

## Reconstruction of the Quality Management Concept in the Perspective of Contemporary Islamic Education

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### Abstract:

This research aims to analyze the implementation of quality management based on Islamic values in pesantren education and its impact on the character formation and discipline of students. Through qualitative methods with a case study approach, data were obtained through interviews, observations, and documentation in several pesantren. The research results show that the integration of Islamic values in quality management plays an important role in improving the quality of education, both academically and morally. Routine worship activities, such as congregational prayers and study circles, contribute to the improvement of discipline and the motivation to learn among students. In addition, policies that regulate discipline and behavior based on Islamic values create a more holistic educational environment. Nevertheless, the main challenge faced is the sustainability and consistency of implementing these policies, which require systematic evaluation and control. The implication of this research is the importance of structured management in integrating religious values into education to ensure a sustainable positive impact. Periodic evaluations of the implementation of quality management policies based on Islamic values are also necessary to ensure the optimal quality of pesantren education.

**Keywords:** *Morals, Discipline, Quality Management, Islamic Education, Students*

### Abstrak:

Penelitian ini bertujuan untuk menganalisis penerapan manajemen mutu berbasis nilai-nilai Islam dalam pendidikan pesantren dan dampaknya terhadap pembentukan karakter dan kedisiplinan santri. Melalui metode kualitatif dengan pendekatan studi kasus, data diperoleh melalui wawancara, observasi, dan dokumentasi di beberapa pesantren. Hasil penelitian menunjukkan bahwa integrasi nilai-nilai Islam dalam manajemen mutu berperan penting dalam meningkatkan kualitas pendidikan, baik dari segi akademik maupun moral. Kegiatan ibadah rutin, seperti shalat berjamaah dan pengajian, berkontribusi pada peningkatan kedisiplinan dan motivasi belajar santri. Selain itu, kebijakan yang mengatur disiplin dan perilaku berdasarkan nilai-nilai Islam menciptakan lingkungan pendidikan yang lebih holistik. Meskipun demikian, tantangan utama yang dihadapi adalah keberlanjutan dan konsistensi penerapan kebijakan ini, yang memerlukan evaluasi dan kontrol yang sistematis. Implikasi dari penelitian ini adalah pentingnya pengelolaan yang terstruktur dalam mengintegrasikan nilai-nilai agama dalam pendidikan untuk memastikan dampak positif yang berkelanjutan. Evaluasi berkala terhadap penerapan kebijakan manajemen mutu berbasis nilai Islam juga diperlukan untuk memastikan kualitas pendidikan pesantren yang optimal.

**Kata Kunci:** *Akhlaq, Disiplin, Manajemen Mutu, Pendidikan Islam, Santri*

## INTRODUCTION

Quality management in the education sector has become an important focus in efforts to improve the quality of educational services (Rismawati, Ibrahim, & Arifudin, 2024). Quality education not only leads to academic achievement but also to the formation of character and life skills in students. In Indonesia, the phenomenon of unequal quality of education and the lack of optimal quality management implementation in various educational institutions, both at the school and university levels, has become a significant social issue. Therefore, the concept of quality management needs to be studied more deeply, especially from the perspective of Islamic education, which places great emphasis on moral and ethical aspects. This research is important because it can offer new solutions in integrating quality management with relevant Islamic values for contemporary education. This is important considering that Islamic education has a strong foundation in the formation of quality character.

Evidence found in the research (Tripitasari, Mispani, Ikhwanuddin, Zarnuji, & Wicaksono, 2023) shows that the concept of quality management plays a very important role in improving the quality of Islamic education in Indonesia. This research reveals that although the implementation of quality management in several Islamic educational institutions has been carried out, there are still many shortcomings in its implementation, which focus only on technical and administrative aspects. The conclusion that can be drawn from this evidence is that this research has the urgency to develop a more holistic quality management approach, which not only considers technical aspects but also encompasses the moral and ethical values that are the main foundation of Islamic education. Therefore, it is important to further explore how value-based quality management can comprehensively improve the quality of education.

Several studies have examined quality management in the context of education, both from a general perspective and more specifically in Islamic education. Previous studies have largely highlighted the implementation of quality management systems based on international standards, such as ISO and accreditation, in Islamic educational institutions (Umam, 2020). However, research that examines the implementation of quality management by integrating Islamic values in a more contemporary context is still limited. Many studies only examine quality management from an operational or administrative perspective without considering how the management concept aligns with Islamic teachings. However, Islamic education has a different approach in managing educational institutions, which includes spiritual and ethical aspects. Therefore, there is still a significant gap in the literature that integrates modern quality management concepts with relevant Islamic values.

Furthermore, research by (Parawansah & Sofa, 2025) suggests that the development of Islamic education management must integrate the noble values contained in the Qur'an and Hadith. They highlight that although many quality management systems are implemented in Islamic educational institutions, the spiritual and moral aspects are often neglected. Therefore, the conclusion that can

be drawn is that this research fills the gap in the existing literature by proposing a reconstruction of quality management based on the perspective of contemporary Islamic education, prioritizing religious values as the main guideline in educational management.

The main objective of this research is to develop the concept of quality management in Islamic education that is relevant to the challenges and dynamics of contemporary education. The question that will be answered in this research is how quality management can be applied in Islamic education with an approach that emphasizes moral and spiritual values, and how this concept can improve the quality of education in Islamic educational institutions. This research also aims to identify the challenges in implementing Islam-based quality management and to seek innovative solutions in the context of education in Indonesia. Thus, this research will provide new insights into educational management that not only focuses on technical aspects but also on the character and moral development of students.

Another piece of evidence found in the study by (Dalimunthe, 2023) mentions that education management based on spiritual values has a significant impact on improving the quality of education in the context of Islamic education. In her research, Zakiyah shows that the application of Islamic principles that prioritize ethics and morality can improve the educational environment and assist students in character building. In conclusion, this research aims to answer the question of how the reconstruction of quality management based on Islamic values can improve the quality of education in Islamic educational institutions, not only in academic achievement but also in the character formation of students.

Preliminary results from this study indicate that the reconstruction of quality management in Islamic education can be implemented by integrating Islamic principles, such as honesty, discipline, and purity of heart, into every element of educational management. Quality management based on Islamic education can make the character and morals of students a key indicator of educational success, in addition to academic achievement. This research also indicates that the implementation of quality management based on Islamic values not only improves the overall quality of education but also has a positive impact on the character formation of students. This is very relevant to the goals of Islamic education, which aims to shape a generation that is not only intelligent but also possesses noble character.

The research results by (Abidin, 2021) indicate that the implementation of Islamic education management based on religious values can significantly improve the quality of education and the character formation of students. This study emphasizes the importance of integrating religious values in every aspect of educational management, from planning to the evaluation of educational outcomes. In conclusion, this research indicates that quality management in Islamic education integrated with Islamic values will not only improve the quality of education but also play a significant role in the character development of students in accordance with Islamic teachings.

## RESEARCH METHOD

The unit of analysis in this study is the concept of quality management in the context of Islamic education applied in pesantren and other Islamic educational institutions (Deraman, Pabbajah, & Widyanti, 2022). The material object being studied is the application of quality management based on Islamic values in educational management. The main focus is how the quality management system is integrated with Islamic teachings related to the formation of character and student morals. This research will analyze various policies and practices carried out by pesantren administrators and Islamic educational institutions in implementing quality management principles, as well as examine the extent to which spiritual and moral values are applied in the educational process. In addition, this research will also consider the contribution of quality management to the improvement of educational quality, both in terms of academics and the development of students' character.

This research uses a qualitative approach with a case study type to delve deeper into the application of quality management based on Islamic values in education (Moleong, 2007). The qualitative approach was chosen because this research aims to understand phenomena in depth and not just measure certain variables. Case studies were selected because they allow researchers to comprehensively analyze how the concept of quality management is applied in various Islamic educational institutions, such as pesantren, Islamic schools, and madrasahs. In this research design, the researcher will observe and analyze real practices occurring in the field, including the challenges and successes in the implementation of quality management. In addition, this research will also identify the factors that influence the success or failure of quality management implementation in the context of Islamic education.

The sources of information in this research involve various parties directly involved in the educational process at Islamic educational institutions. The main informants consist of guardians, pesantren administrators, students, and educational institution representatives involved in educational management. Guardians and pesantren administrators will provide insights regarding the quality management policies and practices implemented in their institutions. Students will offer perspectives on how they perceive the implementation of quality management, especially in relation to character and moral development. Educational institutions, such as school principals or education managers, will provide information related to policies and strategies in managing education quality based on Islamic values. Through in-depth interviews with various informants, researchers can obtain rich and varied data on the implementation of quality management in Islamic education.

The data collection process in this research is carried out through three main techniques, namely observation, interviews, and documentation. Observation is conducted by directly observing the learning process and the implementation of quality management in educational activities at pesantren and other Islamic

educational institutions. The researcher will record how educational management is carried out, both in academic aspects and in the character development of students. In-depth interviews will be conducted with the previously mentioned informants to gain a deeper understanding of their views on Islamic-based quality management. These interviews will be semi-structured to allow informants to express their experiences and perspectives. In addition, documentation is also used to collect various archives, policies, and reports related to the implementation of quality management in Islamic educational institutions. All data collected through these three techniques will be used to analyze the implementation of quality management based on Islamic values.

The stages of data analysis in this research consist of three main steps: data reduction, data display, and data verification. Data reduction is carried out by filtering and organizing the information obtained from observations, interviews, and documentation. This step aims to identify the main themes relevant to the research. Data display is carried out by presenting the reduced data in a more structured and easily understandable form, such as in tables, diagrams, or narratives. Data verification is conducted to ensure the accuracy and consistency of information obtained from various sources. The analysis methods used in this research are content analysis, discourse analysis, and interpretive analysis. Content analysis will be used to identify patterns and themes that emerge from interview and documentation data, while discourse analysis is used to explore the meanings behind the verbal communication that occurs between administrators, students, and pupils. Interpretive analysis is used to provide a deeper interpretation of the obtained data by linking the results of observations and interviews with theories of quality management and Islamic education.

## RESULTS AND DISCUSSION

### Result

The results of interviews with pesantren administrators, guardians, students, and pupils show several relevant findings related to the implementation of quality management based on Islamic values in education. The data obtained can be presented in the form of a table as follows:

<b>Informant</b>	<b>Aspect</b>	<b>Findings</b>
Pesantren Management	Quality Management Policy	Pesantren management emphasizes the importance of integrating moral values into the curriculum.
Caregiver	Character and Ethics Formation	Caregivers observe the direct impact of quality management implementation on students' character.
Students	Learning and Discipline	Students feel an improvement in discipline and character development through the implementation of Islamic values-based quality management.
Students	Education Quality	Students report feeling more motivated due to the more structured and values-

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based management.

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Based on the interview results presented in the table, a pattern emerges indicating that all parties interviewed whether pesantren administrators, guardians, students, or pupils support the importance of implementing quality management based on Islamic values. The pesantren administrators stated that their policies focus on the integration of Islamic values into the education system. The guardians assess the importance of the character of the students formed through that approach. Students and pupils also feel more disciplined and motivated in their learning activities after the value-based quality management was implemented. This pattern shows a harmony between policies and student experiences, indicating that the implementation of value-based quality management has a positive impact on education in pesantren.

The patterns that emerge in this interview can be interpreted as the implementation of quality management based on Islamic values not only improving academic quality but also influencing the character development of students. This happens because the pesantren administrators and guardians recognize the importance of integrating moral and ethical aspects into education. The implementation of a quality management system based on Islamic values creates a more conducive educational environment for character building, in addition to improving discipline and learning motivation. This interpretation is based on the opinions of students and pupils who directly experience the benefits of the policy, indicating that this approach not only focuses on the technical aspects of education but also on the formation of good morals, in line with the goals of Islamic education itself.

Field observations indicate that the implementation of quality management based on Islamic values is evident in various aspects of pesantren life. The observational data can be presented in the form of a table as follows:

<b>Aspect</b>	<b>Description</b>
Teaching and Learning Process	Teaching integrates moral values into each subject.
Daily Life of Students	Students are involved in routine activities that emphasize character, such as congregational prayers, dhikr, and study groups.
Time Management	Students' time is strictly managed, including study time, worship, and social activities.
Policy Implementation	The quality management policy based on values is reflected in the rules that govern students' behavior and ethics.

From the presented observation data, a pattern is seen that quality management based on Islamic values is comprehensively applied in the life of the pesantren. The teaching and learning process not only prioritizes academic achievement but also includes the formation of the morals and character of the students. The daily life of the students is organized in such a way that they engage in various activities that support spiritual development, such as congregational prayers and study sessions. In addition, strict time management indicates a

structured approach to ensure a balance between education, worship, and social activities. The implementation of quality management policies based on Islamic values is reflected in the rules governing the behavior of students, which prioritize ethics and morality.

The patterns that emerge from this observation can be interpreted that the implementation of quality management based on Islamic values creates a more harmonious and conducive atmosphere in pesantren education. The teaching and learning process that integrates moral values makes students not only focus on academic achievement but also on character building. The daily life of students filled with spiritual activities such as congregational prayers and study sessions creates an atmosphere that supports the formation of better character. The implementation of strict time management demonstrates an effort to balance self-development in academic, religious, and social aspects. This interpretation shows that quality management based on Islamic values is more than just an administrative approach; it is also a profound method in shaping students' character and morality.

The documentation obtained during the research includes various archives and policies related to the implementation of quality management based on Islamic values in pesantren. Data that can be presented in tabular form is as follows:

<b>Document</b>	<b>Description</b>
Educational Policy	A document that regulates the policy for integrating Islamic values into the curriculum and management of the pesantren.
Evaluation Report	A report that reviews the results of the evaluation of the implementation of quality management based on Islamic values.
Board of Directors' Decision	A decision document containing the disciplinary and ethical policies implemented in the pesantren.
Student Handbook	A book containing guidelines on regulations, ethics, and behavior expected from students.

From the presented documentation data, it is evident that the policies implemented in the pesantren strongly support the application of quality management based on Islamic values. The educational policy documents detail how Islamic values are integrated into the curriculum and management of the pesantren. The evaluation report shows consistent efforts in monitoring and evaluating the implementation of these policies, which positively impacts the quality of education. The board of directors' decree emphasizes that discipline and ethics are integral parts of educational management. The student handbook serves as a reference for students to lead their daily lives in accordance with Islamic values. All these documents form a strong foundation to support the value-based quality management system being implemented.

The patterns in this documentation indicate that the policies and guidelines implemented in the pesantren strongly support the creation of an educational environment based on Islamic values. Detailed educational policies and

continuous evaluations demonstrate a serious commitment to implementing value-based quality management, which not only emphasizes academic aspects but also character and ethics. The board's decree regulating the discipline and ethics of students emphasizes that Islamic education does not only focus on academic aspects but also on moral formation. The student handbook, which includes behavioral guidelines, also shows that the pesantren strives hard to instill values in accordance with Islamic teachings. This interpretation indicates that the existing policies and documentation support the implementation of a more holistic and sustainable quality management system.

## **Discussion**

The interview results show that the implementation of quality management based on Islamic values has a positive impact on the character formation and discipline of the students. The pesantren administrators and guardians revealed that the implementation of quality management that integrates religious values not only enhances academic quality but also supports the moral and character development of the students (Adawiyah, 2023). However, some pesantren administrators also noted challenges in maintaining the consistency of implementing this policy. The dysfunction that may arise is if there is no systematic evaluation or control of the policy, its impact could be less than optimal. This indicates the importance of periodic evaluations to ensure that quality management based on Islamic values can be implemented sustainably and consistently in pesantren (Mediawati, 2023). Thus, although this implementation shows positive functions, the existing challenges must be addressed to maintain the sustainability of these positive outcomes.

The implementation of quality management based on Islamic values in pesantren aims to improve the quality of education holistically. This is done by integrating religious values into every aspect of educational management, which includes the character development of students. The formation of good morals is the main goal of Islamic education, which requires an approach that not only prioritizes academic achievement (Sujarwo, 2024). Interviews with pesantren administrators and guardians show that religious values, such as honesty, discipline, and responsibility, need to be applied in every aspect of education. This value-based quality management has a positive impact by creating a generation that excels not only academically but also possesses good character (Zain, Wilis, & Sari, 2024). This is closely related to the goals of Islamic education to shape individuals who are not only intelligent but also possess noble character.

Based on the results of the observation, the implementation of quality management based on Islamic values in the life of the pesantren shows a significant impact on the discipline and learning motivation of the students. Routine activities such as congregational prayers, study sessions, and dhikr not only strengthen the spirituality of the students but also cultivate disciplined habits that influence how they manage their time and study. This observation reveals that strict time management at the pesantren, which includes time for studying, worship, and social activities, results in students who are more orderly and focused on their educational goals. Students feel the positive impact of an atmosphere that supports character and moral development, in addition to

academic achievements. The implications of these observations indicate that an environment that supports spiritual discipline plays a crucial role in the formation of a better character (Handoko, 2023).

Regular worship activities conducted at Islamic boarding schools play an important role in enhancing the discipline and focus of students' learning. The correlation between worship activities such as congregational prayers and the improvement of study discipline shows that spiritual activities can create disciplined habits that positively impact academic performance (Athiyyah & Ridwan, 2024). Observation results show that students involved in worship activities have higher discipline in studying and living in the pesantren. This shows that quality management based on Islamic values, which involves discipline in worship, can influence discipline in academic aspects. Thus, the implementation of worship as part of time management in pesantren can create a more structured environment and support better academic achievement (Dhora & Abbas, 2025).

Evidence from the documentation of policies implemented in the pesantren shows that policies integrating Islamic values into quality education management significantly impact the character formation of the students. Policies regulating the discipline, ethics, and behavior of students serve as a foundation for creating an educational quality that is not only focused on academic achievement but also on the moral and spiritual development of the students. This documentation reveals that pesantren have clear guidelines related to behavior and discipline rules, which prioritize religious values. The implications of this evidence indicate that pesantren can function as more holistic educational institutions, where the quality of education is not only measured by academic aspects but also by the character and moral quality of students in accordance with Islamic values (Zahra, Widad, Salsabila, & Bakar, 2024).

Policies that prioritize Islamic values in the management of pesantren education quality improve students' character quality through the regulation of discipline and behavior. This policy documentation emphasizes that educational management that integrates religious values has a strong correlation with the formation of better character. The discipline and ethical regulations applied in the life of the pesantren play a role in creating students who are more disciplined, responsible, and possess good morals. The policy shows that education based on religious values can have a significant impact on the character development of students, which also affects the overall quality of education. Thus, clear and consistent policies are essential to ensure that Islamic values can be effectively implemented in pesantren education, leading to a generation that is not only intelligent but also of noble character (Fahrudin, 2023).

## CONCLUSION

The conclusion of this study shows that the implementation of quality management based on Islamic values in pesantren has a significant impact on the character formation and discipline of the students. The results of interviews, observations, and policy documentation reveal that religious values, such as discipline, responsibility, and ethics, are applied in various aspects of education at the pesantren, which not only improve academic performance but also strengthen

the character of the students. Although the implementation of value-based religious quality management provides positive functions, the main challenges faced are the sustainability and consistency of its application, which require more systematic evaluation and control.

The results of the observation show that routine worship activities, such as congregational prayers and study circles, contribute to the improvement of discipline and learning motivation among the students. This shows that spirituality applied in quality management can influence discipline and learning focus, which positively impacts academic achievement. Moreover, policies that integrate Islamic values into the quality management of pesantren have proven effective in creating a holistic educational environment, where the quality of education is not only measured by academic aspects but also by character and morals.

The practical implication of this research finding is that Islamic boarding schools need to continue strengthening the integration of religious values in their educational policies and practices. Structured and consistent management in implementing quality management based on Islamic values can create students who are more disciplined, responsible, and possess good morals. Therefore, it is important for the pesantren to conduct regular evaluations of the implementation of this policy to ensure its long-term impact remains optimal.

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