

# THE MODERATING ROLE OF QUALITY IMPROVEMENT IN IMPROVING BRAND CREDIBILITY

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DOI: <https://doi.org/10.37758/jat.v5i1.382>

Received: January 2022

Accepted: March 2022

Published: March 2022

## **Abstract :**

This research aims to find out what are the new roles that Pondok Pesantren Nurul Jadid does in increasing consumer confidence in the services provided by Pondok Pesantren Nurul Jadid. This research uses a qualitative approach with this type of case study research. Data collection techniques are carried out through interviews supported by observations of some of the activities in the study subjects. The results of this study found that the role of quality improvement carried out by Pondok Pesantren Nurul Jadid began with monitoring changes through change management, identification of improvement formulations, fulfillment of completeness of infrastructure improvement facilities, optimization of cooperation performance between teams, in-service training, environmental analysis in evaluation, identification of goals and targets, gap analysis, input, and output identification, monitoring improvements. So it can be concluded that the new role in increasing consumer confidence in Pondok Pesantren Nurul Jadid shows success in attracting its consumers to continue using the services provided by Pondok Pesantren Nurul Jadid.

**Keywords :** *quality improvement, brand credibility, purchase intention*

## **Abstrak :**

Penelitian ini bertujuan untuk mengetahui apa saja peran baru yang dilakukan Pondok Pesantren Nurul Jadid dalam meningkatkan kepercayaan konsumen terhadap jasa yang diberikan oleh Pondok Pesantren Nurul Jadid. Penelitian ini menggunakan pendekatan kualitatif dengan jenis penelitian studi kasus. Teknik pengumpulan data dilakukan melalui wawancara ditunjang dengan observasi terhadap beberapa aktivitas yang ada pada subyek penelitian. Hasil penelitian ini menemukan bahwa peran quality improvement yang dilakukan oleh Pondok Pesantren Nurul Jadid diawali dengan pemantauan perubahan melalui manajemen perubahan, identifikasi rumusan perbaikan, pemenuhan kelengkapan sarana prasarana perbaikan, optimalisasi kinerja kerjasama antar tim, inservice training, analisis lingkungan dalam evaluasi, identifikasi tujuan dan target, analisis gap, identifikasi input dan output, monitoring perbaikan. Sehingga dapat disimpulkan bahwa peran baru dalam meningkatkan kepercayaan konsumen terhadap Pondok Pesantren Nurul Jadid menunjukkan keberhasilan dalam menarik konsumennya untuk terus menggunakan jasa yang diberikan oleh Pondok Pesantren Nurul Jadid.

**Kata Kunci:** *quality improvement, brand credibility, purchase intention*

## **INTRODUCTION**

Problems that always come up in education about the lack of optimal management or management of the potentials contained in it. No matter how high its goals and ideals, an institution, no matter how good its vision and mission, without a solid commitment to the management of existing potential is just wishful thinking. The nation's quality is determined mainly by the nation's

role and quality of education.

With a variety of diversity and various potentials, Indonesia can improve the quality of education, but it cannot be denied can also be swept away in the atmosphere with diversity, not infrequently it becomes a source of conflict between each other. Seeing the reality at the present moment, namely the increasing slackness of Islamic values and eastern customs that become our country's identity is concrete evidence of the failure of Islamic Education as a national education system. If examined more deeply, some problems need to be overcome. To overcome these problems, the State then gives space to Islamic Education by establishing in the National Education System Law that Islamic Education has broader authority to contribute in directing humans in the direction they aspire to (Awwaliyah dan Baharun 2018). One of the Islamic Education that plays a role is Pondok Pesantren. Law No. 20 of 2003 on the National Education System mentions that Pesantren as a subsystem of the national education system whose existence serves to educate the life of the nation and aims to develop the potential of learners In order to be a man who believes and trusts god almighty, be noble (healthy, knowledgeable, capable, creative and independent) and become a democratic and responsible citizen.

Therefore, Pondok Pesantren Nurul Jadid uses the concept of Quality Improvement as a means to Best Quality. There are several quality theories taught by our management figures in the discussion about quality. One of them was Joseph M. Juran. As a scientist who devoted his dedication to quality management and had an essential contribution to the development and advancement of quality management, Joseph M.Juran introduced the "Quality Trilogy" concept. According to him, "managing for quality makes extensive use of three such managerial processes: 1) Quality planning, 2) Quality control, 3) Quality improvement" (Baharun dan Zamroni 2017).

In Quality Improvement, established mechanisms are maintained to achieve quality sustainably. This includes allocating resources, assigning people to complete quality projects, training employees involved in quality projects, and generally establishing a permanent structure to pursue quality and maintain what has been achieved before. (Indarti, Mundiri, dan Ferandita 2021) After that, gradually, the Educational Institution will gain the trust of education consumers. Istiqomah in Nur Azizah revealed that among the success of an educational institution in delivering quality education is the existence of services for learning activities that are constantly innovating by providing the right equipment and infrastructure (Azizah 2020).

The brand can be said to be credible if the brand can realize the promises that have been published to consumers, so that the brand can be trusted so that it makes the value of the brand itself according to the experience that has been perceptions by users to make the brand a favorite brand and trustworthy to users, someone wants certain products, brands, and services to satisfy needs.(Mundiri dkk. 2021) The tendency of consumers to buy a brand or take actions related to purchases is measured by the level of likelihood of consumers making a purchase.(Fahmi dan Muzaki 2021)

Brand credibility aims to relate to buying trust from product information

within the brand depending on the consumer's perception of whether the brand's credibility has the ability and willingness to continue delivering what it has promised (Sheeraz, Iqbal, dan Ahmed 2012). Pondok Pesantren Nurul Jadid Karanganyar, Paiton, Probolinggo seeks ways to improve the quality of customer trust towards Pondok Pesantren Nurul Jadid. As we know, Pondok Pesantren Nurul Jadid has been listed in the 15 best and most important Pondok Pesantren in East Java as the best and 12th pesantren in East Java as well as including boarding schools that have been recognized for their existence by the government and the community. Therefore, then one of the Pesantren Education institutions that became the site of this research is Pondok Pesantren Nurul Jadid Paiton Probolinggo. This research has a uniqueness and novelty in the management of Educational Institutions. The author thinks that this research is necessary, considering that the future is getting more advanced and always has a newness.

## RESEARCH METHOD

This research uses a qualitative approach with the type of case study research. In this case, the researcher tries to describe and analyze the role of Quality Improvement carried out by the pesantren Nurul Jadid in improving the quality of trust given by consumers to the pesantren Nurul Jadid so that consumers reuse the services provided. This study wants to reveal the phenomena in pesantren, related to increasingly fierce competition between educational institutions and refers to organizational changes, ranging from changes in structure, goals, manager roles, and employee roles. Thus, this study seeks to reveal the meaning and cases around the research locus related to the moderating role of quality improvement in improving brand credibility. The location of this research is the pesantren Nurul Jadid, one of the big pesantren with thousands of students and alumni spread across all regions in Indonesia. The development of this pesantren is relatively rapid, which is marked by the development of the educational institutions in it.

To obtain valid data, the researchers established purposive sampling and snowball techniques by setting the leadership of the pesantren as the primary informant who was then asked to provide information about other informants who know about moderating the role of quality improvement in improving brand credibility at pesantren Nurul Jadid. Data collection techniques were carried out through in-depth interviews with existing informants. Supported by observations of several activities in the research subjects, and continued by documenting several relevant documents following the findings in the field. In determining informants, the author uses a purposive sampling technique; namely, the author selects informants based on specific criteria and considerations. Meanwhile, the data analysis was carried out eclectically, starting with data presentation, data reduction, and verification. The process is carried out in stages and can be carried out as long as the researcher conducts research in the field. The data checking techniques used in this study were triangulation, the persistence of observation, and extension of participation.

## FINDINGS AND DISCUSSION

The results of this study indicate that the new roles played by the pesantren Nurul Jadid to increase consumer confidence and improving brand credibility are:

### **Change monitoring through change management**

Along with the changing times with an environment full of turbulence and dynamics, forming an arena of competition that is getting stronger and tighter. So there are many ways to compete with each other, especially in educational institutions. The pesantren Nurul Jadid also does not want to be outdone by the demands of the times, especially in the industrial 4.0 era. Therefore, there is no other way to improve the education system at the pesantren Nurul Jadid. The improvement of the education system is carried out by identifying problems with the quality of education. Under the auspices of the pesantren Nurul Jadid, various problems in education include equity, quality, relevance, and efficiency. Another factor that needs to be solved is the factor of teaching staff, students, education budget and facilities, and curriculum. Various approaches have been proposed to improve the education system of the pesantren Nurul Jadid, one of which is based on the concept of a modern industrial system. And then at the pesantren Nurul Jadid, changes in behavior, changes in the assessment system, changes in methods and ways of working, changes in attitude and thinking, changes in equipment, use of technology, and the application of learning organizations at Pondok Pesantren Nurul Jadid, have been felt by all employees, such as comparative studies, talk shows and bringing in education experts. Most of them have the opportunity, and there is an official knowledge-sharing forum.

Furthermore, the researcher argues that the pesantren Nurul Jadid changed Kurt Lewin's model (unfreezing, changing, and refreezing). Based on this concept, the change management steps proposed by Kurt Lewin are as follows:(Indarti, Mundiri, dan Ferandita 2021)

- a. The first stage, called the unfreezing stage, is the thawing stage. At the "thawing" stage in the organization, the activities carried out are identified the need for change, increasing the driving force to change, reducing the resisting force to change. At this stage, the leader explains the importance of change, strengthens the drive for change, and reduces barriers to change.
- b. The second stage is called the change stage or the changing stage. At this stage, changing the Individual Components Group Components Structural Components is done. Individual components, groups, and structures.
- c. The third stage is called the refreezing stage, the freezing stage, or the maintenance stage so that the changes that occur can be more permanent. At this stage, what is being done is, reinforcing the newly learned behavior (encouraging new behavior), finding "fit" between organizational components (adjustments between organizational components), maintaining "fits" between organizational components, maintaining appropriate organizational components.

### **Identify the formula for improvement**

The arrival of KH. Zaini Mun'im on 10 Muharram 1948 in the village of Karanganyar Paiton, initially did not intend to establish a boarding school. However, he isolated himself from the greed and cruelty of the Dutch colonials. KH. Zaini Mun'im and his students started clearing the forest where he lived, so they stood up a pesantren named Nurul Jadid. Since the establishment of the Nurul Jadid, people's lives have slowly begun to change. Change efforts made by KH. Zaini Mun'im and all his students towards the Karanganyar community responded with a sympathetic attitude from the community.

In the next journey, during the leadership of KH. Moh Zuhri Zaini (fourth caregiver), the Pesantren Nurul Jadid, experienced rapid development. During his time, there were improvements in the structure of the pesantren such as the formation of the Board of Caregivers, coordinators as institutions that help caregivers, restructuring of BPPM, the supervisory body (Banwas) has the task of auditing the performance, finances, and personal assets of Islamic boarding schools located at the pesantren Nurul Jadid. There is structured supervision that continues to supervise the pesantren. Sometimes Banwas is held by Pondok Pesantren Nurul Jadid with two categories, internal and external Banwas. The internal Banwas is the Banwas which consists of the Banwas themselves. The Islamic boarding school formed Banwas from its cottage to supervise. There is a time when the External Banwas so that this Banwas invites other people to supervise, it can consist of education management audit experts, which starts every semester.

Over time, the Pesantren Nurul Jadid formed a forum. A forum named P4NJ, namely the Assistant Board of the pesantren Nurul Jadid. Besides alumni, P4NJ consists of several sympathizers who have concerns about the development of the pesantren Nurul Jadid. So in the P4NJ we do not close ourselves but open ourselves to anyone who wants to build and develop the pesantren Nurul Jadid.

Identifying the formula for improvement is part of the change management stage included in the unfreezing stage. This stage is an integral part of organizational change management, including educational institutions. (Eshet-Alkalai dan Chajut 2009) The identification process is often done through a somewhat complicated process by bringing in someone considered to have expertise in a field that educational institutions need. (Visserman dkk. 2018) In the process, identification is carried out with assistance from those with specific expertise, making it easier for educational institutions to launch changes.

### **Fulfillment of the completeness of the repair infrastructure**

The beginning of the Pesantren Nurul Jadid was to record, archive data, and document through a ledger, and it was only used for its area while the central management could not know all the data in detail. If the data is in the form of books and piled up, then it is very insecure and cannot be updated, so that when there is an urgent need, the pesantren cannot provide top service to those in need. Gradually, people's lives began to change with the introduction of the service digitization system. Service digitization is a



solution developed by the Pesantren Nurul Jadid for digitizing segments of the Islamic Boarding School. This digitalization provides a complete solution covering the teaching and learning process to other business processes in the pesantren environment. In addition, the Pesantren Nurul Jadid encourages and escorts all students to continue to develop digital skills according to their competencies so that they can compete in the industrial revolution era. So that with the Digitization of pesantren Servants can encourage economic growth while preparing Digital Talent from Islamic Boarding Schools. Such as the use of E-Bekal as a means of payment for students to replace the cash handle of students. Every seller at the Pesantren Nurul Jadid uses the Android-based E-Bekal application to transact with students. The administrator of the E-Bekal application said that E-Bekal was initiated as an answer to various kinds of problems in Islamic boarding schools such as loss of money, jealousy or social inequality regarding the provision of santri money, excessive consumptive behavior, to hygienic issues related to the pandemic. Guardians of students can arrange and send money for students' lunches to their children's E-Bekal, control the consumption of their children's lunches, and get reports on the use of their children's lunch money automatically and in real-time.

New Santri Online Registration, Online Exam New students for participants who cannot attend the exam location can take the exam online either using the zoom application or video calls, Pedatren application system. The background of the existence of the Pedatren Application System at the Pesantren Nurul Jadid is to help and facilitate students, administrators, board of caretakers, and even guardians of students in conveying and accessing information (Baharun, Tohet, dkk. 2021). Where this is following the results of research conducted by Hasan Baharun et al., who stated that the use of the Pedatren application system was able to answer the challenges of modernizing pesantren and the complexity of community demands during competition between educational institutions through the provision of services regarding the identity of students, the number of students, the development of the learning process. santri, santri licensing system, and payments made digitally through virtual accounts. Pedatren as the central system is an effective and efficient management solution for the Pesantren Nurul Jadid with indicators providing full service quickly and thoroughly. Facilitate the search for student data into a comprehensive database of Islamic boarding schools, become the center for completeness of student data in Islamic boarding schools, and become the primary data in the administrative system between institutions and regions (Baharun, Tohet, dkk. 2021).

Pesantren is present at the front, utilizing technology to become an institution that is well managed, neat, accountable, and oriented to serve stakeholders (guardians, alumni, students, and communities in need). The Pesantren Nurul Jadid is committed to being present as a partner and student, solemnly so that the pesantren continues to develop, especially in mastering technology so that it can always be better, from time to time.

### **Optimization of teamwork performance**

Pesantren Nurul Jadid to collaborate between teams with the pyramid concept. The board of caretakers and the central board hold internal meetings, and the results of these meetings are coordinated with the regional administrators. That way, the regional administrators coordinate with regional administrators and foster guardians to achieve the sustainability of pesantren activities. With this foster guardian, it is hoped that every santri (foster child) will feel more comfortable at home and willing to carry out Islamic boarding school activities with pleasure. Therefore the existence of pesantren in preparing quality educational outputs can be easily realized and can also maintain public trust in the process and results of implementing education at the pesantren Nurul Jadid. The conclusion is that optimizing the performance of collaboration between the Pesantren Nurul Jadid team applies the concept of dormitory management which includes planning, organizing, mobilizing, and supervising the boarding school management. Optimization of the management functions of the hostel management will assist the board in achieving the main objectives of the pesantren.

The leader figure often determines the process of optimizing performance. The leader figures in the pesantren have the power and managerial abilities to utilize each person's potential. The power and abilities leaders possess in Islamic boarding schools can mobilize human resources due to the operation of the leader's charisma, spirituality, and intelligence. Thus, the ability to optimize the performance of human resources in Islamic boarding schools is also determined by leaders' ability to manage people and managing mindset. This leads to the emergence of work commitments that are not only normative. However, also affective work commitment arises because of the leader figure factor. (Mundiri 2016)

### **In-service training**

With the service training, pesantren conduct deliberations as is done by caregivers utilizing a pesantren process both in improving programs in science and in human terms. (Hefniy, dkk. 2021) In order to achieve quality and accountability, the pesantren through the education bureau has done things such as training, which aims so that teachers are not poor in information, such as competency-based curriculum activity programs, then quantum learning, quantum teaching, in collaboration with the Islamic education consortium (KPI) in Surabaya. Then training on language teaching methodology in collaboration with UIN Malang. Continue to do things related to developments outside, not to be left behind. So it is like improving the teaching strategy because now the strategy has changed, the Pesantren Nurul Jadid must make those changes. By starting slowly, the Pesantren Nurul Jadid carried out the program implementation process from a small workshop process, and then this deliberation process was widened by involving alumni. At the workshop level, it is discussed as a program reference used as material for RAKER (work meetings). The material for this work meeting will be mutually agreed upon and later will be given a decision letter (SK) by the caregiver, so it is hoped that within five years of the ongoing management, the program to be implemented will have been

issued by a decree by the caregiver, with several problems in the implementation of decision making at the pesantren. So, there is a uniqueness that is not found in other organizations. Ustadz Faizin Samuel conveyed this as secretary of the pesantren Nurul Jadid.

### **Environmental analysis in evaluation**

The analysis is divided into two, namely, internal environmental analysis and the external environment. The internal analysis consists of all elements of Education in Pondok Pesantren Nurul Jadid, including resources, organizational structure, culture, management, leadership, and many more. The external environment analysis consists of social, political, and economic circumstances in Pondok Pesantren Nurul Jadid. Furthermore, do not forget SWOT analysis is a marketing strategy that is very suitable to be used and helpful in evaluating companies or SMEs. The abbreviation of SWOT Analysis is Strength or Strengths, Weaknesses or Weaknesses, Opportunities or Opportunities, and Threats or Threats (Zia, Semiarty, dan Lita 2018). Presentation on SWOT analysis (Strength, Opportunities, Weaknesses, and Threats):

- a) Strengths (strength) are the company's internal factors in supporting the company in achieving its goals.
- b) Weakness is organizational activities that do not run well or resources needed by an organization are not owned.
- c) Opportunity is a factor that arises from the environment and provides opportunities for organizations or programs for us to take advantage of.

### **Identify goals and targets**

The purpose of Pondok Pesantren Nurul Jadid is contained in the vision-mission of Pondok Pesantren Nurul Jadid. So, every policy-making and decision in the boarding school must pay attention to the goals and visions of the mission that is in Pondok Pesantren Nurul Jadid. Based on the interview of researchers to the secretary of Pondok Pesantren Nurul Jadid that Pondok Pesantren Nurul Jadid every wants to take a policy and the decision must consider the purpose of Pondok Pesantren Nurul Jadid, namely, the formation of a pious, independent, knowledgeable, fighting and devoted person to religion, society, and nation. The realization of an independent, prosperous society is born in the world and the hereafter under the pleasure and forgiveness of Allah SWT. Judging from the managerial aspects of Pondok Pesantren Nurul Jadid in the paradigm shift of educational development shows a process or as a management decision-making process that includes analysis, planning, implementation, and control. Management decision-making focuses more on these four aspects. At the same time, a review of aspects of consumer behavior shows that all consumer decisions are used as the basis for decision-making. However, it still adjusts to the conditions inside. In other words, it does not directly implement the results of the decision.

From the exposure of this goal, Pondok Pesantren Nurul Jadid has a target in the future. Five factors need to be considered before setting a target according to Rismiati and Suratno in Alfi A.Z (A. Z 2018), namely:



1) Segment size

The estimated size of the segment to be reviewed is an important factor to decide whether the market segment is valuable enough to follow up. The large Company will choose a segment with a large sales volume and avoid small segments and vice versa.

2) Segment growth

Although the current segment size is small it is not impossible to develop or is expected to expand for the future.

3) Costs to be incurred to reach the segment.

A segment that does not match the marketing activities of the company should not be pursued.

4) Conformity with the company's objectives and resources/capabilities

5) The intended target must be in accordance with the objectives and sources / capabilities owned by the company / competitive position.

### Gap analysis

The Gap Analysis method is a method that looks at where the difference from an initial value with a standard value so that it gets a GAP that will be the difference in value. The gap calculation process is carried out with formula (Setiawan, Andreswari, dan Farady Coestera 2017):

$$\text{GAP} = \text{Individual Competence} - \text{Standard competence}$$

Information:

GAP : Difference in Competence

Individual Competence : Value of Individual Competence

Standard Competency : Standard Competency Value

At the pesantren Nurul Jadid there is a gap between the roles and competencies of the management. Where between tasks and or roles with abilities in a field is not in sync but the pesantren still performs abgriding management in various fields. The potential referred to by this gap is that he has potential abilities but does not have a diploma. The method of abgriding is by bringing in experts in majors such as public relations, secretariat, IT, and others. In this way the human resources in the Abgrid who are in the Nurul Jadid Islamic Boarding School will be balanced or equal in ability with those who have a diploma. Then after the administrators are in the abgrid, they are placed based on their abilities.

### Identify inputs and outputs

The input of the Pondok Pesantren Nurul Jadid education system is distinguished into three types, namely raw input, tool input (instrumental input), and environmental input (environmental input). Raw input will be processed into output, and the primary input of the education system is the basis of education, educational goals, and learners. Then the last output of the education system is the result of the output of the process that occurs in the education system. The problem of the quality of input of Pondok Pesantren Nurul Jadid can be seen from the condition of students or, in this case, santri as a resident of pesantren. These students' daily lives turn out to provide an exciting phenomenon compared to life outside the pesantren. For more details, the following is the exposure of the actual conditions of the

students ranging from clothing, health conditions, behaviors, and deviations that they may do according to Madjid in Asyrofi Yahya (Yahya 2015):

- a. Clothing: not because they are "the scabbards" (mockery of the deceased Hadi Subeno), but the way they are worn is important. Generally, the students do not distinguish between clothes to study, in the room, out of boarding school, even to sleep is no different.
- b. Health: A disease that is usually associated with the santri is scurvy (gudigen in Javanese). Although it is rarely seen, but the condition that is "favourable" for skin diseases is still widely found in pesantren.
- c. Behavior: it is common knowledge that santri suffer from low self-esteem in association when it comes to associating with the community outside them.
- d. One of the things that can be very surprising to outside reviewers is the existence of a practice among the inhabitants of the hut, although this is rare, which is very contrary to the moral teachings of the religion itself. The practice seems to be a bad result of a dormitory system that does not allow association (just association!) with other genders. The practice that was once practiced by the Prophet Lut and who in the Qur'an gets the curse of God is precisely in pesantren (not all pesantren) almost considered as "taken for granted".

Furthermore, the education process in pesantren also still has various problems faced, including curriculum, learning methods, infrastructure, and administration. The last discussion of Pondok Pesantren Nurul Jadid is about the problem of the quality of its output. One of the expected pesantren and its alumni to participate, especially community development. Participating requires basic skills, knowledge, and awareness to accept personal responsibility towards society. In Pondok Pesantren Nurul Jadid has had alumni who care and participate, can be seen from the construction of santri dormitories and social assistance foundations, UD Sinar Sejahtera, LAZISKAF (amil, zakat, infaq, shodaqoh, and waqf), Nurja library, BMT Tanjung, work training center (BLK), integrated waste management (TPST), Nurul Jadid motivation institution (LMNJ). In addition, these alumni are required to have the ability to foster human relations, including the ability to foster cooperation with others.

### **Monitoring improvements**

Guidelines for monitoring and evaluation of implementation and results of cooperation are contained in the Standard Operating Procedure (SOP), which all stakeholders can access. Monitoring and evaluation of cooperation are carried out periodically during cooperation. The process of monitoring activities/activities and evaluation of cooperation include:

- 1) The implementing unit and other relevant units, and partners recommend the names of people who are experts / master the principles of monitoring and the intricacies of the types of activities monitored to the Head of the Supervisory Agency (Banwas) Pondok Pesantren Nurul Jadid.
- 2) The leader assigns a monitoring team and evaluation of cooperation.

- 3) The people appointed to evaluate (the evaluation team consisting of Quality Assurance Center, Cooperation section, regional administrative team and cooperation partners and/or external parties/other parties who have the authority to conduct mutually approved evaluations) and to carry out monitoring and evaluation activities that refer to the provisions that have been made jointly.
- 4) The Monitoring and Evaluation Team of Cooperation reports the results of monitoring (results of monitoring) fill the monitoring form and evaluation of cooperation) to the leadership so that Can be used as a consideration for the leadership to take policy regarding extension or termination of cooperation.
- 5) Monitoring and evaluation activities for the implementation of cooperation refer to the provisions that have been made jointly.

All this depends on how the head of the institution and or all the community has a role and responsibility in identifying the problem and determining it by the resolution of the problem that must be resolved in every form of situation and condition. However, the circumstances and conditions on the ground must be a person who is always skilled and skilled in finding solutions and solutions and Placing himself in various situations managed by educational activities that can always maintain the quality and quality of education, both the institution and education nationally.(Herman 2021)

Thus, the moderating role of quality improvement in improving brand credibility in Nurul Jadid pesantren is carried out through the process of change monitoring through change management, identifying the formula for improvement, fulfillment of the completeness of the repair infrastructure, optimization of teamwork performance, in-service training, environmental analysis in evaluation, identify goals and targets, gap analysis, identify inputs and outputs, and monitoring improvements is a long process in continuous quality improvement based on change management. As an educational institution, Pesantren has begun to carry out institutional transformation to meet the demands of modernization and stakeholders by carrying out governance changes that are oriented to the sustainability of the institution and customer satisfaction. This study indicates that the process carried out by pesantren is not only carried out in the form of change management, which consists of the stages of unfreezing, changing, and refreezing. However, it is also carried out in the corridor of continuous quality improvement. Thus, the results of this study indicate an integration between the theory of change management and continuous quality improvement.

## CONCLUSION

The nation's quality is primarily determined by the nation's role and quality of education. With a variety of diversity and various potentials, Indonesia can improve the quality of education, but it cannot be denied can also be swept away in the atmosphere with diversity, not infrequently it becomes a source of conflict between each other. Pondok Pesantren Nurul Jadid Karanganyar, Paiton, Probolinggo seeks ways to improve the quality of customer trust in Pondok Pesantren Nurul Jadid. There are several efforts applied in Pondok Pesantren Nurul Jadid, namely, monitoring changes through change management, identification of improvement formulations, fulfillment of completeness of infrastructure improvement facilities, optimization of cooperation performance between teams, in-service training, environmental analysis in evaluation, identification of goals and targets, gap analysis, identification of inputs and outputs, monitoring improvements with this can increase consumer confidence, and the number of santri continues to increase. Thus, the results of this study indicate that there is a process that combines change management which consists of the stages of unfreezing, changing, and refreezing with continuous quality improvement.

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