharia. In an organization, SOP becomes one important part to ensure all actions and activities in accordance with the existing procedural and does not violate the rules that have been enacted. SOP is also expected to improve the discipline of all stakeholders of the school. Some SOP rules such as the need for the user from educators and employees. So, there should be workshops for HR related about delivering excellence service.

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