

IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT AS AN EFFORT TO IMPROVE EDUCATION QUALITY AT UNIVERSITAS NEGERI PADANG

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Abstract: This study specifically aims to: (1) determine the strategy of implementing TQM in Padang State University Library (UNP), (2) obtain an overview of the leadership of the Head of the Library in the implementation of TQM in the UNP Library, and (3) find out the obstacles in implementing TQM as quality improvement UNP Library. The method used in this study is a case study with a qualitative approach. Collecting data through observation, interviews and document analysis. Subjects in this study were leaders, subdivision heads, library staff, visitors, events, facts, documents and various forms of efforts, programs or library activities. The object in this study is the TQM system implemented in the UNP Library. The results showed that first, the strategy of implementing TQM in the Library of UNP was carried out by continuous improvement, empowering staff, working with teams, identifying users, listening to opinions, process analysis, and statistical process control. Second, the overview of leadership in the UNP Library can be seen from (a) leaders develop their vision and establish the direction and strategy of the Library of UNP to produce the changes needed to achieve the vision, (b) leaders communicate the goals to be achieved through statements and actions to anyone which may be needed to give effect to the formation of a team that understands the vision and strategy of the UNP Library, (c) leaders motivate librarians and library staff, and (d) leaders must be able to create changes that are desired by users and very useful for the progress of the UNP Library through the provision of services new services that are wanted by users and new approaches to work relationships that help the UNP Library be able to compete. Third, obstacles in the implementation of TQM in the Library of UNP are (a) barriers to work culture in the UNP Library can be seen from the difficulty of cultural change, rejection of change, lack of commitment and involvement of workers and distrust of quality; (b) infrastructure constraints seen from facilities, funds, human resources and non-technical constraints; (c) managerial barriers in the UNP Library can be seen from the lack of top management commitment and lack of leadership quality and (d) organizational barriers in the UNP Library can be seen from the ineffectiveness of organizational communication.

Keywords: *Total Quality Management, College Library, TQM Barriers, Work Culture, Leadership*

College libraries are a determining component in assessing the success of higher education programs. Its management requires handling capable personnel, enough in quantity and quality. The head of the library and the librarian play a very important role in the success of a library. Librarians as the library's driving wheel are required to be dedicated and full of dedication in the task of increasing library participation. With the advancement of technology and the explosion of library information, it must improve the quality and sensitivity of advances that are related to the development and improvement of services.

So that the college library has a good performance needs to be supported by adequate management. Management is a process that directs individual skills and energy and allocates material resources to achieve goals. With management, all the activities of the institution lead to efforts to ignite the stated goals. To base and regulate so that activities run according to certain procedures and can run smoothly, it requires library policy. Policies are usually in the form of a legal basis, such as legislation on official decisions, guidelines, legislation, and strategic plans and directions for achieving goals.

The right service and level of satisfaction must be seen from the user's eyes that will be served. On the other hand, quality library services, for example by providing quality information, are strongly influenced by processes in the library. The problem faced is how these processes can

run as ideal as possible so that the quality of services can be provided optimally by optimizing also the managerial aspects of the library organization.

Management problems are a major obstacle, library managers in managing the library. TQM with a concept that combines strategies, systems and human resources optimally, seems to be a concept that is expected to answer as large as library problems. Because the principle of TQM is to prioritize customer satisfaction, respect for everyone, management based on facts and continuous improvement (Lasa HS, 2005: 24). Libraries as service providers need to implement management to control the quality of services. This effort needs to involve all components of the library with continuous guidance.

To facilitate understanding, the meaning of TQM can be distinguished in two aspects. The first aspect outlines what the TQM is and the second aspect discusses how to achieve it. TQM is an approach in running a business that tries to maximize organizational competitiveness through continuous improvement of products, services, people, processes and the environment (Tjiptono, 2001: 4).

TQM is an attitude and behavior based on satisfaction with the work and work of the team or group. TQM wants total commitment from management as the leader of the organization where this commitment must be disseminated to all employees and at all levels or departments within the organization. TQM is not a program or system, but a culture that must be built, maintained and improved by all members of the organization. Thus, TQM is an approach that should be implemented by organizations today to improve the quality of its output, reduce production costs and increase productivity.

TQM is an approach to improve the effectiveness and flexibility of an organization as a whole by centering around quality. TQM in principle is a way of organizing and mobilizing all organizations, every part, activity, and individual at each level to achieve quality. TQM is related to strategic, marketing, and human aspects of the organization (Wijaya, 2008: 87).

The implementation of integrated quality management is not an approach that is straightforward or results are obtained in an instant, but requires a systematic process (Mokoginta, 2012: 411). The problems that will be addressed in this paper are (1) the strategy of implementing TQM in the UNP Library, (2) leadership of the Head of the Library in the Implementation of TQM in the Library of UNP, and (3) Obstacles in implementing TQM as Quality Improvement of the UNP Library.

Method

The research method case study with a qualitative approach. Data collection through observation, interview and document analysis. Subject in this study are leaders, sub-heads, library staff, librarians, events, fact, documents and various forms of efforts, program or library activities. The object of this research is TQM system implemented in UNP Library. The data analysis process is carried out with the following steps: (a) data analysis is a preliminary process in the analysis of available data from various sources, both observation in the form of field notes, interviews, document review and literature; (b) data reduction; (c) the preparation of units and categories.

The compilation of the units is done by analyzing and identifying the various data collected, such as observation records, interviews, field notes, documents and other sources grouped by data, type of information and location. Information, and location. Category arrangement is done by grouping data units into categories as they are formed in the conceptualization of research problems. The validity of data in qualitative research is based on four criteria, namely degree of credibility, transferability, dependability, and confirmability. Each criterion has its own inspection techniques (Maleong, 2004). In this study, the researcher will undertake the following actions: (1) extension of participation and observation and; (2) in the form of data triangulation is a technique of checking the validity of data by utilizing something else in the data, either to check or to compare.

Finding and Discussion

The implementation of total quality management as an effort to improve the quality of education at UNP can be seen from (1) the strategy of implementing TQM in the UNP Library, (2)

leadership of the Head of the Library in TQM Implementation in the Library of UNP, and (3) obstacles in implementing TQM as an improvement in the quality of the UNP Library.

TQM Implementation Strategy in the UNP Library

The implementation strategy of TQM in the Library of UNP is carried out as follows (1) continuous improvement, (2) empowering staff, (3) cooperating with the team, (4) identifying users, (5) listening to the opinions of readers, (6) analyzing the process, and (6) statistical process control. First, continuous improvement is done by the UNP Library by reviewing work procedures. Following are the results of interviews with the head of the UNP Library.

The UNP library has work procedures, existing work procedures are written policies, and unwritten policies. Changes in work policies are two factors, namely internal factors, namely changes in organizational structure. This will have an impact on changes in several work procedures. External factors are usually due to the influence of the environment outside the organization, for example the influence of the state of the college.

Reviewing existing work procedures should be carried out continuously for a certain period of time. Based on interviews with library leaders, it is necessary to review existing work procedures. All work procedures in the library must be adhered to and a time the procedure can change according to changes that occur in the organization. These changes can be seen from certain policy changes that cause work procedures to be reviewed, this aims to improve the quality of services through continuous improvement.

Third, the concept of empowering staff in library activities can be seen from the participation of staff in important library activities such as in formulating policies and staff participation in the decision-making process, planning education and training programs for staff and giving staff greater responsibility.

Based on interviews with library staff as large library staff interviewed said they were included in formulating policies, involved in making decisions. This shows that in formulating policies and in decision making staff of the UNP Library have been involved. Relating to education and training for staff according to the library leadership is very important.

The leadership of the UNP Library in the decision-making process begins with the collection of facts, data and information based on the SWOT analysis (Strength, Weakness, Opportunity, and Threat) which is oriented to the problem of facts, and internal and external data in the library organization, using the SWOT analysis of excellence and system weaknesses can be identified properly. Internal and external problems that are collected by the leaders of the Library of UNP are viewed from four aspects, namely human, system, material, and physical resources.

Fourth, working with a work team means working with one or more group members. Working with a team means that there are interactions between group members who work together for a predetermined goal. When working with a team, the responsibility for the work is the responsibility of all team members. The decision taken is the team's decision. Working and making decisions with the team, seems to be something that has been implemented in the UNP Library and this is one important TQM concept. Working with a team is an effective approach that has been felt by many organizations including the UNP Library.

Fifth, identification of users is the final target of the product produced to be able to provide relevant information, so it is necessary to study who is the user of the UNP Library. For the library, the UNP library is very important, because one component of the library is a library service user. In other words, without library users there is no meaning.

Sixth, listening to the opinions of users can be done through a system evaluation process. System evaluation is an effective way to find out the weaknesses of a system that has been running in the library. Gathering the opinions of users on the system that runs starting from the good and bad services provided by the library staff, the speed of staff in serving users and the satisfaction of users of the existing library material collection. Listening is a managerial aspect that is very important to do. By listening to the opinions of the librarians, the librarian will know where the weaknesses of the system are and will quickly find solutions to the constraints that exist.

Listening to the opinions of users and dialogue with users is an effort of the UNP Library in capturing any opinions of users regarding library services. There is a positive opinion of users and some are negative, which is feedback about user satisfaction and quality of management.

Seventh, the process of analyzing the process carried out on the system aims to maintain the system from errors. The library carries out a process analysis of an existing process, so whether the process runs well or not. Analysis of the process carried out in the library of information systems in the UNP Library. The TQM concept emphasizes continuous process improvement. The continuous improvement of this process must go through process analysis, which ultimately leads to improving the quality of products and services.

Eighth, process control is statistically intended to describe the situation of the UNP Library at a certain time and to monitor existing errors or shortcomings. Recording of facilities and infrastructure is carried out continuously, reporting of physical evidence of the results of the performance of functional librarians, visitor statistics, user statistics of borrowing statistics and requests from library users are accurate records for decision making materials.

Leadership of the Head of the Library in the Implementation of TQM in the UNP Library

Leadership has been defined in relation to individual characteristics, behavior, influence on others, patterns of interaction, role relationships, place in an administrative position, and perception by others about the validity of influence. Kristianty (2005: 110) defines lead means can also communicate organizational vision and principles to subordinates. Leading activities include activities to create a positive culture or culture and a harmonious climate in the institution or organization environment, as well as creating responsibility and authority in achieving common goals. A good leader is a leader who has managerial skills.

Leadership has the power to move and influence people. Leaders have an important and strategic role in achieving an organizational goal. Leaders to be able to play a role maximally must have competence and skills. In the TQM perspective, leadership is based on the philosophy that continuous improvement of work methods and processes will improve quality, cost, productivity and in turn improve competitiveness.

The role of leadership in encouraging the organization in implementing the principles of TQM in the Library of UNP can be seen from (1) developing the vision and establishing the direction and strategy of the library, (2) communicating the objectives to be achieved through statements and actions, (3) providing motivation and, (4) create change.

First, the role of leadership one of them develops a vision and sets the direction and strategy of the library to produce the changes needed to achieve that vision. The vision will clarify which direction the UNP Library will go. Simply stated, vision can be interpreted as views, desires, ideals, hopes, and dreams.

In order to realize a quality library and in line with the vision of UNP, the library has a vision that supports the vision of UNP, namely "to become a superior information center, modern, up to date, and as the main academic means in the transformation of science, technology and art on the basis of faith. and taqwa to God Almighty".

This vision is formulated into the library mission so that it can be implemented in accordance with the goals and objectives to be achieved. Mission is a way that the library does to realize a vision. The mission of UNP library is (1) to provide, manage, maintain, and deposit relevant literature information documents in accordance with the needs of the UNP curriculum, (2) provide library material services and access to literature information centers in order to improve the quality of learning, research and community service in the UNP environment, (3) providing and facilitating UNP academics for access to the center of global scientific information sources in accordance with the development of information technology, and (4) capturing and depositing literary works from academics and ex college student to become reference material internal UNP.

To achieve these objectives, realistic and measurable targets need to be set based on clear and firm policies. This target is elaborated in the form of integrated programs so as to produce activities that are beneficial for the UNP academic community. All of these activities will reflect the performance of the library within a certain period. Library performance results can be known after being evaluated based on existing indicators.

The success of a library's vision and mission lies in the active role of all universities. Leadership determines the direction of change through library vision formation. Based on interviews with library leaders regarding how the vision of leadership was formulated.

The leadership vision is formulated based on a clear framework and translates the library's vision into reality and leadership directs people to work based on the library's vision.

To carry out the vision and realize the mission and realize the vision of the UNP Library, it is necessary to formulate the goals and strategic objectives for 2016-2020 which more clearly describe the measures of the implementation of the mission and the achievement of the vision. The goals to be achieved by the UNP library are (1) providing, managing, caring for, and depositing relevant literature information documents in accordance with the needs of the UNP curriculum, (2) providing library materials services and access to literature information centers in order to improve the quality of learning, research and dedication to the community in the UNP environment, (3) providing and facilitating the UNP academic community for access to the center of global scientific information sources in accordance with the development of information technology science, and (4) capturing and depositing literary works of academics and alumni to become material reference or internal reference to UNP.

Second, communicating the goals to be achieved through statements and actions to anyone who might be needed to give effect to the formation of a team that understands the company's vision and strategy, and accepts the truth. Based on interviews with library leaders relating to communication carried out by leaders with subordinates as follows.

Communication is done with library staff not only with formal communication such as meetings, briefing but also in an informal manner. Formal communication is done through meetings with all library staff and leadership meetings with activity coordinators and group leaders. Formal communication is carried out if there are planning and reporting activities. Informal communication is carried out with an individual approach.

Leaders must have an open and communicative attitude with all parts of the library and the community. This can be done by being fair and respecting others, appreciating creativity, being open to challenges and questions, being open to new ideas and views, acknowledging mistakes and adapting to change.

Leaders communicating with library staff can create a healthy work climate. Work can be done well so that increasing productivity will have an impact on the quality of the products produced. A conducive work climate is needed to create high morale. This is not only influenced by communication, but also influenced by human relations. If the relationship between humans is well established, good communication will also be created.

In the organization of the Library UNP involves many people with a variety of characteristics both in personality, beliefs, ways of view, knowledge, skills, and experience, the library leader must view and make this characteristic of religion as a force in library organization. Based on interviews with library leaders related to subordinate enthusiasm when following a meeting or direction of the leadership as follows.

They are very enthusiastic because through meetings can convey their suggestions or opinions and problems in work.

Based on the results of the interview, it can be seen that as a library leader has provided the opportunity for staff to discuss existing problems, the library leader realizes that cooperation between leaders and staff is needed to facilitate every job. In every work, wherever and whenever there are problems that arise in the work. These problems can be various types, from minor problems that can be solved by each individual to the problems that require leadership assistance in solving them. As a good work team, every problem must be discussed together.

To improve the quality of library services, it takes a touch of creativity from everyone involved in the library. Not only leaders are required to think, creative, but all the people in the organization must be fostered creativity. The leader must be able to accommodate the creative thoughts of each library staff, which might be different from the point of view of the field.

Communication activities will assist in directing and assisting the values, attitudes and behavior of employees in carrying out their daily work duties, to be in accordance with the mission

and vision carried out by the organization. The communication climate that occurs in the UNP Library is very important so that messages or information can be well received by all members of the organization. If there is no communication, library staff cannot know what to do, the leader cannot obtain information input and cannot provide instructions or instructions to subordinates. Work coordination cannot be achieved, collaboration is also impossible because people in an organization cannot convey their desires and feelings to others.

Third, giving motivation to the library leader in relation to the way the leader builds the motivation of subordinates to believe and be proud of the organization is done by giving work enthusiasm, reward and showing good work.

Based on interviews with library leaders regarding the way to motivate is done by an informal approach, giving religious advice and approaches. A quality leader is defined as a person who measures its success with the success of individuals within the organization. The involvement of all elements of management in the organization in achieving the goals together is an effort made, so that no member in the organization is not successful in carrying out its functions and duties. The main task of the leader is to carry out effective quality leadership to improve the existing quality management system so that the quality management system goes as expected.

The hardest challenge for a leader is how to motivate organizational members. Every organization leader must crave a situation where all the members of the organization he leads have passion for work and high productivity. The condition of an organization, both governmental and private organizations, if the psychological condition of employees is less supportive, it will affect the effectiveness of organizational activities, moreover if the condition comes from employee motivation, it will be affected to the success of achieving the goals and objectives set. In an organization, even though the job description has been arranged in the main tasks and functions of the organization but it is not sufficient, if the employee is less passionate, the employee's performance will be less good, so that productivity decreases which in turn the implementation of the task is not achieved as planned.

In relation to employee work productivity, there are several influences including motivation, education, training, ability, general knowledge, technical knowledge, work experience, cultural background, organizational climate, lighting, air temperature, salary / wages and others. Some of the productivity factors mentioned, motivation is one very important factor in order to encourage employee productivity.

Fourth, to create change, a college library head as a leader must ensure that all activities carried out by librarians, administration and library staff are focused on library users and stakeholders. Library leaders not only carry out routine and standard work standards, but also bring something innovative to the progress of the library.

An erroneous match if the college library is seen as a monotonous activity and routine. College libraries must give birth to a variety of innovations needed for the Tridarma of Higher Education activities. To be able to produce new ideas and views, both internal and external, especially ideas and views derived from users of the UNP Library services.

The existence of a library as a source of learning in universities is a mandate of Law No. 20 of 2003 concerning the national education system in article 1 point 20, which states that learning is the process of interaction of students with educators and learning resources in a learning environment. On the other hand the UNP Library is currently faced with an ever-changing environment, which demands courage from leaders to make changes to adapt to the demands of change. The UNP Library requires leaders who can truly contribute significantly to the progress of the organization, which is based on a sense of love for the library. Based on interviews with library leaders in relation to what changes are used to improve the quality of library services as follows.

Improving the quality of services of the UNP Library through improving librarian competence, improving the quality of services and improving the quality of information resources that must be possessed. Although the implementation is still constrained by the not yet optimal quality of services provided because it is not balanced between the number of students who must be served and the number of library staff.

Based on interviews with library leaders related to the new approach in helping the library be able to be competent as follows.

There are opportunities from the university library, namely the abundance of the number of college library members, librarians who are experienced and have a library certificate, collaboration with other libraries, and the cooperation with various parties.

To implement the principles of TQM in the UNP Library, it is necessary to pay attention to team collaboration, involvement of stakeholders, and involvement of users. According to Zahroh (2014: 56) the strategy to improve team performance in achieving the objectives to be achieved in educational institutions is interdependence, expansion of tasks, alignment, general language use, trust / respect, leadership, skills in problem solving, skills in dealing with confrontation / conflict, assessment / action, and appreciation.

Obstacles in Implementing TQM as Quality Improvement of the UNP Library

Obstacles in the implementation process of TQM in the Library of UNP can be grouped into four obstacles, namely work culture barriers, infrastructure barriers, managerial barriers, and organizational communication barriers. First, the barriers to work culture in the UNP Library can be seen from the difficulty of changing culture, blocking change, lack of commitment and involvement of workers and distrust of workers towards quality. Rejection of changes in an organization is a normal organizational attitude. Library organization changes often experience difficulties because in the body of the organization has a conflict between cultures.

In the management process, of course there are obstacles that must be understood by the leader, because usually the staff find it difficult to accept new changes. Based on the results of interviews obtained data about the obstacles in the implementation of TQM in the UNP Library, among others, as follows.

Of the planned programs that become obstacles in its implementation are the existing library staff commitment and competence. To overcome this, the library conducts guidance to staff. To minimize the barriers that exist today, program preparation can be organized that can organize internal and external challenges into opportunities.

Rejection of change is a natural thing, even positive changes can be unpleasant for staff because these changes are new and unusual things as well as changes in the UNP Library. This is compounded if the library leaders are less skilled in the field of management, the managerial aspects that have been forgotten by the leaders and librarians, which are important factors that determine the course of a library organization. Based on interviews with library staff related to the obstacles in the implementation of TQM as follows.

Constraints stem from conflicts of interest and lack of understanding of agreed commitments such as library staff not understanding their respective roles. The presence of staff who are less responsive to new changes and the lack of initiatives to continuously improve quality. On the other hand, there are those who think that better service quality can only be achieved at a higher cost.

Second, infrastructure constraints are the obstacles faced by the UNP Library in implementing TQM seen from facilities, funds, human resources and non-technical constraints. Information technology facilities in the form of computers are still lacking especially those that can be used by users to track information. The amount of funds allocated that has not met the standard is 5% of the university's operating budget excluding salary. Limited human resources are owned by the library, not all librarians are certified, and there are no specialist subjects. The opportunities that must be utilized by the UNP Library are utilizing the opening of learning opportunities and adding insights such as attending seminars and continuing studies, the library holds training for librarians, participates in regular training at the National Library of Indonesia and conducts comparative studies to advanced libraries. Non-technical constraints on the freedom of library managers to use certain applications is difficult because they have to reinvest existing applications. To optimize TQM not only need to emphasize the importance of human resources, collection, facilities and infrastructure, but also must include the integrity of the system for the functions in the overall quality program, namely the software used to serve users.

Fourth, barriers to organizational communication in the UNP Library can be seen from the ineffectiveness of organizational communication. Communicate the goals to be achieved through statements and actions to anyone who might be needed to give effect to the formation of a team that understands the vision and strategy of the UNP Library, and accepts the truth.

Library leaders have provided the opportunity for staff to discuss existing problems, the library leader realizes that cooperation between leaders and staff is needed to facilitate every job. In every work, wherever and whenever there are problems that arise in the work. These problems can be various types, from minor problems that can be solved by each individual to the problems that require leadership assistance in solving them. As a good work team, every problem must be discussed together.

According to the author for the introduction and equalization of perceptions as well as to obtain input in order to improve the concept and implementation of this management, socialization continues to be carried out. Trial activities must be carried out immediately to find out the obstacles that may arise in the implementation to find a solution in order to anticipate the possibilities of obstacles that arise in the future. Hopefully with this concept, the improvement of service quality will be achieved as an implementation of the human resource development process in facing increasingly fierce global competition and supported by science and technology that is developing rapidly.

Conclusion

From the results of research conducted related to the implementation of TQM as an effort to improve the quality of education at Padang State University can be summarized as follows. *First*, the implementation strategy of the TQM in the UNP Library is carried out by continuous improvement, empowering staff, working with the team, identifying users, listening to the opinions of users, process analysis, and statistical process control.

Second, the description of the leadership of the library head can be seen from (a) the leader develops the vision and sets the direction and strategy of the Library of UNP to produce the changes needed to achieve the vision, (b) the leader communicates the goals to be achieved through statements and actions to anyone who may be needed to give effect to the formation of a team that understands the vision and strategy of the UNP Library, (c) leaders motivate librarians and library staff, and (d) leaders must be able to create changes that are desired by the user and very useful for the progress of the UNP Library through the provision of services new users are wanted and new approaches in employment relationships that help the UNP Library be able to compete.

Third, obstacles in the implementation of TQM in the UNP Library are (1) barriers to work culture in the UNP Library can be seen from the difficulty of cultural change, rejection of change, lack of commitment and employee involvement and distrust of quality; (2) infrastructure constraints seen from facilities, funds, human resources and non-technical constraints; (3) managerial barriers in the UNP Library can be seen from the lack of top management commitment and lack of leadership quality and (4) organizational communication barriers in the UNP Library can be seen from the ineffectiveness of organizational communication.

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