

## **Management Analysis in Improving the Quality of Educational Institutions at the Central of *Jagaan Bestari Impian Bukit Mertajam* Malaysia**

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### ABSTRACT

This study aims to determine management in improving institutional quality at the Central of *Jagaan Bestari Impian* Bukit Mertajam. The research method used is qualitative, with a type of field approach. Data collection techniques were used, namely interviews, observation, and documentation. Data analysis in this study used the interactive model of Miles & Huberman, with research starting from data collection, data reduction, data presentation, verification, and narration of conclusions. Data validity techniques use extended observations and reference materials. The high quality of teachers and staff, efficient management, cooperation with parents/guardians and the community, and attention to children's health and safety are the main factors that support the development of children in this care center. With continuous monitoring and evaluation, the center can continue to improve its services and have a greater positive impact on children and the community.

### Introduction

In the 21st century, the technological era is characterized by rapid science, research, and technology (Puspitarini, 2022). It is not uncommon for us to complain about the low quality of Indonesian education. Education can improve and develop the potential within humans because human resources are one of the assets to enhance the quality of a nation (Indriani et al., 2018). Several

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problems in Indonesian education include minimal teaching and learning materials and inadequate infrastructure.

The management theories and concepts used today are not new from an Islamic perspective. Management has existed since God created the universe and everything in it. Sky management relates to management elements that make nature and its creatures. As caliph, Prophet Adam used this management element. This understanding is not far from Islamic management (Januar & Amsari, 2023). Quality education depends on the educational units' ability to transform knowledge so that students can obtain additional cognitive, emotional, and physical value. Educators are an essential component of improving the quality of education.

Nothing can replace them in the teaching and learning process, not even very sophisticated technology. Without qualified, professional, and dignified teachers or lecturers, the noble goals of education will not be achieved, no matter how much money is invested in improving the quality of education (Rahimah, 2022). To improve the quality of education, including learning outcomes, educational institutions must receive support from prepared resources (Mesiono et al., 2021).

The Bestari Impian care center has quite an influential role in helping to look after and guide elementary school children to teenagers aged 4-18 years. Each of the numerous and widespread care centers in Pulau Pinang has a role that is not much different and strives to improve the quality of students. To produce disciplined students of good quality, the care center institution must have good management because institutions that are said to be successful have good management in the care or education center.

The Care Center is a social entity with a central role in providing protection, care, and services to individuals or groups needing special attention. They serve various segments of society, including orphaned children, elderly parents, and individuals with special needs. Amid dynamic changes in society and increasing demands for social services, care centers need to continue improving their institutions' quality. One effective tool in achieving this goal is comprehensive management analysis.

The Bestari Impian Care Center, located in Bukit Mertajam, is one of the institutions that offers critical services to individuals in need. This institution has a noble mission to create a safe, comfortable, and supportive environment for its residents, focusing on holistic service and a better quality of life. To fulfill this mission and continue to increase its positive impact on society, the Bestari Impian Care Center is faced with various challenges and opportunities. Therefore, management analysis is key in designing appropriate improvement steps.

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Management analysis involves an in-depth review of an institution's operational and organizational aspects, including organizational structure, human resources, policies and procedures, finances, and organizational culture (Sinambela, 2020). This is a critical first step in understanding how an institution is run and managed. In the context of Pusat Jagaan Bestari Impian, this analysis provides a deeper understanding of how this institution operates, its goals and vision, and how it can continue improving the quality of its services.

The first step in conducting a management analysis is to identify the obstacles and weaknesses in the institution's management. These may include problems such as lack of financial resources, labor, or ineffective policies (Yusuf & Al Arif, 2015). Through this identification, institutions can take concrete action to overcome these obstacles. For example, institutions lacking financial resources can seek additional funding through fundraising efforts or collaborating with relevant non-profit organizations. If the main problem is a labor shortage, efforts can be made to recruit more volunteers or employees (Lestari, 2020).

Besides identifying obstacles, management analysis helps identify existing opportunities and potential improvements. There may be opportunities to increase operational efficiency, develop new programs, or improve workforce qualifications (Riniwati, 2016). By identifying these opportunities, institutions can design strategies to take full advantage of them. For example, if there is an opportunity to improve operational efficiency, agencies may consider using new technology or revising their operational procedures.

Management analysis also improves the quality of services the institution provides. By identifying obstacles, weaknesses, and opportunities, institutions can design improvement plans to improve the quality of their services (Hasanah et al., 2022). This may include improvements in physical care, psychosocial services, or education. Impian Bestari Care Centers can provide additional training for their staff, improve physical facilities, or develop more effective special education programs.

Institutional sustainability is also an important focus in management analysis. By identifying practical resources and policies, institutions can ensure that they can operate sustainably over the long term. This is important because institutional sustainability ensures that they can continue providing the services needed by their communities.

The results of management analysis can be the basis for designing long-term strategic plans. This plan will include concrete steps that will be taken to improve the management and quality of institutional services in the next few years

(Puspito et al., 2021). With this strategic plan, institutions can have a clear vision of the direction they will take and the goals they want to achieve.

In conclusion, management analysis is essential in improving institutional quality at the Bukit Mertajam Bestari Impian Care Center. Institutions can identify existing obstacles, weaknesses, opportunities, and potential improvements through this process. With exemplary commitment and effort, the Bestari Impian Care Center can continue to impact the communities it serves significantly. This way, management analysis is the key to achieving their noble vision and mission.

### **Research Method**

The method used in this research is qualitative. The data sources obtained in this research came from interviews, observation, and documentation (Sujarweni, 2014). These three activities were carried out at the Central of *Jagaan Bestari Impian* Bukit Mertajam. The interview was conducted with the Bestari Impian Care Center owner directly on behalf of Puan Nor Hasliza binti Mohd. Sukon. The data analysis in this research uses the Miles & Huberman interactive model (Setiawan, 2021). Miles & Huberman's interactive model is used because it is suitable for qualitative research using data analysis when the researcher is in the field or after returning from the field and then analyzing. Then, in this research, data analysis is carried out simultaneously with the data collection process. Data validity techniques use extended observations and reference materials (Sinta, 2019).

### **Result and Discussion**

#### **Definition of Care Center**

According to the 1993 guard center law (law 506), the purpose of creating this guard center is to check registration and strengthen the powers of the guard center and with cases related to the guard center for the good, welfare, and priority of the safety of residents. Meanwhile, according to Article 2 of Law 506, safeguarding is protection, supervision, independence, and training. The guard center is divided into two parts: the permanent guard center and the daily guard center. A registered care center is a guard center registered under Article 6 of Law 506. Article 5, paragraph 1 says that no one may run or take part in managing a guard center that is not registered under the law. Article 5, paragraph 2 says that it is a mistake for anyone who violates Article 5, paragraph 1.

Guard centers are divided into two categories, namely, the first is a daily guard center where the place accepts four or more people to be guarded for 3

hours a day at a specified time, at least three times a week, whether they receive wages or not. Second, a guard center stays in place and accepts four or more people to be looked after and live in it as residents, whether they receive wages or not. A person who is a relative or is related by blood is not counted as a resident in a care center under the provisions of the law. For example, mother, father, child, brother, brother, sister, grandfather, grandmother, grandchild, uncle, aunt or sibling's child.

The first requirement for establishing a guard center is to be registered with Suruhanjaya Syarikat Malaysia (SSM). Second, meeting the JKM minimum standards, including the ratio of teachers to the student category, both children and teenagers, aged 4 years and under, namely 1:5, aged 4 to 10 years, namely 1:18, then 10 years and over versus 1:18, guards may be a citizen or not, but must be aged 18 years or over, comply with the occupant ratio with floor space for teenagers measuring 3 square meters and children aged under ten years measuring 3.5 square meters, provide and show a balanced food menu and activity schedule according to the age criteria and needs of residents, the care center must have many facilities, complete equipment and furniture according to needs, be safe and meet the needs of residents, provide and collect data documentation at the care center. Third, assistance should be obtained from technical agencies such as local authorities (PBT), fire brigades, the Minister of Health, and the National Land Agency. Fourth, the application for registration is made through the relevant Regional Community Virtue Officer (PKMD).

### **Management Planning**

The Central of Jagaan Bestari Impian has four main management plans: management, finance, marketing, and operations. These four aspects have their own explanation, namely:

1. Management Aspect

The management aspect of the Dream Bestari Care Center was created by its founder, Puan Nor Hasliza binti Mohd Sukon, who acted as manager and then appointed experienced and qualified supervisors to supervise the educators and operations at the care center. Meanwhile, an admin and account assistant are appointed to manage finance and human resources matters.

2. Financial Aspect

Financial planning involves operational costs, employee salaries, and estimated monthly management costs for the guard center.

**Table 1. Capital Resources and Fixed Assets**

No	Capital Resources	RM
1	Fixed Financing	30,000.00
2	Personal Financing	20,000.00
	<b>Total</b>	50,000.00
No	Cash and Equipment Purchases	RM
1	Premise Deposit	9,000.00
2	Fire Deposit	1,000.00
3	Water Deposit	1,000.00
4	Purchase of operational equipment (stationery, kitchen equipment, paint, etc.)	5,000.00
5	Purchase of Fixed Assets (Chairs, Desks, Office Equipment, Printers, etc.)	30,000.00
	<b>Total</b>	46,000.00

**Table 2. Income and Expenditures**

No	Annual Income	RM
1	Registration and Annual Fees (RM200 X 90 people)	18,000.00
	<b>Total</b>	18,000.00
No	Monthly Income	RM
1	RM300 X 90 People	27,000.00
	<b>Total</b>	27,000.00
No	Monthly Expenses	RM
1	Employee Salaries and Bonuses	13,000.00
2	Rent	3,000.00
3	EPF & SOCSO	1,500.00
4	Necessity	300.00
5	Operational Expenditures	3,000.00
6	Petty cash	200.00
7	Other Expenses	300.00
	<b>Total Net Expenditures</b>	21,000.00
	<b>Profit (Amount A-Amount B)</b>	5,700.00

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### 3. Marketing Aspect

The identified target group is primary and secondary school children aged 7 to 15 years. This target is aimed at parents who work around Bukit Minyak, Juru, Simpang Ampat, and Bukit Mertajam. As a first step, it is estimated that 90 people will be registered. Marketing methods used include flyers, banners, open days, and the latest marketing technology, namely social media such as Facebook, Google, and other digital applications. However, the most effective marketing method is word of mouth, which is based on the quality of service that has been displayed.

### 4. Operational Aspect

Operational hours are set from Monday to Friday from 07.00 to 18.30. at the same time, Saturdays are only open for half a day from 08.00 to 13.00. Educators and caregivers consist of PERMATA (KAP) childcare providers and Early Childhood Education (DPAKK) holders who are trained and experienced. In addition, the teaching media used are Malay and English. Meanwhile, activities carried out at the Care Center include routine activities, self-care, homework guidance, and other activities such as learning Iqra and the Koran and several different programs. The ratio between children and educators is 1:18 for children aged 7 to 12, based on the provisions stipulated in the law -childcare centers act of 1993 (Act 506).

## Organizing Management

The aim of the Jagaan Bestari Impian Central in providing the best care services for children is clearly to achieve complete child development with appropriate techniques, methods, and approaches based on the child's abilities, skills, and tendencies. Competent educators are the driving force and leaders in achieving the following goals.

### 1. Target

- a. Providing the best service in educating, nurturing, and looking after children to achieve holistic development.
- b. It is becoming a One Stop Center for parents by providing all facilities such as PAUD, Kindergarten, Care Center, School Transportation, Iqra and Al-Qur'an learning classes, homework (PR) guides, and holiday programs.
- c. Providing 5-star services can be enjoyed by groups with low incomes at affordable prices.

- d. Making Bestari Impian an expert reference in the field of early childhood education.
- e. Become one of the well-known names in producing first-class human capital in the next five years.

## 2. Organizational Structure

The administrative and operational organizational structure at the Central of Jagaan Bestari Impian was created by its founder, Puan Nor Hasliza binti Mohd Sukon, who acted as manager and then appointed experienced and qualified supervisors to supervise the educators and operations at the care center. Meanwhile, an admin and account assistant are appointed to manage finance and human resources matters. Meanwhile, 5 teaching staff or guardians will carry out operations throughout the day.

## Supervision Management

The Tadika Bestari Impian monitoring center has two supervisions, namely:

### 1. Supervision of the Vigilance Center under the Department of Community Virtue (JKM)

Paragraph 4 of the Guard Center Law 1993 (law 506) stipulates that every guard center must be registered, and the application for registration of the guard center must be made following the requirements under law 506 and in the manner specified in the guard center regulation 1994. Therefore, the supervision provided by JKM to the guard center is as follows:

- a. Ensure that the duty center operations chain management complies with legal requirements and regulations.
- b. Providing care services to the target group is children. Non-governmental organizations can run care centers for people with disabilities, the elderly, and women.
- c. Must be registered under paragraph 6 of law 506.
- d. Care centers are listed according to the children's center group category.
- e. Every person/party who sets up or carries out the operation of a guard center (subject to the interpretation of paragraph 2) is responsible for or registers the guard center under the guard center act 1993 (law 506).

### 2. Supervision of the management of the guard center by the management

Supervision of the guard center under management has several parts

- a. Quality of Teachers and Teacher Assistants/Student Management Assistants

The quality monitoring section of teachers, teacher assistants/student management assistants refers to the direct involvement of teachers,



teacher assistants/student management assistants in forming children's thinking patterns and personalities. Teachers, teacher assistants, and pupil management assistants must have high qualifications, experience, knowledge, and skills, as well as interest and positive attitudes in every aspect related to handling center children inside and outside the classroom to achieve the desired quality of education.

b. Quality of Governance

The quality monitoring part of governance is management and administrative actions to achieve excellence, efficiency, equality, comprehensive involvement, transparency, and accountability. This section refers to the establishment of guard center management standards, which focus on monitoring and observation elements; the results of monitoring and supervision must be recorded.

Some things to monitor include:

- a. Internal monitoring/supervision of the guard center.
  - b. Internal supervision of the planning and implementation of the guard center is monitored.
  - c. External monitoring/supervision above the watch center management.
  - d. External monitoring/supervision over the planning and implementation of the watch center.
  - e. Conducted internal financial audits.
  - f. Conducted external financial audits.
  - g. Awards related to the care center received by the institution/teacher/student/student care assistant.
- c. Quality of Parents/Guardians and Community Involvement

The quality of parent/guardian and community involvement section refers to collaboration between the care center, parents/guardians, and the community to create positive relationships to support the child's overall learning and development. Some goal indicators:

- 1) (The number of formal activities carried out with parents/guardians and the community.
- 2) Formal communication to disseminate information to parents/guardians, caregivers, and the community.
- 3) Formal response from parents/guardians
- 4) Formal meeting with parents/guardians.
- 5) Formal meetings with parents/guardians support groups relevant to student needs.

d. **Quality Health, Nutrition and Safety.**

The Health, Nutrition, and Safety quality section refers to developing the emotional, cognitive and physical well-being and confidence of care center children. Children with a healthy body and a safe environment can focus more on learning and have positive concepts.

Some objective indicators:

- 1) Health checks are carried out on all care center students by the Malaysian Ministry of Health (KKM) / other Health Institutions recognized by the Ministry of Health.
- 2) UKS provided for students.
- 3) Functioning student toilets.
- 4) Toilets that meet specifications.
- 5) Students who are covered by insurance provided by the care center.

### **Management Evaluation**

The Bestari Impian Care Center has two evaluation management systems, namely through the institution holding power in the field of education or in the Malaysian structure, namely Jabatan Kebajikan Masyarakat (JKM) and a satisfaction survey of the care center through distributing questionnaires on Google Forms addressed to parents. The Bestari Impian Care Center carries out management evaluations once a year. Then, these two evaluation systems discuss when the evaluation is carried out.

1. Evaluation Through the Department of Community Virtue (JKM)
  - a. Check data and number of students according to the approved quota.
  - b. Checks related to safety include the expiration date of fire extinguishers, emergency equipment boxes, and the date of the operating permit.
  - c. Checking appropriate student food and clothing welfare.
  - d. Check the cleanliness of rooms, such as the bathroom, refrigerator, and all other areas of the room.
2. Evaluation through distributing Google Form questionnaires
 

First, the management of the Bestari Impian Care Center will send a questionnaire via Google form addressed to parents to fill in according to the satisfaction they feel while their child is at the care center. The questions include:

  - a. Are parents satisfied with the services provided by the Impian bestari care center?
  - b. Are the facilities provided appropriate? If you have suggestions or improvements, please convey them.

- c. Are parents satisfied with the transportation system provided? If you have suggestions and improvements, please share them.
- d. Are parents satisfied with the food menu provided? If you have suggestions or improvements, please convey them.
- e. If you have any other or additional suggestions, please share them.
- f. State the level of parental satisfaction with the overall services provided.

After parents have filled out all the survey forms, parents are then called to discuss suggestions and improvements.

## Conclusion

According to the 1993 Law (Law 506), the guard center was created to check registration and strengthen the guard center's powers and with cases related to the guard center for the good, welfare, and priority of the safety of residents. Meanwhile, according to Article 2 of Law 506, safeguarding is protection, supervision, independence, and training. In developing a guard center, you must pay attention to 4 management: planning, organizing, monitoring, and evaluation.

Management planning has four aspects: management, financial, marketing, and operational. Puan Nor Hasliza binti Mohd Sukon created the management aspect as the owner, then appointed several experienced and qualified supervisors to supervise the educators and the operations of the care center. Then, in the 1993 child care center law (UU 506), the ratio between children and educators was 1:18 for children aged 7 to 12 years.

The care center in organizing management aims to provide the best care services for children, clearly to achieve the child's complete development with appropriate techniques, methods, and approaches based on the child's abilities, skills, and tendencies.

The supervision management of the guard center is directly supervised by Jabatan Kebajikan Masyarakat (JKM) based on paragraph 4 of the 1993 guard center law (law 506), which states that every guard center must be registered, the application for registration of the guard center must be made following the requirements under law 506 and in the manner specified in the 1994 guard center regulations.

The guard center evaluation management has two systems, namely evaluation, carried out by the Jabatan Kebajikan Masyarakat (JKM), which is an evaluation through a survey by distributing questionnaires on Google Forms aimed at parents. Evaluations are carried out once a year to find out what deficiencies need to be corrected, according to Jabatan Kebajikan Masyarakat (JKM), and

evaluations are carried out to find out parents' satisfaction with the services provided by the care center.

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