

Decision Making Management in Improving School Quality

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ABSTRACT

School quality is an important issue and is of concern to every school organization in improving the quality of education, which is influenced by human resources, teachers, students, and other structural elements. The authors of this article aim to discuss ways to improve school quality through decision-making. The method used is library research, ie 1) library research in various journals and 2) source based on a review of articles and various sources, it was concluded that several things can be considered in decision-making management in maximizing school quality, namely paying attention to the decision-making system based on various adjustments to decision making the existing conditions to produce the right decision.

Keywords: Decision-Making Management, School Quality, Human Resources.



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INTRODUCTION

It should be understood that the problem of education is a comprehensive problem that exists in various regions, both inside and outside. Therefore, educators must also morally meet the requirements to fulfill their moral duties adequately. An institution is a place for administrative activities. In this study, management is a fundamental problem in an institution. Management is a concept and a way that encourages an institution to achieve its intended goals (Reynolds, 1998; Werdhiastutie *et al.*, 2020). The principal's activities must be able to be thought of by the principal so that school organizations can adapt to the outside world. One of the things that can inspire a school to realize its vision, mission, goals, and objectives through carefully planned and implemented activities is the principal's strategy. Tsai *et al* (2019) stated that strategy is a plan for the use and exploit opportunities and resources There is an increase in efficiency and effectiveness.

The idea of placing schools as a central part of the decision-making process to improve the quality of education is different from the concept of school governance that is understood by the wider community. Until now, schools tend to only contribute to the implementation of the core bureaucratic technical guidelines which may not always be in line with the learning needs of students, school climate, expectations of parents and society, or the business sector. The quality of schools in Indonesia is very poor. To create quality schools, schools must be able to implement quality school programs, said Usman *et al* (2019), building quality in education units is an absolute necessity. Therefore, education managers and leaders are needed who can predict how to anticipate external progress in school progress. The progress of a civilized nation depends on effective schools capable of producing superior human resources with intact personalities to anticipate and adapt to competitive changes. The quality of teaching refers to the strength of educational institutions in using educational resources to the maximum extent possible to increase learning capacity.

METHODS

The method of collecting data or research materials carried out in obtaining results and discussion in this journal is a method that is qualitative used means study literature or library research, that is information taken from books, magazines, and work literature other about the subject studied. The results and discussion section analyzes and describes the findings from the literature search conducted.

RESULTS

3.1 Management system decision-making

A system is some related elements or relate and put together by design to reach an objective or meaning when defining management, some scholars have differing opinions regarding its meaning, namely as follows: 1) Peter: "Leadership also includes tasks, activities, and functions. Apart from what is called leadership, the elements of planning, organizing, directing, and controlling are very important". Management is also a task, activity, and function. In addition to mandatory regulatory rules, elements of planning, organization, objectives, and control are very important issues; and 2) James: "Leadership is a basic human activity". Planning, organizing, executing, and controlling are carried out with the help of other sources to determine and achieve the goals that have been set. This understanding of leadership is consistent with the everyday reality that managers do not do their own thing, but leave it to others. Based on the management concept stated above, it can be seen that management is the science and art of completing one's tasks. Management in this case is called 5P, namely. Administrative tasks include: planning, organizing, controlling, coordinating, and monitoring. Decision-making is an important part of a manager's job. Planning involves very important and long-term decisions that can be made by managers.

Decision-making is a functional system because it consists of several components. The goal of the education system is to achieve the goals of education itself. The education system is a powerful process inside and outside the education environment that provides important information about the sustainability of the existing system (Agbedahin, 2019). According to Petróczi & Boardley (2022), the decision-making system has a framework, namely: 1) The position of the role of someone who has the authority to make decisions; 2) Problems or things that are violated according to what has been desired and conceptualized, and intended; 3) The condition of the decision maker, which is a prerequisite for someone who decides a power or force to deal with problems; and 4) Mission or goals related to something that is aimed at and achieved in determining a decision.

In this case, the conclusion is that the system is a structured plan, especially in decision-making. So the expert analysis above contains a frame of reference or important things to pay attention to in making a decision, namely the position of the person in authority in decision-making is very important to note because he is the one who has the authority in every decision, except for problems or deviations from what was planned or planned, the state of the decision maker is based on power or strength to deal with problems in setting goals.

3.2 Organization as a container in decision-making

If a decision-making process can be carried out properly, it will also lead to good organizational decisions, either personally after receiving information from subordinates through consultation, or from superiors without going through intermediaries for subordinates. Unlike the discussion above, there is also a classification of decisions that are made through superiors themselves, without intermediaries for subordinates.

An organization only can walk If those who lead have the power to take decisions and delegate applications at the bottom of the institution based on role and job. A decision is essentially the final discussion in consideration of something which is practiced (Patton, 2023). Options also can be defined as the best discussion when being an option wrong one from two choices or more. Making a decision is an activity that no one can avoid in life organization, Because attitude and decision create movement in the organization, without decision, wheel organization will stop and no productive. Because of that, something organizations need a leader or leader who is reliable for running task recruitment decisions. Besides becoming a bunch of people, That is a structure in taking a decision and processing information. Helping the agency reach its mission with coordinate work same time. Recruitment decisions and processing information is a problem the most important for reach coordination. Managers make decisions in every organization. Managers usually have to make decisions about objectives, budgets, personnel, jobs, and increasing the efficiency of the group. There is a need to solve a problem, there are ways or alternatives, there are options or choices that can be determined but there is no provision, there is a determination to choose an option, and there is a purpose or purpose for making that decision. The principle is that without decision making there is no action or process. If a school organization wants to improve the quality of education, a leader needs to make decisions that are more appropriate and by the outcome options and conditions.

3.3. School quality improvement

In the Big Indonesian Dictionary (KBBI), quality means good or bad the size of something, quality, level, or degree of intelligence. Poewadarminta (2003) Quality is an outline and general characteristics of an item and service that shows its ability to meet the expected needs. According to Sudrajad (2011), quality education is education that can produce graduates with skills through competence, both academic and professional values, which are based on personality and social values, as well as other values, such as noble moral values, which are all part of skills. life, education that can produce whole human beings or human beings with a strong personality, which they can show Annisa (2019) disclose despite its importance, many people find quality an enigmatic concept. However, despite its importance, many people regard quality as an enigmatic concept. An educational organization is said to be "quality" if the input, process, and final discussion activities can meet the needs of users of educational services. If its performance can exceed the needs of stakeholders or users, then the new educational institution can be said to be superior.

Optimal quality means having a leading or superior meaning. There are options for the characteristics of educational organizations that have superior characteristics, namely as follows: 1) have academic and non-academic achievements; 2) Maximum facilities and infrastructure and services; 3) Better learning concepts and more efficient learning time; 4) Conduct a disciplined and strict screening of candidates; 5) Arouse great desire amid the audience, by showing the number of candidates against the class capacity; and 6) School fees are different from other schools, meaning that they are higher than other schools. The

importance of management concepts in the implementation of a school institution is an absolute discussion, the same as the topic in management education. Educational organizations are organizations that manage people and try to produce people who have good quality power. On the one hand, management is also important to achieve school goals according to the vision and mission, in this case, a leader, namely the principal must have a strengthening of the concept of management (Mulyasa 2009).

3.4 The relationship of management decision-making with school quality improvement

Often we see that the participation or role of a school principal as superior in the scope of the school still needs to be clarified and become a common concern for improving the quality of schools. Likewise, as indicated by Courant *et al* (1997); Hermon *et al* (2021), managers decide on the allocation of human resources or human resources and bring other people's actions to achieve targets or goals. This raises concern not only in the intellectual realm but also, in general, the public also comments on the current irregularities of the teaching and educational staff.

The concept of management according to school standards is the meaning of the concept of managing the school itself or school-based management. Sagala (2009); Candra *et al* (2023) tried to apply more appropriate performance practices based on four things, namely as follows 1) building a school community and staffing arrangements; 2) building the professionalism of educators or teachers; 3) generating innovative ideas in the application and use of curriculum learning tools and facilities and the use of learning resources; 4) involving the community and stakeholders to build quality. Not only that, in terms of teaching staff, quality schools produce educators who are disciplined and able to apply good and quality teaching concepts professionally. The explanation above certainly does not just happen without the role of the principal as superior or leader as someone who makes the main decisions in school. So, a strategic step that becomes an alternative in making decisions by school principals is to make plans to create the best approach to support the improvement and quality of teaching in schools. There are alternatives or processes in efficient decision-making that can be used as a guide so that when making a decision it is efficient and appropriate, namely identifying problems, making options, owning and implementing options, and evaluating options.

CONCLUSIONS

School is an institution that can provide a major influence in educating generations. This is inseparable from the figure of a manager in managing a school institution in achieving every desired provision. The principal is a category of implementers who are considered important and the main actors in leading the school. In the tasks he performs, school principals are required to maintain the stability and quality of schools properly, both in school management, students, and teaching staff, if all of these can be maintained and managed properly, school quality will be achieved. One thing that is of concern to the principal is the attitude in making every decision, where the principal must consider and find the best options for managing the school. The principal must also be able to deal with every problem according to the conditions encountered in the school.

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