



PERFORMANCE BASED TEAMWORK MANAGEMENT IN IMPROVING THE QUALITY OF EDUCATION MAN 1 TULUNGAGUNG

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ABSTRACT :

Madrasah as an Islamic educational institution must be able to optimize the performance of their teamwork. Solid teamwork will provide convenience to institutions in managing the educational wheels that are run so that it becomes one of the ways to improve the quality of education in accordance with the 8 National Education Standards. Photographing MAN 1 Tulungagung This research uses a qualitative method, with a case study approach. Methods of data collection in this study using interview techniques, observation, and documentation. The research subjects were selected using a purposive sampling method with the Madrasah Head as the data source. The components of teamwork management include Context, Team Composition, Work Design, and Process. MAN 1 Tulungagung has a vision of Realizing an Intelligent, Skilled, Superior Islamic Generation in Science and Technology (IPTEK), Research and Good Morals and Environmentally Cultured Based on Mutual Cooperation, the compositional structure of the MAN 1 Tulungagung team has a quality assurance team which includes Student Affairs, Curriculum, Sarpras, Public Relations, and Head of the Program. The design of the work clearly has targets that must be achieved by the teacher board with the excellence of research madrasahs in collaboration with BRIN, with 48 titles of products and becoming national champions. While the components of the MAN 1 Tulungagung process apply marketing techniques, communication patterns in an egalitarian way, so there is no difference between educators and education staff.

Keywords: *Teamwork, Education Quality, MAN 1 Tulungagung.*

INTRODUCTION

Education is a subsystem which is also a complex system in life. As a subsystem, education is an aspect of life that is influenced by various interrelated external aspects such as political, economic, socio-cultural, defense and security and ideology that influence the implementation of education. Meanwhile, education as a system shows that education consists of various devices that influence each other internally so that in the series of educational input and output processes, the various devices or elements in it need to receive adequate quality assurance from the various relevant stakeholders.

Education is the basic foundation in improving the quality of Human Resources. A developed country is a country that pays more attention to its nation's education because education is an investment in the development of a nation. With education, a person can prepare himself with various knowledge and skills for his future¹. Human resources cannot possibly have high skills without a touch of education. Therefore, education designed for the nation's children must be quality education. The nation's children not only have the right to receive education, but more than that, the nation's children have the right to obtain quality education. The quality of education is a problem that is made the main agenda to be addressed in educational development policies, because only with quality education will quality graduates be obtained who are able to develop themselves, their families, communities, nation and state².

Public perception of madrasas in the modern era has increasingly made madrasas unique educational institutions. At a time when science and technology are developing rapidly, when the philosophy of life of modern humans is experiencing a religious crisis and when world free trade is getting closer to its gates, the existence of madrasas seems increasingly needed by people³. Quality educational institutions can be realized if they are supported by leaders who understand management because one of the most important aspects influencing the quality of education is leadership and quality management⁴. The aim of education quality management is to maintain and improve the quality of education on an ongoing basis, which is carried out systemically to meet the needs of stakeholders. This achievement requires effective management and strong leadership so that this goal is able to meet the hopes and desires of the community. Therefore, the quality management vision of educational institutions must take an active role in realizing the desires of stakeholders. In order for this desire to be achieved, an educational leader who is rich in ideas and has the courage to make strategic decisions is really needed.

Quality management is one of the important challenges faced by schools at all levels and types of education. For every educational institution, quality is the main agenda and improving quality is the most important main task. Some people argue that quality is considered something that is confusing and difficult to measure. According to Peters & Austin⁵, "Quality is something that is related to passion and self-esteem". Quality can be defined as something that satisfies and

¹ Tarsisius Wartono, Lisa Gracia Kailola, dan Bintang Simbolon, "Peningkatan Mutu Pendidikan Melalui Kepemimpinan Kepala Sekolah dan Budaya Sekolah di Lembaga Pendidikan Bina Pangudi Luhur Jakarta" 5 (2021).

² Arif Fiandi, "Kinerja Guru Dalam Meningkatkan Mutu Pendidikan Madrasah" 7, no. 4 (2022).

³ Nurul Yaqin, "Manajemen Lembaga Pendidikan Islam" 3 (2016).

⁴ Rosalina Ginting dan Titik Haryati, "Kepemimpinan Dan Konteks Peningkatan Mutu Pendidikan," no. 2 (2012).

⁵ Edward Sallis, *Total Quality Management in Education* (Yogyakarta: IRCiSoD, 2006).

exceeds customer needs. Of course, in the educational context, the customers referred to are students as internal customers and the community as external customers.

The form of educational management greatly influences the achievement of the quality of education. According to Veithzal Rivai & Sylviana Murni⁶, "Currently, national education is still faced with several prominent problems: (1) low equality of education, (2) low quality and relevance of education, and (3) weak education management." One of the competitive advantages of educational institutions to always be competitive in the world of education is through achieving product quality that has superior quality and is able to satisfy customers with all the attributes that customers want. However, in reality there are still many educational institutions that do not have good management in managing their education. The management used is still conventional, so it is unable to answer the challenges of the times and seems left behind by modernity.

A quality educational institution is an educational institution that is able to meet the criteria of the 8 National Education Standards regulated according to Article 1 of the National Education System Law Number 20 of 2003, which is then described in PP No. 57 of 2021. Meanwhile, based on the Program for International Study Assessment (PISA) in 2018 shows that the quality of education in Indonesia is still lacking or far from the specified standards and places Indonesia in 74th place, sixth from the bottom⁷.

According to Wahjosumidjo, the lack of quality of education in Indonesia is due to weak cooperation from all elements starting from school principals, teaching staff and educational staff, students, the community and the government. A quality education process will occur if it is supported by factors that support a quality education process. A quality education process must be supported by personnel, such as qualified and professional teacher administrators, counselors and administrators. This is also supported by adequate educational facilities and infrastructure, facilities, media and learning resources, both quality and quantity and sufficient costs, appropriate management and a supportive environment⁸.

The majority of people still believe that quality education can only be obtained at high educational costs. However, the successful performance of educational organizations is no longer solely seen from the perspective or indicator of high education costs, but also through the perspective of customer satisfaction, operational performance and organizational capabilities.

⁶ Sylviana Murni Veitzal Rivai, *Education Management* (Jakarta: Raja Grafindo, 2009).

⁷ "Peringkat Programme for International Student Assessment (PISA) Indonesia," *Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi (Kemendikbudristek)* (blog), 4 April 2023.

⁸ Hadi Mustofa, "Strategi kepala sekolah dalam mengimplementasikan standar nasional pendidikan," *Jurnal Manajemen, Kepemimpinan, dan Supervisi Pendidikan* Volume 4, Nomor 1 (Juni 2019).

This is the background that researchers focused on research at MAN 1 Tulungagung to examine teamwork management as an indicator for improving the quality of education.

Methods

This research is related to teamwork management in improving the quality of education at MAN 1 Tulungagung, namely qualitative research. In this research, the author uses a case study research approach. This research approach was chosen because it is used to describe what is true about a situation that occurred according to the case raised. Qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior⁹. Data collection methods in this research used interview, observation and documentation techniques. Research subjects were selected using a purposive sampling method which included the Head of Madrasah MAN 1 Tulungagung. The data obtained was then validated using data triangulation techniques between the results of interviews, observations and documentation.

Result

Teamwork Goals

According to Sopiah, the goal of Teamwork is to produce a performance that is greater than the sum of individual input. A work team generates positive synergy through coordinated efforts. Their individual efforts produce a level of performance greater than the sum of the individual inputs¹⁰. From the definition above, it can be concluded that the performance achieved by a team is better than the performance per individual in an organization or company.

Teamwork Components

The effectiveness of a work team is determined by several factors. Effective work teams have self-confidence. They believe they can succeed. The effectiveness of a work team can be assessed through the productivity of the work team, the level of satisfaction of superiors and the performance of the work team. The effectiveness of a work team is based on productive output and personal satisfaction. Satisfaction concerns the ability of a work team to meet the personal needs of its members, thereby maintaining membership and commitment. Productive output concerns the quality and quantity of task output as outlined by the work team's goals. Important work team characteristics are the type of work team, work team structure, and work team composition. Factors such as work team diversity in gender and race as well as knowledge, skills and attitudes can have a huge impact on work team processes and work team effectiveness.

⁹ Lexy J Moleong, *Metode Penelitian Kualitatif* (Bandung: Remaja Rosdakarya, 1995).

¹⁰ Dina Rolanna Simanungkalit, "Analisis Hubungan Kerjasama Tim Untuk Meningkatkan Efisiensi Kerja Pada PT Mitha Samudera Wijaya Medan," *Jurnal kerjasama* Volume 1, Nomor 4 (2013).

Team characteristics can influence internal processes within the team, which in turn impact output results and satisfaction.

When developing an increasingly improving performance record, a work team also increases their collective confidence that future business endeavors will result in success. Managers should also consider providing training to improve the technical and interpersonal skills of their members¹¹. Stephen and Timothy stated that there are 4 main components that form an effective work team, including:

1. Context

Other contextual resources and influences that make the team effective include: Adequate resources, which include timely information, appropriate equipment, adequate staffing and administrative assistance. A leader's leadership and structure must determine the schedule of skills that need to be developed in the group's way of resolving conflict, and making and changing decisions. Performance evaluations consist of fixed hourly wages and individual incentives, but in addition to evaluating and rewarding employees for their individual contributions, management should consider team-based appraisals, profit sharing, team-intensive revenue sharing and other system modifications that will reinforce effort and commitment. team.

2. Team Composition

According to Tarricone¹², Appropriate team composition is essential in the creation of a successful team. Team members need to be fully aware of their specific team role and understand what is expected of them in terms of their contribution to the team and the project. Teamwork is a very important element in Quality Management Integrated. A team is a group of people working together and having a common goal, namely to provide satisfaction to all stakeholders. Teamwork in an organization is an important component, considering that teamwork will increase self-confidence, communication and develop independence. Teamwork in handling projects to improve or develop the quality of education is one part of empowering employees and their work groups by giving them greater responsibilities. The existence of cooperation in an educational institution is the main capital in achieving quality and stakeholder satisfaction through a continuous quality improvement process.

Based on this explanation, team members must be fully aware of their specific team roles and understand what is expected of them in terms of their contribution to the

¹¹ Ahmad Abdul Jawwad, *Manajemen Tim* (Jakarta: PT Syaamil Cipta Media, 2006).

¹² Herdsa Stev, "Quality Conversations," *Research and Development in Higher Education* Volume 25 (2002).

team and the work. Team composition includes variables related to how team staffing should be structured. The abilities of the members consist of a team that requires a lot of thinking (for example solving a complex problem), a team that is highly capable (consisting of smart people) works well and the team leader must be a smart person so that he can help the members in working on a task.

Personality or the personality of the big five personality model is proven to be relevant to team effectiveness, including the suitability of a cautious attitude, openness to experience and emotional stability which tends to get a higher managerial assessment for team performance. Allocation of roles for managers must be able to understand the individual strengths presented by each member in a team. There are nine potential team roles, namely: Liaison's job is to coordinate and integrate, Creator's job is to propose creative ideas, Promoter's job is to fight for ideas after they are proposed, Assessor's job is to offer various insightful analysis options, Organizer's job is to provide structures, Producer's job is to provide rewards and follow-up actions, The controller's job is to check details and enforce regulations, The maintenance person's job is to combat external resistance, The advisor's job is to encourage the search for more information.

3. Job Design

An effective team must work together and accept collective responsibility for carrying out significant tasks consisting of:

- a. Freedom and the right to autonomy, authority to carry out any action suggested by the leader, manage themselves, exchange information, develop new ideas and solve problems, and coordinate complex projects.
- b. Diversity of skills there are three types of skills that a team must have to design a job, namely technical skills, other interpersonal skills, such as listening skills, giving feedback, conflict resolution.
- c. Task Identity the ability to complete all identifiable tasks or products.
- d. The importance or meaning of the design task of a job or project has a substantial influence on other people¹³

4. Process

Reflects things that happen in a team that affect the effectiveness of a work team, consisting of¹⁴

¹³ Wahyu kusuma Pratiwi Dwiarko Nugrohoseno, "Pengaruh Kepribadian Terhadap Kerjasama Tim Dan Dampaknya Terhadap Kinerja Karyawan," *Jurnal Ilmu Manajemen* Volume 2 Nomor 3 (Juli 2014).

- a. Team goals consist of general goals and specific goals. General objectives are a vision that means providing direction, momentum and commitment to its members, while specific objectives are a change from general objectives to realistic performance objectives that can be measured and specific.
- b. Level of Conflict: Task conflicts stimulate discussion, encourage critical assessment of problems and options and can result in better team decisions.
- c. Team effectiveness, an effective team has self-confidence in each individual member of the team.
- d. Social loafing is a negative synergy that functions within a work team. Effective teams must mitigate this tendency by holding themselves accountable at both the individual and team levels.

From the description and description of teamwork, in essence these four aspects influence each other. As a team leader, you are expected to be able to maintain a balance in all these aspects to increase the effectiveness of the team's performance.

The importance of teamwork in education

Teamwork in an organization is an important component in improving the quality of education, considering that teamwork will increase self-confidence, communication and develop independence. A team is a group of people who have a common goal. According to Sowel¹⁵, *Teamwork which Springs benefits in terms of higher productivity, better organizational performance, competitive advantage and increased product quality and quantity highly contributes to organizational productivity compared to other factors.*

It is explained that team work can bring benefits in terms of higher productivity, better organizational performance, competitive advantage and increased product quality and quantity which greatly contributes to organizational productivity compared to other factors. Humans are essentially social creatures, needing each other to fulfill their needs and improve their standard of living. This fitrah is emphasized by Islam. Islam commands us to help each other for goodness and benefit. Even more so towards fellow Muslims. In fact, Islam likens the brotherhood and relationships among Muslims to being like a building, where the structure and elements of the building need and complement each other, so that it becomes a building that is sturdy, strong and more useful.

¹⁴ Desmond McEwan, "A Systematic Review and Meta-Analysis of Controlled Interventions," *Journal Plos one The Effectiveness of Teamwork Training on Teamwork Behaviors and Team Performance* Volume 12 Number 1 (Januari 2017).

¹⁵ Sonal Agalwal, "Impact Of Teamwork On Organizational Productivity In Some Selected Basic Schools In The Accra Metropolitan Assembly," *European Journal of Business, Economics and Accountancy* Volume 04 Number 06 (2016).

An organization involved in quality improvement will benefit from having effective teams at all levels. In some educational sectors, teams have been developed as the basic unit of curriculum delivery and thus education has a good start considering that teamwork is a proven fact of success. This initial step allows educational institutions to have a strong foundation to build integrated quality.

Madrasas as one of the Islamic educational institutions must be able to optimize the performance of their teams. Solid team work will make it easier for institutions to manage the education they run. Team awareness is the main key in achieving the desired results. Teamwork will be carried out well if you pay attention to the importance of communication. In an organization, communication is important to support the smooth running of all its activities. Communication that goes well will further strengthen teamwork.

The explanation above shows how important teamwork is in an educational institution, because it allows educational institutions to have a strong foundation for building integrated quality, considering that teamwork will increase self-confidence, communication and develop independence.

Implementation of Teamwork Management as a Quality Improvement for MAN 1 Tulungagung

The quality of education is related to the efforts of the madrasa head as a leader and the performance of stakeholders as a teamwork that can make the implementation of integrated quality management successful¹⁶. To be a leader you must often be involved in teamwork. By participating in various collaborations, leaders can develop themselves to face problems when becoming a leader in an organization. In quality madrasas, it shows the importance of leadership and institutional performance or cooperation in a team. If integrated quality management is maximized, the quality of madrasas will increase as desired.

The role of the school that really determines the quality of education is the teachers and school principals. School effectiveness refers to the empowerment of all school components as a place of learning organization based on their respective main tasks and functions in the program structure with educational goals. An effective school is a school that has the ability to empower every important component of the school, both internally and externally, and has a good, transparent and accountable management system in order to achieve the school's vision, mission and goals effectively and efficiently. The principal is a functional teacher who is given the task of leading a school, where the teaching and learning process is held. The success of education in

¹⁶ Salma Nur Azizah Rahmawati dan Achmad Supriyanto, "Pentingnya Kepemimpinan dan Kerjasama Tim Dalam Implementasi Manajemen Mutu Terpadu," *Jurnal Dinamika Manajemen Pendidikan* 5, no. 1 (1 Oktober 2020): 1, <https://doi.org/10.26740/jdmp.v5n1.p1-9>.

schools is largely determined by the success of the principal in managing his institution which is supported by a good school culture. The school principal is one of the educational components that influences improving teacher performance and also building an effective school culture. In relation to the Teamwork component, MAN 1 Tulungagung Context has a vision of realizing an Islamic generation that is intelligent, skilled, superior in science and technology (IPTEK), research and morals and an environmental culture based on mutual cooperation. With this vision, MAN 1 Tulungagung is committed to becoming a disciplined and orderly Madrasah to realize these hopes. It is felt that the development of MAN 1 Tulungagung must be carried out. According to the Head of Madrasah, one of whom is collaborating with UIN Sayyid Ali Rahmatullah and Postgraduate Director Prof. Dr. H. Akhyak, M.Ag became Chairman of the MAN 1 Tulungagung Committee, previously one of the requirements was that all teacher councilors had to be scout leaders. Several ideas and concepts are designed in such a way as to achieve the objectives of MAN 1 Tulungagung.

Changes in times are moving so fast, all lines of life are required to be able to move with the flow of the times. Change requires that all lines of life, including educational spaces, be able to answer the complexity of problems that arise from the effects of change. Education faces various very complex problems in today's society¹⁷. Quality education will be the choice of its customers to determine the place where this dialectical space of knowledge is created. High quality education always begins with quality management¹⁸. The head of the MAN 1 Tulungagung madrasah maximizes external relations by collaborating and collaborating, one of which is the signing of the Saudi Arabian Education MoU. The application of academics using the SKS system has been proven by 9 people being able to enter their favorite PTN. For 2023, SNBP reaches the highest number of 50 students compared to Madrasah/Equivalent Schools in the Tulungagung area. Madrasahs as quality educational institutions must be proven by their ability to compete with other educational institutions. Always appears and is able to show achievements every time there is a competition involving educational institutions. The large number of achievements achieved by an educational institution certainly cannot happen by itself. Achievement can only be achieved through improving quality by implementing competitive strategies. This competitiveness strategy is needed to maintain the existence of an educational institution, including madrasahs.

¹⁷ Binti Maunah, "Pendidikan Dalam Perspektif Struktural Konflik," *CENDEKIA: Journal of Education and Teaching* 9, no. 1 (10 April 2015): 71, <https://doi.org/10.30957/cendekia.v9i1.53>.

¹⁸ Nuurun Nahdiyah KY dan Binti Maunah, "Kepemimpinan Transformasional di Lembaga Pendidikan Islam," *SCAFFOLDING: Jurnal Pendidikan Islam dan Multikulturalisme* 3, no. 2 (1 Desember 2021): 76–84, <https://doi.org/10.37680/scaffolding.v3i2.925>.

The success of an educational institution is not only supported by complete facilities and infrastructure, quality teachers, good student input, or the leadership of the school principal, but school culture also plays a major role in improving the quality of education which must be able to be created through its leadership. Culture is the soul of a school which can provide meaning to educational activities. If school culture is weak, then it is not conducive to the formation of the character of its students. On the other hand, a strong school culture will be a facilitator for the formation of students' character which will lead to improving the quality of education. The school's organizational culture will be able to explain how the school functions, what the school's internal mechanisms are, because school members enter the school armed with the culture they have, some of which are positive, namely those that support improving the quality of learning. And indicators of improving the quality of education in schools are the achievement of school accreditation scores and the average score of National exam results. The work plan carried out by the Head of Madrasah MAN 1 Tulungagung has a clear target, several of the madrasa's advantages, one of which is a research madrasah that collaborates with BRIN, with approximately 48 product proposals and becoming a national champion. One example of a title is Behind the Body of a Truck from a Community Perspective. Another advantage is the Madrasah Achievement Show activity with prizes on offer of up to 100 million with a total of approximately 1000 participants. The tahfidz Al-Qur'an program which also collaborates with Pesantren Panggung regularly also has students visiting Pesantren Panggung.

Components of the process for the Principal of Madrasah MAN 1 Tulungagung in communicating in an egalitarian manner, so that there are no differences with educators and education staff. In accordance with the results of research from Kurnia Putri¹⁹, namely good communication as a form of minimizing the occurrence of conflict. The problem is that sometimes teachers do not easily understand the abstractions intended by the madrasa head. However, the madrasa head always raises enthusiasm, motivates and builds potential. The head of the madrasah feels that the MAN 1 Tulungagung institution is loved more than himself. Madrasah heads must have skills in deception, including in marketing methods, but also for the good of the MAN 1 Tulungagung educational institution. The madrasa head always monitors educators and education staff regarding the achievement of targets that must be met. The head of the madrasah also applies a spiritual approach to ensure balance by routinely carrying out pilgrimages to various regions together every month.

¹⁹ Penny Kurnia Putri, "Manajemen Konflik dan Resolusi Konflik: Sebuah Pendekatan Terhadap Perdamaian," *Papua Journal of Diplomacy and International Relations* 2, no. 1 (30 Mei 2022): 16–34, <https://doi.org/10.31957/pjdir.v2i1.1945>.

In the learning process, teacher discipline is highly respected, both starting times and changing hours, where teacher absences are also absent from students. In addition to this, monitoring was also carried out by one of Mr. Soko's Curriculum Team who always went around at every change of learning hours.

The success of education and learning in schools, madrasas and universities is determined by the leader's ability to manage various aspects of the institution²⁰. One of the interesting things done by the Head of the Madrasah is by carrying out Islamic communication, motivation that teachers are a gift that not everyone is blessed with. Therefore, the foundation built by the head of the madrasah is a form of strengthening in carrying out the duties of educators by implementing professional themework. What is always instilled is that teachers must love their students for who they are. With a standard target for graduates, students can enter PTN. There is the term non-formal SKS which is being developed, teachers can take photos of the implementation of learning during the Covid-19 pandemic. By implementing effective learning by combining offline and online learning. Mapping of students who can be targeted according to SKS.

The quality of education is related to the school principal's efforts as a leader and the performance of stakeholders as a teamwork that can make the implementation of integrated quality management successful. To be a leader you must often be involved in teamwork. By participating in various collaborations, leaders can develop themselves to face problems when becoming a leader in an organization. Quality schools show the importance of leadership and institutional performance or cooperation in a team. If integrated quality management is maximized, school quality will increase as desired. The team composition component is carried out through implementation with a focus on intellectual migration for teachers, openness for teachers to continue their education to a higher level and the fulfillment of technical guidance related to learning. MAN 1 Tulungagung also has a Quality Assurance Team which includes Student Affairs, Curriculum, Infrastructure, Public Relations, and Program Chair. Madrasah heads must be able to understand madrasa management by achieving common goals. In accordance with Lasiyono's writing²¹. Leadership is the process of moving, influencing, motivating and directing members of a company to achieve common goals.

²⁰ Prim Masrokan Mutohar, *Visionary Leadership Strategi Membangun Brand Image Dan Daya Saing Perguruan Tinggi*, Cetakan 1 (Malang: Deazha Prima Nusantara, 2023).

²¹ M. Munawir Lasiyono, "Pentingnya Kepemimpinan dan Kerjasama Tim dalam Implementasi Manajemen Kualitas Terpadu Pada PT. XYZ," *Syntax Literate; Jurnal Ilmiah Indonesia* 7, no. 1 (15 Februari 2022): 1698, <https://doi.org/10.36418/syntax-literate.v7i1.6275>.

Research results from Sri Wartini²², stated that group collaboration leads to better efficiency and effectiveness. This is very different from work carried out by individuals. Every team and individual is closely related to cooperation that is built with awareness of achievement and performance. MAN 1 Tulungagung teachers are given the freedom to choose their own colleagues according to their individual wishes. On this basis, because there are considerations from the head of the madrasah, it is related to the Chinese Theory (Mapping) which includes the elements of water, metal, earth, fire and wood. Apart from that, analysis of the birth of the teacher council. The Head of the Madrasah believes that harmony at MAN 1 Tulungagung is bestowed upon internally selected people. The team is one of the factors of organizational success, meaning that all members of the organization and educational institutions work together for a predetermined goal that focuses on customer satisfaction. In balance theory, it is explained that a group will be successful if it has good members and good management, so teamwork and leadership are interconnected. Newcomb in Hastuti & Wijayanti, Teamwork in schools means that all members of the educational institution must participate in the activities of the educational institution so that a team is formed. The quality of education is not only seen from the quality of its graduates, but can also be seen from the fulfillment of school needs in accordance with the quality standards in the applicable law.

It is not uncommon for an organization to include managing teamwork to complete work. A solid team will successfully carry out the organizational tasks assigned to them. They have a strong commitment to implementing important decisions that have been formulated and agreed to be implemented jointly. But there are also some members in teams or groups who cannot adapt to their environment to work together. People who fall into this category will become obstacles to progress for an organization. Organizational activities can be effective if individuals and other work groups have interdependence that can create mutually supportive working relationships with each other, towards achieving organizational goals, trying not to create differences which will ultimately become a conflict. To create a more conducive work atmosphere, a strategy for managing conflict is needed. Strategy is a company's work plan which aims to create competitive advantage. Strategy can be seen as a tool that can determine organizational steps both in the short and long term. Thus, it can be concluded that strategy is a series of activities that take into account aspects of an organization's strategic goals by using methods that are right on target and appropriate, especially in managing human resources as the main element that has an important role in the sustainability of organizational performance.

²² Sri Wartini, "Strategi Manajemen Konflik Sebagai Upaya Meningkatkan Kinerja Teamwork Tenaga Kependidikan," no. 1 (2015).

Performance management can be said to be successful if there is good cooperation within. With good teamwork, the organization will be able to resolve problems quickly and precisely. In a team, individuals tend to be more comfortable expressing a problem or opinion so they can immediately get help from other members. The principal's role is to be a leader who is able to motivate, mobilize his members and manage the organization well. It can be said that the principal must also create an effective and efficient work environment. Members of an organization must be able to work together well to achieve a goal. By achieving a goal, performance can be said to be successful.

Conclusion

A quality educational institution is an educational institution that is able to meet the criteria of the 8 National Education Standards. This is the quality benchmark for MAN 1 Tulungagung, the head of the madrasah makes every effort to improve the quality of the institution in various ways both internally and externally. One of them is improving internal performance by means of teamwork management. Components of teamwork management include Context, Team Composition, Work Design, and Process. MAN 1 Tulungagung has a vision of realizing an intelligent, skilled, superior Islamic generation in science and technology (IPTEK), research and morals and an environmental culture based on mutual cooperation. The composition structure of the MAN 1 Tulungagung team has a quality assurance team which includes Student Affairs, Curriculum, Infrastructure, Public Relations, and Program Chair. The work plan clearly contains targets that must be achieved by the teacher council with the excellence of research madrasahs in collaboration with BRIN, with 48 product titles and becoming national champions. Meanwhile, the components of the MAN 1 Tulungagung process apply marketing techniques, communication patterns in an egalitarian manner, so that there are no differences between educators and education staff.

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