

Management of the Tilawatil Qur'an Development Institute in Realizing Quality Qori-Qoriah in Langkat Regency

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Abstract

This journal investigates the extent to which the management of the Tilawatil Quran Development Institute (LPTQ) plays an important role in achieving high quality standards for qori and qoriah in Langkat Regency. This study analyzes the various management strategies implemented by LPTQ to improve recitation competence among participants, especially qori and qoriah. Using qualitative research methods, data were collected through interviews, observations, and analysis of relevant documents. The results highlighted the success of LPTQ in designing and implementing structured training programs, managing recitation competitions, and fully supporting the development of individual potential. LPTQ's active role in building networks with recitation experts and related parties is also an important factor in encouraging the quality of qori and qoriah in this region. However, the research also identified some challenges, including limited resources and lack of community participation. As such, this journal provides an in-depth understanding of how LPTQ management can be key in producing quality qori and qoriah, while highlighting the opportunities and constraints faced by the institution. The implication of these findings is that strengthening LPTQ management can form a solid foundation for creating a supportive environment for the optimal growth and development of qori and qoriah in Langkat Regency.

Keywords: Management, LPTQ, Quality.

1. Introduction

Lembaga Pengembangan Tilawatil Quran (LPTQ) is an organization that focuses on programs related to the art of reading, writing, and deepening the meaning of the Quran. One of its main initiatives is the organization of Musabaqah Tilawatil Quran (MTQ) and Selection of Tilawatil Quran (STQ), which are held starting from the village, sub-district, district/city, provincial, to national levels. Every year, LPTQ holds MTQ and STQ which include various competitions related to the Quran (National LPTQ, 1992). Legally, the Institute for the Development of Tilawatil Quran is recognized and regulated to support "whole human development". To strengthen and increase the effectiveness of LPTQ activities, it is necessary to improve the organization of MTQ implementation into a permanent body. Therefore, LPTQ was established based on the Joint Decree of the Minister of Religious Affairs and the Minister of Home Affairs No. 19 of 1977 and No. 151 of 1977 concerning the establishment of the Tilawatil Quran Development Institute (Depag RI, 1997:6).

LPTQ has a vital role in encouraging Muslims to read, explore, live and practice the Quran. This organization has developed from the regional to the central level and collaborates with government and private institutions, including educational institutions from primary to tertiary levels. LPTQ needs to be optimized as an assessment center and facilitator for religious institutions in improving the ability to read, write, understand, and practice the Quran (Saptana et al., 2020). Understanding the strategic position and role of the Tilawatil Quran Development Institute (LPTQ), it requires orderly, effective, and professional organizational management to accelerate the achievement of its goals. LPTQ needs to adopt modern management principles that focus on achieving the organization's vision and mission. To support the dynamics of LPTQ, a representative office is needed with the support of full-time staff and adequate facilities and infrastructure. With the rapid development of society in line with the spirit of reform, LPTQ must respond to these changes by developing a new paradigm as an independent, stable and professional organization

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in fostering the understanding and appreciation of the Qur'an. Therefore, reorganization and repositioning of LPTQ's role in society needs to be done in accordance with future demands (Usman, 2016).

The Tilawatil Quran Development Institute (LPTQ) aims to realize the understanding and practice of the Qur'an in Indonesian society based on Pancasila. To achieve this goal, LPTQ carries out various important tasks. First, LPTQ organizes Musabaqah Tilawatil Quran (MTQ) at the national and regional levels, which is a competition to read the Qur'an by paying attention to the rules of tajweed and the beauty of sound. Secondly, LPTQ conducts coaching in various Qur'an-related fields, including tilawah (recitation and song), tahfidz (memorization), khat (calligraphy), poetry, and Qur'an exhibitions. In addition, LPTQ plays a role in improving the understanding of the Qur'an through translation, interpretation, study, and classification of verses, so that people can better understand the meaning and message of the Qur'an. Finally, LPTQ strives to improve the appreciation and practice of the Qur'an in daily life, so that Qur'anic values can be integrated in various aspects of community life. (Amiruddin et al., 2023).

Langkat Regency has a deep wealth of Islamic culture and traditions, including in the field of Quran recitation. The search and development of qualified qori and qoriah is crucial in maintaining the sustainability of this Islamic heritage. However, these efforts cannot be separated from the role of the Qur'anic Tilawah Development Institute (LPTQ) as an entity that manages, guides, and develops the potential of memorizers and readers of the Qur'an. (Suharni, M.Pd., 2019).

In this context, this journal investigates how LPTQ management plays a role in producing quality qori-qoriah in Langkat Regency. This analysis includes managerial aspects, which since its formation until now, is considered not to have developed optimally both in the organizational structure and the results of the work program carried out. This is caused by several factors, including: organizational problems, human resources (HR) problems, problems of activities held, and problems of financing sources. Development programs and collaboration with local communities are expected to provide an in-depth picture of how LPTQ can be the main driver in creating an environment that supports the growth and achievement of qori-qoriah in the region (Nurarif & Kusuma, 2013).

Previous research has also discussed this issue, although not in the same location. Planning is one of the first indicators and functions in management before organizing and implementing programs in formal and non-formal institutions, because without clear planning, organizing and implementing will be difficult to run properly and regularly. The essence of planning is decision-making on steps to be taken to achieve predetermined goals. This is in line with Terry's view, as cited by Jaja Jahari and Amirullah Syarbini, who stated that planning is the determination of the work to be carried out by the group to achieve the goals that have been outlined (Listiwaty, 2020).

Coaching and training are also important aspects and urgent needs. To produce quality future generations, educational institutions are needed that are able to provide comprehensive education and training, both in terms of intellectual, attitudes, and skills. Coaching and guidance of students or race participants is carried out through a planned nurturing model to foster creativity and insight in order to shape the character of students. This aims to create a balance of intellectual, physical, and emotional and spiritual intelligence.... (indra institute 2022)

This study aims to explore in depth the role and management strategies of LPTQ in producing quality qori and qoriah in Langkat Regency. Through a holistic analytical approach, it is expected to identify key factors that support or hinder LPTQ's efforts in achieving the goal of fostering the recitation of the Quran.

2. Literature Review

2.1. Institution Management

Institutional management refers to the process of planning, organizing, directing, and controlling the resources available in an organization or institution to achieve predetermined goals effectively and efficiently. This concept covers various aspects such as the management of human resources, finance, information, and physical facilities. Institutional management aims to maximize the productivity and performance of the institution by applying good management principles, such as coordination, communication, and strategic decision-making. In this context, institutional leaders must be able to manage and direct all elements within the institution to operate harmoniously for the achievement of the organization's vision and mission. (Education & Dari, 2022).

According to experts, institutional management does not only focus on technical or administrative aspects, but also involves social and cultural aspects that exist within the organization. According to Drucker (1954), management is a discipline that focuses on achieving desired results in the most efficient way. Meanwhile, Robbins and Coulter (2016)

emphasize the importance of management being adaptive and responsive to changes in the external and internal environment. They state that institutional management must be able to manage organizational dynamics and take advantage of opportunities and overcome existing challenges. According to them, an effective managerial approach is one that is able to integrate various management theories with relevant practices, so as to increase the competitiveness and sustainability of the institution in the long term. (Mansyah et al., 2022)..

2.2. Tilawatil Qur'an

Tilawatil Qur'an is the activity of reading the Qur'an with tartil, which is slowly and pays attention to the rules of tajweed and makhraj letters, so that every verse and lafadz sounds clear and beautiful. According to the Ministry of Religious Affairs of the Republic of Indonesia, tilawatil Qur'an is not just reading, but also understanding and appreciating the meaning of each verse read. This activity is often carried out in various religious events, such as commemoration of Islamic holidays, recitation competitions, and taklim assemblies. Tilawatil Qur'an has a deep spiritual value, because it is believed to be able to get closer to Allah, calm the heart, and improve the quality of one's worship. The practice of reciting the Qur'an is also a form of preserving Islamic traditions and a means of strengthening Muslims' love for their holy book. (Arfa, 2016).

Tilawatil Qur'an also has an important educational aspect, because through this activity, Muslims are taught about accuracy in pronunciation and deep understanding of the Qur'an. Tajweed experts and Qur'an teachers often emphasize the importance of consistency in learning and practicing recitation, so that each individual can read correctly and in accordance with established rules. In addition, tilawatil Qur'an can also improve cognitive skills, such as concentration and memory, as it requires full attention and repetition in learning the sacred text. In the community, Qur'anic recitation activities often become an arena to strengthen social ties and strengthen ukhuwah Islamiyah, because it is done in congregation and involves various groups. Thus, tilawatil Qur'an is not only a religious activity, but also an integral part of social and educational life in the Muslim community. (Pertiwi, 2018).

3. Research Method

This research uses descriptive qualitative research methods. This method allows researchers to collect and analyze data in the form of words and images, so as to provide an in-depth description of the phenomenon under study. The data collected can be in the form of interview transcripts, field data notes, personal documents, photographs, notes, and various other types of relevant data (Adhi, 2019). In sampling, researchers selected four key informants who were considered capable of providing the information needed. The four informants were the Daily Chairman of LPTQ Langkat, the Secretary of LPTQ, a community leader, and a recitation teacher. The selection of informants aims to obtain a diverse and comprehensive perspective on the topic under study. (Sugiyono, 2017).

To collect data, the researcher used three main methods: interviews, observations and collection of related documents. Interviews were conducted to obtain information directly from informants regarding their experiences, views and knowledge related to the research topic. Observations were used to directly observe and record events or activities relevant to the research in the field. Document collection was conducted to complement and strengthen the data obtained from interviews and observations. Documents collected can be in the form of reports, notes, photos, and other related documents. The purpose of this descriptive approach is to help readers understand what happens in the research environment, how the participants' views are, and how events or activities take place in the research setting (Emzir, 2012). Thus, this research seeks to provide a detailed and comprehensive description of the phenomenon under study, so as to provide deeper insights for the reader. (Miles and hubberman, 1994).

4. Results and Discussions

4.1. The Role of LPTQ in the Development of Qori-Qoriah in Langkat Regency

Langkat, a district with cultural and religious diversity, pays serious attention to Islamic aspects. In terms of fostering Quranic people, there needs to be an institution that manages this field. LPTQ (Tilawatil Quran Development Institute) in Langkat Regency in particular is an institution that handles coaching, empowerment and also the selection of qori and qoriah in Langkat district The Tilawatil Qur'an Development Institute (LPTQ) is an official institution established in 1977 by the government, listed in the "Joint Decree of the Minister of Religion and the Minister of Home Affairs Number 19 of 1977 / Number 151 of 1977 Regarding the Establishment of the Tilawatil

Qur'an Development Institute", and for the LPTQ office of Langkat Regency is in the Stabat Islamic Center Building Complex / IPHI Building. by order of the Regent and the government of Langkat Regency.

The Daily Chairman of LPTQ Langkat, H. Irfan Yusuf, S.Pd.I said, "the management of LPTQ Langkat Regency consists of two elements, namely government elements and non-government elements". Both of these elements are committed to working together in carrying out and developing the development of tilawatil Quran in Langkat Regency. Selection of qori and qoriah becomes a manifestation of this commitment. The selection process usually begins with the registration of participants which can be done by individuals who have an interest and ability in reading the Koran. In this registration, participants will include personal data and may provide a reading sample as one of the initial requirements. Next, the selection is done by a panel of judges consisting of tajweed experts, religious leaders, and individuals who are competent in the Quranic field. The aspects assessed involve the quality of the recitation, mastery of tajweed rules, as well as the participant's fluency. This process aims to ensure that the selected qori and qoriah are able to convey the message of the Quran well, in accordance with Islamic religious guidance.

The selection focuses not only on the quality of the recitation, but also on the participants' ability to understand and implement the meaning of the verses they read. Therefore, participants may also take the Quran comprehension test as part of the selection. Participants who pass the selection will get the opportunity to take part in the coaching stage so that they can later take part in the selection stage to the next level, be it the Provincial level or the National level. This coaching does not only involve technical training in reading the Quran, but can also include understanding the interpretation as well as deepening Islamic values. This proves that the selection of qori and qoriah in Langkat Regency is not only a competition, but also a coaching effort to ensure that the younger generation is able to become ambassadors of Islam through good and meaningful reading of the Koran.

As Allah says in Q.S al-muzammil: verse 4

وَرَتِّلِ الْقُرْآنَ تَرْتِيلاً

Translation: "And recite the Qur'an in tartil."

Not only selected, the qori and qoriah in Langkat Regency also received proper coaching. In this case as a community leader of Langkat Regency, Mr. H. Syahrizal, S.Sos, M.Si, explained that the LPTQ of Langkat Regency also cooperates with huts and Quran houses that provide training to prospective qori and qoriah, in order to later strengthen the candidates for qori and qoriah to be included in the selection of tilawatil Quran. Be it from the village, sub-district, district, provincial, national, and even international levels. With the existing APBD, the LPTQ of Langkat Regency pays attention to the Quran houses in Langkat Regency. Not only the Quran house, even the qori and qoriah who managed to be the best in the Musabaqah Tilawatil Quran specifically at the Langkat Regency level also felt a form of support from LPTQ and the Langkat Regency government. The provision of attention can be in the form of further training to prepare the qori to the next level of MTQ, it can also be in the form of coaching money, even free Umroh for Best one in MTQ at the Langkat Regency level. This attention is not only at the Regency level, but continues to the international level. (F. A. Sari et al., 2023).

This form of attention can certainly motivate prospective qori and qoriah or for children who do not know what tilawatil Quran is. so that they can be even more active in participating in training, so that quality qori and qoriah appear in Langkat Regency.

Coaching or training qori and qoriah in Langkat district is a systematic effort to develop the skills of reading the Koran, mastery of tajweed, and understanding of the contents of the Koran. One of the teachers or trainers of the recitation of the Koran in Langkat district, namely ustaz Muhammad Abdan Tarigan, S.Pd, explained that there are several steps in the Koran recitation training process. (Martang, 2021).

- a. Registration and Selection: The process begins with the registration of prospective qori and qoriah who may include individuals from various walks of life. After registration, participants then go through a selection process to determine their ability and potential.
- b. Initial Assessment: Upon selection, participants will undergo an initial assessment to determine their level of Quran reading skills and basic understanding of tajweed. This assessment helps the instructor in designing an appropriate training curriculum.

- c. Division of Classes and Instructors: Participants who have been assessed will be divided into groups based on their ability level. Instructors who are competent in tajweed and Quranic sciences are responsible for providing training to each group.
- d. Technical Training: Training involves technical exercises in reciting the Quran, correcting tajweed, and improving the quality of recitation. It can include individual and group exercises, with constructive feedback from the instructor.
- e. Interpretation: To enrich participants' understanding of the content of the Quran, often included in the training is a tafsir comprehension session. This helps the qori and qoriah to better understand the context and meaning of the verses they are reciting.
- f. Psychological Coaching: Some training programs also include psychological coaching to help participants overcome tension and improve the quality of their performance.
- g. Public Performance: As part of the training, participants may be given the opportunity to perform before the public. This helps them develop confidence and practice their skills outside the training environment.
- h. Periodic Evaluation: During and after the training, periodic evaluations are conducted to see the participants' progress and ensure that they are ready to participate in competitions or other public events.

By combining technical and spiritual aspects, the qori and qoriah training in Langkat Regency seeks to create Quran readers who are not only technically proficient but also understand and live the contents of the Quran.

4.2. Key Management Aspects in LPTQ Langkat Regency

4.2.1. Planning to supervision of the Qori-Qoriah Training Program in Langkat District

In management, planning is seen as the most basic and essential task. Planning is an effort to increase the utilization of assets owned by an association or organization to achieve predetermined goals. Planning is seen as the most basic and first function that must be carried out in management. Planning is an effort to use the resources of an organization or company optimally to achieve predetermined goals. (Edison Siregar, 2021)

The qori and qoriah training program in Langkat District is an important initiative that requires thorough planning to ensure its success in developing the ability to read the Quran and related aspects among participants. The structuring of the program includes several essential stages (Ronaldi et al., 2023).

- a) Needs analysis is a crucial first step. By conducting surveys and consulting with religious leaders and local communities, an in-depth understanding of the level of Quran reading ability, understanding of tajweed, and aspirations of the trainees can be obtained. The results of this analysis become the basis for setting specific and relevant targets for the training program. Once the targets are set, instructor selection is the next step.
- b) Instructors who are competent not only in the technical aspects of reading the Quran but also have spiritual sensitivity and the ability to guide participants are key factors in the success of the program. This selection should consider the diversity of teaching methods to suit the needs and characteristics of the participants.
- c) The process of group division is the next step. Participants are grouped based on their ability level, allowing organizers to develop a curriculum that can be tailored to the needs of each group. This curriculum design should include technical aspects of reading the Quran, mastery of tajweed, understanding tafsir, as well as relevant practical exercises. The learning methods chosen should be varied to cover the different learning styles of the participants.
- d) Practical training, group discussions, Q&A sessions, and simulated public performances can be effective methods to ensure a deep understanding and practical application of Quranic reading skills.

The training schedule should also be carefully designed, taking into account both participants' and instructors' time. In addition, there should be special sessions such as psychological guidance to support participants in overcoming psychological and emotional challenges that may arise during the selection process. In addition to the schedule, the necessary facilities and equipment, such as training rooms, Qurans, microphones and audiovisual equipment, should be available and prepared before the training begins. It is important to create an environment that supports effective learning.

A structured evaluation system needs to be implemented to periodically measure participants' progress. This allows organizers to assess the effectiveness of the program, identify areas that require improvement, and adjust the curriculum as needed.

By following these stages, the qori and qoriah training program in Langkat Regency is expected to provide maximum benefits for participants, help improve the quality of Quran recitation, and support the development of their spiritual abilities. (Tilawah & Basyiruddin, 2023).

4.2.2. *Methods of Qori-Qoriah Training in Langkat Regency*

The method used or commonly known as the patterned method, is called the patterned method because it is in accordance with the literal meaning of the meeting. In this case, the parents of the learners entrust the Quranic Houses or TPQs around them so that their children get training in tilawatil quran. (personal interview with shahrizal, 2023)

As a result, ustaz and santri interact face-to-face during implementation. The reason it is called patterned is because the learning is done to produce a recitation pattern that has been idolized by the ustaz. In five to seven meetings, they can produce one Quran recitation pattern. (Pertiwi, 2018)

4.2.3. *Obstacles in Realizing Quality Qori-Qoriah in Langkat Regency*

Obstacles must exist in every endeavor or activity undertaken. Usually, a deterrent is something that hinders the occurrence or achievement of a goal. These obstacles are in the form of material and non-material. The same thing also happened to the Organization for the Advancement of Tilawatil Quran, especially in Langkat Regency.

LPTQ Langkat, has been committed to maximizing the work program that has been designed following several LPTQ Langkat programs that have been realized according to Mr. H. Syahrizal, S.Sos, M.Si.

- 1) Training and coaching of qori, hafiz, khattath, syarhil and fahmil
- 2) Training and coaching of judges
- 3) Giving bonuses to participants who excel in tilawatil quran
- 4) Comparative study learning for LPTQ daily administrators
- 5) Conducting visits to tahfiz houses and boarding schools, in order to find potential seeds.

Mr. H. Syahrizal, S.Sos, M.Si said "we are trying to make the program that has been planned by LPTQ Langkat can be run well".

There will be difficulties encountered in implementing the work program that has been prepared. difficulties faced during the implementation of the program at LPTQ Langkat Regency. Therefore, in order for the work program to be implemented optimally, serious efforts are needed to overcome any challenges that may arise. (Ardiyansyah, 2013)

The obstacles in question are

- a. There are still not enough quran houses for qori and qoriah training in each sub-district.
- b. Finding qori-qoriah seeds is not easy due to the lack of interest of children in the field of tilawatil quran.
- c. Not all winners in the field of tilawatil quran are given awards, in the form of being made honorary staff in schools or civil servants in the government.

This problem has long been a homework for LPTQ Langkat Regency in order to maintain the qori and qoriah who are very competent in order to continue to take part and make Langkat Regency proud.

4.3. *Evaluation and Continuous Improvement in Realizing Quality Qori and Qoriah in Langkat Regency*

Assessment is an action to collect data about the running of a program, which is then used to determine appropriate choices in undergoing choices related to the program. To find out more about the results of the implementation of a program, evaluation can also be carried out within a predetermined period of time. In this way, it can be well understood that program assessment is the orderly use of logical techniques to evaluate a plan, then, at that time, present data with respect to making choices with respect to the implementation and continuity of the plan that has been drawn up. reasonable framework.(N. K. Sari, 2019).

Evaluation and continuous improvement in realizing quality qori Qoriah in Langkat Regency is an important effort to improve quality and achievement in the art of reading the Koran. Evaluation can be done through rigorous selection to identify potential talents among the community. Objective assessment of the ability to read the Quran, tartil, and tajweed are the main criteria in this process. In addition, intensive training and coaching of the selected participants needs to be increased to improve their weaknesses and enhance their strengths.

In the context of continuous improvement, the application of innovative and effective teaching methods can play a key role. The use of technology such as Quran learning apps or online platforms can enrich the learning process and provide wider access to participants. In addition, involving accomplished qori and qoriah as mentors and role models for the younger ones can provide motivation and inspiration.

Support from the Regency government is also very vital. For example, the addition of the budget at LPTQ has been added by the Langkat Regency government. At first it amounted to Rp.200,000,000 in 2023 to Rp.350,000,000 in 2024. This means that the Langkat Regency government knows the shortcomings that exist in LPTQ. This is done in order to encourage the formation of institutions or programs that focus on the development of qori and qoriah, as well as organizing competitions on a regular basis, can provide a positive stimulus and increase the enthusiasm of participants. The organization of workshops, comparative studies, seminars, and discussions also needs to be carried out regularly in order to become a vehicle for sharing experiences and knowledge between qori and qoriah.

The importance of evaluation and continuous improvement lies in the sincerity of all parties involved, from participants, instructors, to the local government. With this joint effort, Langkat Regency can build a strong tradition in producing quality qori and qoriah, who not only master the technique of reading the Koran well but also have a deep understanding of the meaning and values contained in the holy book of Islam.

5. Conclusion

The management of the Tilawatil Quran Development Institute (LPTQ) has a central role in shaping the quality of qori and qoriah in Langkat Regency. This research reveals that effective management in LPTQ can be the main pillar in realizing quality qori-qoriah. In carrying out its functions, LPTQ Langkat Regency needs to focus attention on several key aspects. First, optimal human resource management, including the recruitment and training of qualified qori-qoriah as well as continuous and sustainable coaching to ensure their maximum development. Second, transparent and efficient financial management so that LPTQ can meet its operational and development needs without experiencing financial constraints. In addition, close collaboration with relevant communities and institutions needs to be enhanced. This can include cooperation with religious education institutions, local government, and community organizations to support qori-qoriah development programs. This synergy can expand LPTQ's reach and increase its positive impact in shaping individuals who are qualified in reading the Quran. The importance of technology also arises in this context. LPTQ needs to utilize information technology to simplify administrative processes, remote training, and documenting qori-qoriah's progress. In addition, the use of social media can be an effective promotional tool to increase public awareness of the activities and achievements produced by LPTQ. Overall, LPTQ management in Langkat Regency plays an important and decisive role in developing quality qori-qoriah. By focusing on the management of human resources, finance, collaboration and technology, LPTQ can make a significant contribution in producing a generation that understands and is able to present the Quran with good and correct reading.

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