

Management Of Internal Quality Assurance System Of Higher Education

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Abstract

The level of knowledge of university residents regarding the internal quality assurance system (SPMI) of higher education at Tanjungpura University is still at a low level and needs to be developed before the formation of an internal quality assurance system for educational units. Apart from that, educators' understanding is closely related to national education standards and their duties are still at a sufficient level so there is still a need to increase understanding in order to be able to carry out processes and evaluations in accordance with the standards. There is a need for development of teaching and education staff in terms of knowledge and skills in implementing internal quality assurance through special teams from outside the education unit to schools who are ready to be able to implement an internal quality assurance system. To be able to guarantee the quality of education, educational units need to form SPMI according to applicable standards and regulations. Even though the National Higher Education Standards (SNPT). seen from the accreditation score that reaches the highest standards. For this reason, studies are needed regarding the internal quality assurance system at the University so that it can gradually meet the SNPT or even exceed it.

Keywords: System Internal Quality Assurance, Higher Education

Abstrak

Tingkat pengetahuan warga perguruan tinggi mengenai sistem penjaminan mutu internal (SPMI) perguruan tinggi di Universitas Tanjungpura masih berada pada tingkat rendah dan perlu dikembangkan sebelum terbentuknya sistem penjaminan mutu internal satuan pendidikan. Selain itu pemahaman pendidik juga sangat erat kaitannya dengan standar nasional pendidikan dan tugasnya masih pada tingkat yang cukup sehingga masih perlu peningkatan pemahaman agar mampu melakukan proses dan evaluasi sesuai standar. Perlu adanya pengembangan tenaga pendidik dan kependidikan dalam hal pengetahuan dan keterampilan dalam melaksanakan penjaminan mutu internal melalui tim khusus dari luar satuan pendidikan hingga sekolah yang siap mampu melaksanakan sistem penjaminan mutu internal. Untuk dapat menjamin mutu pendidikan, satuan pendidikan perlu membentuk SPMI sesuai standar dan ketentuan yang berlaku. Padahal Standar Nasional Pendidikan Tinggi (SNPT). dilihat dari nilai akreditasi yang mencapai standar tertinggi. Untuk itu diperlukan kajian mengenai sistem penjaminan mutu internal di Universitas agar secara bertahap dapat memenuhi SNPT atau bahkan melampauinya.

Kata Kunci: Sistem Penjaminan Mutu Internal, Perguruan Tinggi

INTRODUCTION

Higher education has Tri Dharma (three main tasks), namely: education, research and service to public so that college tall obliged For increase its role in educating and improving community welfare (Tanjung et al., 2021). UU no. 12 of 2012, Article 1 Paragraph 9 says that The Tridharma of Higher Education is the obligation of higher education institutions to provide education, research and community service.

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The first point in the Tri Dharma of Higher Education is Education and Teaching. This really needs to be done in the continuity of education in an educational institution, be it a university, institute, high school, academy or other forms (Bridgman et al., 2019). Education and teaching are something inner effort Personal formation to comply with guidelines Which applies. Apart from that, education is a conscious effort that has been planned to create a learning atmosphere and learning process so that students can develop their potential. Meanwhile, if the teaching and learning process is not carried out well, it will have an effect on the progress of the nation itself, where human resources have minimal quality. For this reason, education and teaching are the most important points carried out by universities.

The second point of the Tri Dharma of Higher Education is conducting research and development. Matter This For reach objective College Tall that is own Source Power Humans who creative, intelligent, And critical (Kholmuminov et al., 2019). As example, country proceed Which There is in World Already own high research and development system. Therefore, countries that have research levels tall, now develop very fast Good from facet technology or even product other. One form of contribution so that the nation continues to progress and develop is by implementing research and development. Both of these things will have a positive impact on the economic, educational, social and other sectors. Therefore, as students and teaching staff, you must be accustomed to making research and reports, carrying out tasks according to your field. This is to advance higher education to be of better quality.

Furthermore points Tri Dharma College Tall final is devotion to community, namely by going directly into the field to help certain communities in several activities. One example of being able to serve the community is holding *workshops* or seminar. Where in procurement workshops or seminar must own team Which solid And one common goal. Without the soul and spirit of community service, of course there is no meaning. Students are only the forerunners of humans who are selfish and don't care about society. Matter That Of course No something Which Good, Where student is hope big this nation and is expected to be able to grow, develop, and become the hope of the nation's future (Berkovich, 2020).

Furthermore, from the explanation above, graduate competency standards stated in the formulation of graduate learning outcomes as referred to in the discussion above, are used as the main reference for developing learning content standards, learning process standards, learning assessment standards, standards for lecturers and educational staff, facilities and infrastructure standards. Learning, standards management Learning, And

standard financing Learning. Where each The above will be discussed in the next chapter as an in-depth study.

The formula for achieving good quality college graduates refers to the description achievements Learning graduate of IQF; And college tall must own equality with qualification levels at the KKNI.

Furthermore, from the discussion above, and in accordance with Law number 20 of 2003 concerning the education system, it is stated that higher education is carried out using an open system, meaning that every Indonesian citizen (even citizens of other countries) can enter as long as they meet the specified requirements, both academic and personality requirements. and administrative (McDonald III et al., 2022).

Colleges also have goals listed on PP number 60 of 1999, concerning Higher Education, article 2, namely: 1) Preparing students (students) to become members of society who have academic and/or professional abilities who can apply, develop and/or enrich the repertoire of science, technology and/or the arts , 2) Develop and disseminate science, technology and/or art and strive to use them to improve people's lives and enrich national culture (Indonesia, 1999).

Law No.20 of 2003 concerning the National Education System states that the System Education National is whole component education Which each other related in a way integrated to achieve national education goals, namely to develop abilities and improve the quality of life and dignity of Indonesian people. Increasing the ability to manage and develop higher education is very necessary, including using modern management principles that are quality-oriented. The essence of a higher education quality management system is centered on continuous improvement to strengthen and develop the quality of graduates so that they can be absorbed by agencies and the labor market.

To produce quality and dignified human resources, the development of the education sector is an important part and therefore education must be implemented in a more planned and programmed manner. Law No. 20 of 2003 concerning the National Education System mandates: "The National Education System must be able to guarantee equal distribution of educational opportunities, improve the quality and relevance and efficiency of education management to face challenges in accordance with the demands of local, national and global change so that educational reform is necessary (Cardno, 2018). in a planned, directed and sustainable manner." The meaning of the National Education System explains that the development of the education sector will face three main challenges, namely (1) equal distribution of opportunities and access to education, (2) increasing quality, relevance and competitiveness and (3) increasing governance, accountability and public image related to educational management efficiency.

The role of universities actually faces various big challenges. Therefore, higher education institutions are increasingly required to make breakthroughs in the field of science and technology in filling this new millennium. Apart from that, universities must be able to become conducive learning places for scientists to work and produce work or discoveries. Universities are also required to be able to educate future leaders and professionals. Therefore, to face various future challenges, whether we like it or not, higher education management must be reformed so that it can support optimal learning processes, creative, innovative scientific development and relevant and responsible community service in accordance with the demands of scientific and technological progress and the development of the needs of the user community. science and technology (Blankenberger & Williams, 2020).

Quality is an issue of globalization today, especially in the world of education. To be able to carry out their role as guardians of academic and scientific culture, universities are independent institutions, with governance based on accountable autonomy (UU No. 12/2012 concerning higher education). Higher education governance provides academic and scientific freedom for the academic community so that they are able to develop optimally to become superior academics and scientists. In this case, the concept of higher education autonomy is closely related to ensuring the quality of the learning process and its products, in order to fulfill the accountability of higher education institutions to stakeholders.

The various components that constitute accountability for higher education (managerial) performance, referring to Law No. 12 of 2012 concerning Higher Education, consist of main and supporting components in higher education, which basically include the main components, namely: 1) learning process, 2) curriculum, 3) lecturers, 4) learning facilities, 5) funding, and 6) research, which is supported by supporting components, namely: 1) management and 2) leadership. The quality of graduates does not just happen, it must be planned systematically using a management process to improve the expected quality of graduates. This quality improvement management includes preparing quality improvement plans, organizing, implementing quality improvement management, as well as monitoring and evaluating the quality improvement of graduates. The quality of graduates can be said to be the seed of future human resources. The low quality of graduates is also a problem in itself. The quality of educational outcomes in the form of graduates does not match the needs of society. Society and the world of work receive human resources according to the high or low quality of graduates (Irpan Nurhab, 2022).

The quality of higher education graduates is currently still a problem that must be found for a solution, higher education graduates do not meet the expected Indonesian

national work competency standards, there are still many complaints from users of higher education graduates who are not ready to work, still need training and work experience. Furthermore, this shows that the learning system carried out at the higher education level is still not optimal. Improving the quality of education so that higher education (PT) graduates are qualified in their fields is always sought by both the government and the private sector. The need to improve the quality of education can be stated by several facts, for example: the large number of PT graduates who are unemployed, more PT graduates are working in fields that are not appropriate to their fields and their graduates are not recognized, many PT graduates are only laborers/employees (Sulastrri, 2022).

The quality of graduates is a pillar for producing good and reliable human resources, so efforts to improve them must always be carried out continuously. But in reality, these efforts are still not optimal and satisfactory. In general, indicators for measuring the quality of graduates include (1) GPA; (2) Length of study; (3) Graduation predicate. However, to achieve success, universities need to ensure that they can improve the quality of life of graduates by entering the world of work. If this effort is successful, it means that the university will receive recognition from the community regarding the quality of education that has been implemented. The issue of the quality of graduates has become one of the central issues that is always hot and interesting to be discussed by various groups today. The quality of national graduates has not been able to increase significantly so that it satisfies all parties, especially users of educational results. Therefore, discussion after discussion, discussion after discussion, seminars, workshops and similar meetings continue to be held to find solutions to the problems of graduate quality both nationally and regionally (Nusran et al., 2018).

In facing the global era of quality issues, every higher education leader and the elements under him should think in a planned and simultaneous manner about how to improve the quality of graduates, research results and community service that can be guaranteed in accordance with the needs and demands of the community. increasingly complex. One effort to improve quality is to build and implement a quality assurance system for higher education so that the vision and mission of higher education can be achieved. Higher education in the era of globalization must be based on quality, how universities in educational service activities and human resource development have advantages.

The current reality shows that the quality of university graduates is not always acceptable and capable of working as expected by the world of work. The rise of higher education has the potential to decrease the quality of graduates, considering that

standardizing the quality of graduates is not the goal; but only seen from the quantity aspect; namely how to get as many students as possible. In this research there are phenomena related to quality assurance, which are characterized by quality assurance that has not been accredited by BAN-PT and the Internal Quality Assurance System that has not fully referred to SPM-PT. Apart from that, currently various efforts have been made to improve lecturer management at Tanjungpura University, Pontianak, but the implementation has not been integrated and still uses its own guidelines/criteria, for example the recruitment system, coaching system, remuneration, and so on. This kind of management causes the conditions of lecturers to vary, as well as the quality of lecturers being unequal because they do not use uniform parameters. This phenomenon must be overcome so that institutions can produce the quality of graduates that users expect, so that these institutions are in great demand by customers (parents/students). One effort that can be made to maintain and improve the quality of education is through the implementation of internal quality assurance (Jaliah et al., 2020).

According to Adina (in the journal Fitrah et al., 2018: 45) quality assurance in higher education as a whole is very important because the goal of education is not just for academics, but for the whole person. SPMI also plays an important role in answering various problems related to education and as a tool for analyzing the challenges of higher education. Quality assurance in higher education is carried out to measure how effective the academic policies implemented are and how high the quality of graduates they produce is. The internal quality assurance system (SPMI) in a tertiary institution is an independent activity of the tertiary institution concerned, so the process is designed, implemented and controlled itself by the university concerned without interference from the Government, in this case the Directorate of Quality Assurance. The Internal Quality Assurance System (SPMI) is a systemic activity for guaranteeing the quality of higher education by each university autonomously to control and improve the implementation of higher education in a planned and sustainable manner (Wijaya et al., 2021).

Higher education quality assurance activities are carried out in a system called the internal higher education quality assurance system which aims to guarantee the quality of higher education provided by each HEI, through the implementation of the Tridharma of Higher Education, in order to realize the vision and meet the needs of internal higher education stakeholders (Debby Willar, 2015:193). Although each university can develop SPMI individually autonomous or independent, but there are basic things that must be in the SPMI of every tertiary institution. Law no. 12 of 2012 concerning Higher Education Article 52 paragraphs (1) and (2) states that: 1) Quality assurance of higher education is a systemic activity to improve the quality of higher education in a planned and sustainable

manner. 2) Quality assurance as intended in paragraph (1) is carried out through determining, implementing, evaluating, controlling and improving higher education standards.

The higher education internal quality assurance system (SPMI) and evaluation of its implementation are starting to be implemented by universities throughout Indonesia, both state universities (PTN) and private universities (PTS). SPMI is an effort to achieve the internal control objectives put forward by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) in 1992, namely operational effectiveness and efficiency. Mulyadi states that in every activity you must consider the efficiency factor. If there is an activity that is less efficient then management must pay attention and look for the cause of the inefficiency of the activity. By finding the cause of the inefficiency, a solution for improvement can be found. In this way, the activities carried out can run efficiently.

Based on Minister of Education and Culture Regulation no. 50 of 2014 concerning the Quality Assurance System for Higher Education, the aim of SPM for higher education is to guarantee the fulfillment of Higher Education Standards in a systemic and sustainable manner, so that a culture of quality grows and develops in every tertiary institution in Indonesia. Law no. 12 of 2012 concerning Higher Education article 53 states that the Higher Education Quality Assurance System (SPMPT) consists of an Internal Quality Assurance System (SPMI) which is developed and carried out by the university concerned, as well as an External Quality Assurance System (SPME) which is developed and carried out through accreditation. However, in this research only SPMI was studied because universities manage internal quality assurance systems which have an impact on the quality of graduates. Every year, Tanjungpura University, Pontianak , conducts an SPMI evaluation as a form of effort to develop a quality culture at Tanjungpura University, Pontianak (Fahmi, 2020). Provinces in Indonesia:

Table 1. Data level Unemployment in A Number of Province Which There Is In Indonesia

Province	2016		2017		2018		2019		2020	
	Feb	Aug	Feb	Aug	Feb	Aug	Feb	Aug	Feb	Aug
Central Java	5.53%	6.01%	5.45%	5.68%	5.31%	4.99%	4.20%	4.63%	4.15%	4.57%
IN Yogyakarta	3.75%	3.24%	2.16%	3.33%	4.07%	4.07%	2.81%	2.72%	2.84%	3.02%

Java East	3.97%	4.30%	4.02%	4.19%	4.31%	4.47%	4.14%	4.21%	4.10%	4.00%
DKI Jakarta	9.64%	8.63%	9.84%	8.47%	8.36%	7.23%	5.77%	6.12%	5.36%	7.14%
West Java	8.88%	9.16%	8.66%	8.45%	8.40%	8.72%	8.57%	8.89%	8.49%	8.22%

Based on data level unemployment specifically For Province DKI Jakarta And Java West, it can be seen that the unemployment rate is quite high compared to other provinces. In August 2020, the unemployment rate in DKI Jakarta was 7.14% and in West Java it was 8.22%. From this data, one of them is an unemployed person who is a Bachelor's graduate. According to Seftiawan (2018), Ministry of Research, Technology and Higher Education take notes around 8.8% of the total 7 million unemployment in Indonesia is bachelor . Condition this is very worrying remember competition For get work will the more strict .

As is known, a quality assurance system has three elements, namely structure, product processes and tools. The structure is an organization that carries out quality assurance, or in other words, it is a work quality assurance unit that provides process guarantees for producing university products that can be accounted for by the public. Process products are process activities that produce educational institution services. This process can take the form of education, teaching, research and community service. Because it is impossible to do all of this at the same time, universities can determine a priority scale or take possible alternatives, namely carrying out these processes in stages. Tools are systems that can be used to control and evaluate processes so that they can produce educational service products that are in accordance with the vision and mission of higher education. For private universities, the management system that can be used is the quality management system implemented by ISO 9001.

A quality assurance system at a university must exist because (1) the quality of education varies between universities and between regions; (2) every student has the right to receive quality educational services; and (3) continuous improvement in the quality of higher education as high as possible according to needs. Apart from that, with a quality assurance system, it provides assurance that the operational activities carried out are efficient. The efficiency of operational activities can minimize unnecessary expenses and costs so that it can help maintain electricity sources at universities. Improving quality must be a top priority for institutional managers, especially now with the development of many new institutions that offer the advantage of attracting public interest with quality programs with various sources of innovation and human creativity.

This is the kind of thing that will be of concern to the public for a long time, who have longed for quality education for their sons and daughters, so that it is hoped that after leaving college there will be changes, both physically, spiritually and religiously (Yusuf et al., 2022).

Guaranteeing the implementation and improvement of the quality of education is currently still facing various problems, including: (1) the National Education Standards have not been fully socialized as a reference for the quality of education; (2) guarantees for the implementation and improvement of the quality of education are still limited to monitoring quality components in educational units; (3) quality mapping is still in the form of data collection on education quality achievements that have not been integrated from various education providers; and (4) act in carrying out quality but coordinated data collection on education results from education administrators and implementers at various levels (Purwatmini, 2019).

The implementation of Quality Assurance in Higher Education is assessed as Good, namely by looking at the suitability of planning and implementation, the existence of academic documents, quality documents, quality manuals, quality standards, quality policies, quality SOPs and quality forms, whether implemented at the University, Faculty and study program levels. In the Higher Education Quality Assurance Guidelines book published by the Directorate General of Higher Education, it explains the implementation of quality assurance in Higher Education: "To ensure that the implementation of quality assurance in Higher Education can be implemented, there are several prerequisites that need to be met so that the implementation of quality assurance can achieve the goal, namely commitment. , paradigm changes and mental attitudes of those involved in the Higher Education process, as well as the implementation of quality assurance in Higher Education" (Directorate General of Higher Education, Ministry of National Education, 2003).

METHOD

This research uses descriptive research (describe) with a qualitative approach. According to (Hermawan et al., 2023), descriptive research is a type of research to create a picture of a situation or event. This is based on the fact that this research produces data in the form of words according to the informant, what is in accordance with the research question, which is then also analyzed. with the background of the words respondents behave (think, feel, and act), reduce, triangulate, conclude (give meaning by the researcher), and verify, the aim is to describe in a precise way about a situation,

individual characteristics or symptoms -existing symptoms. occurs in certain groups. This research was conducted at Tanjungpura University, Pontianak.



Figure 1. Design Approach Qualitative

The author obtained primary data directly from the object of study or sources. To obtain primary data, questionnaires and in-depth interviews were distributed to produce notes and interview recordings. In selecting informants, the researcher used the Snowball sampling technique, which means a technique for taking sample data sources that at first were small in number and then gradually became large (Solahudin, 2020). This was done because the few data sources were unable to provide satisfactory data, so we looked for other people who could be used as data sources. In this way, the number of samples from the data source will get bigger, like a rolling snowball, over time it becomes bigger

RESULT AND DISCUSSION

Planning management system guarantee quality internal (SPMI) College Tall in improving the quality of graduates at Tanjungpura University, Pontianak

- a. Vision And mission. Vision from second School Tall the is pass Expert intermediate, IT-based Bachelor of Management and Master of Management in Indonesia in 2027 and in 2027 it will become a Higher School that Plays an Active Role in the Development of Administrative Sciences that is Globally Competitive. Both visions have something in common, namely wanting to develop source Power man so that on year 2027, graduates can compete nationally and global. Mission from second School Tall the that is organize education programs And teaching in a way professional, carry out study applied And community service Which support development knowledge knowledge, And intertwine cooperation with government and private agencies to improve the quality of graduates.

- b. Objective. The aim of the two high schools is to produce graduates who have academic abilities and can apply, develop and expand their knowledge so that graduates can get jobs that match their competencies.
- c. Program. Programs organized by the two high schools to improve standard quality graduate of Already very Good Because program the Already leading to an increase in the quality standards of graduates.
- d. Timeline. The prepared timeline has been implemented well so that the Higher Education Internal Quality Assurance System (SPMI) management planning plan for improving the quality of graduates at Tanjungpura University, Pontianak is running well.
- e. Monev plan. Monitoring and evaluation planning begins with identifying things that will be monitored, what variables will be monitored and what indicators will be used in accordance with the program objectives. improve the quality of graduates so that monev aims to find out the advantages and disadvantages of planning system management Higher Education Internal Quality Assurance (SPMI) in improving the quality of graduates at Tanjungpura University, Pontianak.
- f. Follow-up. After the monitoring and evaluation is carried out, the next step is follow-up which aims to follow up on the findings of the monitoring and evaluation of management planning for the internal quality assurance system (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak .

Implementation guarantee system management quality Internal Affairs (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak (Damayani et al., 2020).

- a. Preparation. In preparation for implementation, meetings are held to determine the standards to be achieved, and determine what strategies will be used to achieve these standards, and determine the main tasks and functions for implementing the management of the Higher Education Internal Quality Assurance System (SPMI) in improving the quality of graduates at Tanjungpura University Pontianak.
- b. Briefing. Direction for implementing the management of the University's internal quality assurance system (SPMI). Tall in increase quality graduate of in Tanjungpura

University Pontianak is carried out by leaders who aim to provide direction to the entire academic community to help realize the quality standards of graduates that can be achieved well.

- c. Program implementation. Implementation of the university's internal quality assurance system (SPMI) management Tall in increase quality graduate of in Tanjungpura University Pontianak is carried out by carrying out technical and/or administrative preparations for the implementation of SPMI standards which are adapted to the contents of the standards, preparing work procedures/Standard Operational Procedures (SOU), instructions Work or the like in accordance with fill standard For implementation standard content has been determined, carry out socialization of SPMI Standards which applies to all official structural, employee academic (lecturer And power education) And non-academic employees (employee administration, driver, And security guard), as well as student And alumni periodically and consistently, and carry out educational activities using SPMI standard content that has been determined as a benchmark for achievement/fulfillment of SPMI Standards.
- d. Problems encountered. The problem faced by Tanjungpura University Pontianak is the problem of socialization which is not yet optimal and coordination.
- e. Problem solution. Solutions to problems faced in the implementation of higher education internal quality assurance system management (SPMI) in improving the quality of graduates at Tanjungpura University, Pontianak that is implementation management system guarantee internal quality (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak must be socialized well and coordinated with all units and coordinated well .
- f. Implementation results. Results of the implementation of the College's internal quality assurance system (SPMI) management Tall in increase quality graduate of in Tanjungpura University, Pontianak, namely it produces A document Which load Standard Competence Graduate of (Student) which has been prepared with reference to the vision and mission (Han & Ellis, 2019).

Evaluation of higher education internal quality assurance system (SPMI) management in improving the quality of graduates at Tanjungpura University, Pontianak

- a. Evaluation objectives. Objective Evaluation of the management of the University's internal quality assurance system (SPMI). Tall in increase quality graduate of in Tanjungpura University, Pontianak, namely Evaluation Implementation Standard in SPMI (Standard Higher Education) intended For prevent or correct deviations that are not in accordance with the contents of the standards in the SPMI (Dikti Standards) that have been determined, especially graduate quality standards.
- b. Evaluation tool. Evaluation tool to evaluate the management of the internal quality assurance system (SPMI) of higher education in improving the quality of graduates at Tanjungpura University Pontianak, namely: Evaluation tool used to evaluate the management of the internal quality assurance system (SPMI) of higher education in improving the quality of graduates at Tanjungpura University Pontianak is a Diagnostic Evaluation carried out when each Higher Education Standard is implemented, to identify obstacles in the implementation of the standard. Formative Evaluation is carried out when each Higher Education Standard is implemented, to optimize implementation standard the. Evaluation Summative done on moment implementation every Higher Education Standards Already finished, so that achievements can be measured And repair can done For next cycle .
- c. Evaluation result. System management evaluation results Internal quality assurance (SPMI) of Higher Education in increase quality graduate of in Tanjungpura University, Pontianak that is evaluation result is recommendation about standard quality graduate of Which originate from results auditing. The results of the audit of graduate quality standards are 1. Graduates from Tanjungpura University, Pontianak must be able to explain and dedicate his knowledge as business For build nation And Country. 2. Graduate of Tanjungpura University, Pontianak
- d. Tanjungpura University Pontianak must be able to carry out tasks according to their field of expertise in a professional manner (Solahudin, 2020).
- e. Graduated from Tanjungpura University, Pontianak must be able to maintain the good name of the institution in the community. 4. Graduates of Tanjungpura University Pontianak must be able to compete with graduates from other universities, and must be able to stand on the strength of the knowledge and skills they possess. 5. Graduates of Tanjungpura University Pontianak must have an entrepreneurial spirit,

in order to be able to create jobs and quality standards for graduates of Tanjungpura University Pontianak are 1. Producing graduates who have academic abilities and can apply, develop and expand state administration knowledge. 2. Produce graduates who are able to conduct research in the field of state administration and implement the results for the needs of society in the field. 3. Produce graduates who are able to implement their knowledge and skills in the field of state administration in a professional manner to the community. 3. Produce graduates who are able to collaborate with related parties in an effort to develop institutions and human resources (graduates) who are professional, qualified and highly competitive in the field of state administration (Affouneh et al., 2020).

- f. Evaluation follow-up plan. The follow-up plan for evaluating the management of the Higher Education Internal Quality Assurance System (SPMI) in improving the quality of graduates at Tanjungpura University, Pontianak, is the follow-up plan, namely the need for improvement and control. This improvement was also followed by recommendations for providing guidance and training to improve the quality standards of graduates.

Control management system guarantee quality internal (SPMI) College Tall in improving the quality of graduates at Tanjungpura University, Pontianak.

- a. Control objectives. The aim of controlling the management of the internal quality assurance system (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak, is to measure the conformity and achievement of standards, compared with the SPMI standards that have been set so that the SPMI standards set are achieved and fulfilled. As a means of improving performance, improving the implementation process and improving quality, as well as a tool for realizing a culture of quality in the implementation of higher education at Tanjungpura University, Pontianak, continuously and sustainably.
- b. Control type. Types of management control of the University's internal quality assurance system (SPMI). Tall in increase quality graduate of in Tanjungpura Pontianak University, namely Tanjungpura Pontianak University, is obliged to maintain and improve achievements and must exceed planned standards. If Tanjungpura University Pontianak has exceeded the Higher Education Standards

then Tanjungpura University Pontianak maintains the exceedance and strives to further improve its standards. If the University of Tanjungpura Pontianak has not reached the Higher Education Standards, then the University of Tanjungpura Pontianak is obliged to take action to correct the implementation of the standards so that the university returns the implementation of its standards to the standards that have been determined and determined (Sumarsono et al., 2019).

- c. Control results. Results of management control of the College's internal quality assurance system (SPMI). Tall in increase quality graduate of in Tanjungpura University, Pontianak, namely repair standard quality graduate of Which considered Still Not yet standardized on standard Dikti, and standards that have been standardized by Dikti are further developed.

Development of internal quality assurance system management (SPMI) for higher education in improving the quality of graduates at Tanjungpura University, Pontianak.

- a. Planning development. Planning development management system guarantee internal quality (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak that is done meeting plan program development results control which is attended by people who are considered capable of developing system management quality assurance internal (SPMI) College High in improving the quality of graduates at Tanjungpura University, Pontianak (Mahoney et al., 2021).
- b. Organizing development. Organizing the development of internal quality assurance system management (SPMI) for higher education in improving the quality of graduates at Tanjungpura University Pontianak, namely several people were asked to handle the development of internal quality assurance system management (SPMI) for higher education in improving the quality of graduates at Tanjungpura University Pontianak and I provided main tasks and functions.
- c. Implementation development. Implementation development management system guarantee internal quality (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak, namely We use PDCA is an abbreviation of Plan, Do, Check , and Action which is a management method for solving problems. Plan, Do, Check, and Action.

- d. Evaluation development. Evaluation development management system guarantee quality Internal Affairs (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak that is evaluation development done with evaluation self For obtain graduate quality standards that are developed to exceed Dikti standards.

Management problems of the Higher Education Internal Quality Assurance System (SPMI) in improving the quality of graduates at Tanjungpura University, Pontianak.

- a. Planning problems. Problems of management planning for higher education internal quality assurance systems (SPMI) in improving the quality of graduates at Tanjungpura University, Pontianak that is problem in planning is time meeting And coordination Which has not been implemented well (Sinaga, 2017).
- b. Implementation Issues. The problem of implementing the Internal Quality Assurance System Management (SPMI) for Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak, is a culture of strong resistance to any change, including change to direction repair quality, from official structural, lecturer, Teacher nor educational staff and weaknesses in outreach to all stakeholders, including errors in organizational management strategies.
- c. Evaluation problems. Management evaluation problems of the university's internal quality assurance system (SPMI). Tall in increase quality graduate of in Tanjungpura University, Pontianak, namely Limitations amount and competence HR on Tanjungpura University, Pontianak, understands SPMI completely and correctly, so the evaluation process still needs guidance and training.
- d. Control problems. The problem of controlling the management of the internal quality assurance system (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak that is attitude And opinion that responsibility For ensure, improving, and cultivating the internal quality assurance system (SPMI) of higher education in improving the quality of graduates at Tanjungpura University Pontianak only lies with the leadership or structural officials, and not with every individual involved in the provision of higher education. This means that responsibility is very weak on control issues.

- e. Upgrade problem. The problem of improving the management of the internal quality assurance system (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak that is financing becoming a problem main in develop graduate quality standards because it requires very expensive costs.

Solutions to higher education internal quality assurance system management (SPMI) problems in improving the quality of graduates at Tanjungpura University, Pontianak

- a. Solution problem planning. Solution problem planning management system guarantee internal quality (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak, namely the obstacle in planning is meeting time, where we must be willing to listen to other people's opinions and respect other people in expressing their opinions. Coordination between units is also a problem in determining the time for planning meetings, so the solution is that there must be better coordination and we must all respect each other's opinions (Mustofa, 2023).
- b. Problem solution implementation. Problem solution Implementation management system guarantee internal quality (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak that is culture rejection (resistance) Which strong to every changes, incl change to direction repair quality, from official structural, lecturer, Teacher nor educational staff and weaknesses in socialization to all stakeholders, including errors in organizational management strategies and the solution is comprehensive socialization and education of all people involved in implementing graduate quality standards .
- c. Solution problem evaluation. Solution problem evaluation management system guarantee quality Internal Affairs (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak that is limitations amount And competence HR on Tanjungpura University, Pontianak Which understand SPMI completely and correctly so that in the evaluation process you still need guidance and training And the solution is practice para team SPMI so that own competence Which good in his field.

- d. Control problem solution. The solution to the management control problem of the internal quality assurance system (SPMI) of Higher Education in improving the quality of graduates at Tanjungpura University, Pontianak, is the attitude and opinion that it is the responsibility to guarantee, improve, And civilize system guarantee quality internal (SPMI) College High in improving the quality of graduates at Tanjungpura University, Pontianak only lies with the leadership or structural officials, and not with every individual involved in the administration of higher education. This means that responsibility is very weak for control issues and the solution is coaching regarding the importance of togetherness and responsibility (Purwanto & Evicasari, 2021).
- e. Problem solution enhancement. Upgrade problem solution system management Higher education internal quality assurance (SPMI) in improving the quality of graduates at Tanjungpura University, Pontianak, namely that financing is still the main problem in developing graduate quality standards because it requires very expensive costs and the solution is that the Foundation must support financing to improve graduate quality standards (Sinulingga, 2019).

CONCLUSION

Planning for the Internal Quality Assurance Management System (SPMI) for Higher Education Quality Improvement of Graduates from Tanjungpura University, Pontianak, which consists of indicators of Vision and Mission, Goals, Programs, Time Line, Monitoring and Evaluation Plan, and implementation follow-up has been planned well and systematically. Implementation of the Internal Quality Assurance Management System (SPMI) for Higher Education Quality Improvement of Graduates from Tanjungpura University, Pontianak, which consists of indicators for preparation, direction, program implementation, problems faced, problem resolution, and implementation of results has been well regulated and in accordance with existing regulations. and policy confirmed. The Internal Quality Assurance Evaluation Management System (SPMI) of Higher Education Quality Improvement for Graduates of Tanjungpura University, Pontianak, which consists of evaluation objective indicators, evaluation tools, evaluation results, and evaluation follow-up plans has been implemented in accordance with applicable criteria. Control of the Higher Education Internal Quality Assurance Management System (SPMI) to improve the quality of graduates of Tanjungpura University, Pontianak, consisting of indicators of objective

control, type control and results control has been carried out in accordance with established operational standards. Improving the Internal Quality Assurance Management System (SPMI) for higher education has improved the quality of graduates at Tanjungpura University, Pontianak, which consists of indicators for planning development, organizational development, implementation development and evaluation development, which have undergone improvements in accordance with suggestions and recommendations from the results of control measures. Problems with the Internal Quality Assurance Management System (SPMI) of Higher Education Quality Improvement for Tanjungpura University Pontianak Graduates which consist of indicators of planning, implementation, evaluation, control and improvement problems still exist but can be resolved with the right solution. Solutions to problems with the Internal Quality Assurance Management System (SPMI) of Higher Education Quality Improvement for Graduates of Tanjungpura University, Pontianak, which consist of indicators for planning, implementation, evaluation, control and improvement problems, can be resolved well. The quality of student graduates from Tanjungpura University, Pontianak, includes indicators of good academic and non-academic achievement.

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