

Management of Islamic Education Institutions in Motivation and Decision Making

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ABSTRACT

The study aims to describe the role of school principals in making decisions to improve the quality of education at MTs Islamiyah YPI Batang Kuis. It reveals 1) The decision-making process carried out by school principals to improve the quality of education, 2) Participation in decision-making carried out by school principals to improve education quality, and 3) Evaluation of the implementation of decisions to improve the quality of education. The method used is qualitative, while the approach used is descriptive, with research data collected through observation, interviews, and documentation techniques. The results of this study reveal the findings, namely: 1) The decision-making process carried out by the Principal of MTs Islamiyah YPI Batang Kuis by analyzing the problem, developing alternative solutions, deciding on alternatives, implementing and evaluating 2) Participation carried out by the principal of MTs Islamiyah YPI Batang Kuis is to involve: foundations, teachers' councils and administrative staff in decision making. To carry out this participation can be done in various ways, for example, by meeting/deliberation and asking for responses, 3) Evaluation of the implementation of decisions made by the principal of MTs Islamiyah YPI Batang Kuis carried out by all components within the institution and who are responsible for evaluating decisions, namely all parties involved in implementing the decision.

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1. INTRODUCTION

An organization is a place for management to operate because management activities become one of the sub-systems of the organizational system (Daryani & Amini, 2016). Management is a technique or tool that moves the organization towards achieving the desired goals (Khadijah et al., 2016). In the context of the manager's task, decision-making is one of the manager's roles, called the decisional role. In determining executive action, a manager is required to dare to make decisions both on the consideration of individuals with their authority as leaders and decisions from the results of deliberation by taking into account the thoughts, feelings, or input of members of the organization.

Decision-making is a crucial part of a manager's activity (Cabantous & Gond, 2011). This activity plays an important role, especially when managers carry out the planning function. Planning involves significant and long-term decisions that managers can make. In the planning process, managers decide the organizational goals to be achieved, the resources to be used, and who will carry out each required task. The entire planning process involves managers in a series of decision-making situations. The quality of the manager's decisions will determine the effectiveness of the plans drawn up (Kallunki et al., 2011).

Decision-making is not easy. Sometimes decision-making is not solving problems but adds new problems because the leader does not take or get complete information, even though the information is complete or cannot process the information. Therefore, in decision making, it is necessary to have complete information and process the information in a related (systematic) manner (Glöckner & Herbold, 2011). Thus management information systems play a significant role in decision making, especially in educational institutions, most of which are the very decisive service sector in the development of students (Koç et al., 2016).

Educational institutions are organized institutions, whether in Kindergarten, Elementary School, Junior High School, Senior High School, and Even Up to High School or University (Adu-Agyem & Osei-Poku, 2012). In the organization of any educational institution, of course, many people are interrelated with one another. Each member of this organization usually has a variety of behavior, characteristics, and goals working in the organization. These differences will more or less affect their work. At least in addition to pursuing the target of achieving organizational goals, they also keep the target of achieving their work goals individually. In group life, humans have differences in gender, age, experience, religion, and differences in interests. However, in addition to differences, there are also similarities (Egan et al., 2011), such as the need for food, drink, a continuation of heredity, security, and these factors that shape cooperation in the community. The conditions of organizational actors are so complex and full of these differences that they demand the emergence of a leader who can push them towards the same goal (Fitzsimons et al., 2011). The job of a leader who does something like this is not as easy as turning the palm. In this situation, a leader who has authority, extensive experience, high courage, policies that many people can accept, and can take control of the organization is needed.

The arrangement of human resources needs to be pursued gradually and continuously through a quality education system. Quality measures what is expected to be achieved from a product or service for existing customers. Quality describes the nature of goodness, beauty, and truth. Making something according to customer expectations means quality. The quality of education referred to here is the ability of educational institutions to utilize educational resources to improve learning abilities as optimally as possible in the context of education.

According to the Ministry of National Education, quality includes educational inputs, processes, and outputs (Prahara et al., 2017). Educational institutions are said to be of high quality if their inputs, processes, and outputs can meet the requirements of educational services users. If the performance can exceed the requirements demanded by stakeholders, then a new educational institution can be of high quality. Because the demands for quality requirements desired by service users continue to change and develop, the notion of quality is also dynamic, continues to develop, and continues to be in an atmosphere of continuous rivalry.

Optimal quality is called superior, and According to Suliswiyadi (2015), several educational criteria have advantages, namely (1) having academic and non-academic achievements above the middle school

in the area, (2) complete service facilities and infrastructure, (3) a better learning system and a more extended study time, (4) conducting a fairly strict selection of applicants, (5) getting significant interest from the community as evidenced by the number of registrants compared to class capacity, (6) higher school fees from nearby schools. Associated with improving the quality of educational institutions, the principal as a leader plays an essential role in improving the quality of education. Leaders can influence morale and job satisfaction, security, quality of work-life, and especially the level of achievement of an organization. Leaders also play a critical role in helping groups, organizations, or communities to achieve their goals. Principals play a significant role in improving the quality of education in schools. As a consequence of implementing the role of the principal, the principal is required to be professional by prioritizing creativity and being able to make appropriate decisions by the time.

Decision-making cannot be separated from leadership. Decision-making is a crucial part of the manager's activity and describes how a series of activities are chosen as the solution to a problem. Furthermore, decision-making determines a series of activities to achieve organizational goals. The importance of decision making is also reinforced by several studies, namely Ikhwan (2019), stating "leadership is one of the most important parts in management, without decision making there is no leadership, and without decision making, there is no leadership, and without leadership, the management does not function." Sikumbang & Afriansyah (2019) stated that "rationalization in decision making needs to be carried out for more advanced changes, from various versions of solutions that exist within the group. This shows that consideration in decision making is significant".

Based on several experts' explanations, the decision-making process is essential in improving the quality of education. In organizations, especially schools, it is necessary to be supported by a good decision-making process by the principal so that the existing system at school can run smoothly. Therefore, if a good decision-making process does not support the school, then all the existing systems in the school will not run smoothly, or there will be many obstacles so that educational goals cannot be achieved optimally. For example, in the school culture system, the school cultivates time discipline, where at 07.30, teachers are required to start learning in class, and the learning process in class must use teaching aids. A decision to improve the quality of education. Effective decision-making is predicted that individuals must have the ability to think critically and develop themselves. Based on this explanation, the principal as a leader must understand the theory and application of decision making because decision making is one of the essential elements in improving the quality of education. In carrying out his leadership, the principal must be able to make various decisions to advance the school.

However, there are many problems and pros and cons in decision-making in practice, not a few principals who only act as formality leaders in a system, aka just as structural position holders while waiting for their retirement period. Not a few principals in their decision-making do not think deeply and are too hasty in making decisions without seeing the consequences of the decisions taken. There are also principles in making decisions based on intuition alone. The researcher saw that the principal visited the school almost once a week, so it was unlikely that he would be able to make quality decisions because he was rarely in the school, so he did not know the state of the school. In contrast, the role of the principal is the spearhead of the success of the quality of education. Quality education will be created if the principal can make decisions effectively and efficiently.

Moreover, making the right decision will result in a change in the school for the better, and vice versa. The wrong decision will have a destructive impact on the school. To determine the extent of the role of the principal in the decision-making process to improve the quality of education in the field, the researchers took a sample of one school. The school chosen as a place of research on the role of the principal in decision-making to improve the quality of education is MTs Islamiyah YPI Batang Kuis.

2. METHODS

This study uses a descriptive qualitative research method. The research emphasizes the analysis of the process of thinking inductively related to the dynamics of the relationship between observed phenomena, always uses scientific logic, and obtains biological or natural and comprehensive data that is

from the background, and the data obtained is not the result of engineering or manipulation because there are no elements or other controlling variables. The subjects in this study are informants who are needed to obtain information in revealing considered cases. Determination of the subject is based on the consideration that the subject is related to the role of the principal in making decisions to improve the quality of education at MTs Islamiyah YPI Batang Kuis. Researchers determine informants or subjects with specific considerations, namely informants related to the implementation activities of the principal's role in improving and mastering the problems to be studied. The subject of this research is the Principal of MTs Islamiyah YPI Batang Kuis, supported by data from the vice-principal, teachers, and staff.

This study's data collection procedures used observation, interviews, and document studies (records or archives). The findings of the qualitative approach are not obtained through statistical procedures or other forms of calculation (Farrokhi & Mahmoudi-Hamidabad, 2012). The procedure for obtaining findings is through observations and interviews, documents, books, video cassettes, and even data calculated for other purposes. The data collection procedures in this study are observation, interviews, and documentation

Data analysis is organized by sorting data into categorical patterns and a basic description so that themes and working hypotheses can be found as suggested by the data. Namely, data reduction, data presentation, and conclusion.

3. FINDINGS AND DISCUSSION

Descriptions related to the results of this study were compiled based on the research questions through interviews and direct observations in the field. Moreover, the questions among the questions or problems in this research are:

What is the principal's decision-making process to improve the quality of education at MTs Islamiyah YPI Batang Kuis?

Decision-making is an essential role of a leader. Decision-making cannot be separated from leadership. Decision-making is a crucial part of the leader's activities and describes the process based on being selected as a solution to a problem and decision-making to determine a series of organizational goals to improve the quality of education. The decision-making process must pay attention to its effectiveness. Based on field observations, the Principal of MTs Islamiyah YPI Batang Kuis realizes that as a leader, the principal is very dominant in decision making and realizes that every decision taken is to improve the quality of both teachers and students, which is oriented to improve the quality of education so that the principal must understand the theories of decision making well.

Then the author interviewed the head of MTs, Mr. SM, who explained the decision-making process to improve the quality of education at MTs Islamiyah YPI Batang Kuis. The results of the principal interview are summarized as follows:

"In the decision-making process at this school institution, it is by analyzing the problem first, namely seeing the problem first, the problem must be identified by collecting relevant facts and data. Then process the data and facts into information that will be used as material for decision making; from the information, several alternatives are determined in problem-solving. Then a decision is taken to be implemented further in the evaluation of the decisions that have been made."

Then the vice head of the Student Affairs and the teacher council of MTs Islamiyah YPI Batang Kuis, Mrs. ZH, also added that the decision-making process should not be careless and should be based on systematics, as the results of the interview below:

"In the decision-making process, we must understand what problems we want to decide. First, by observing the situation, we must know the nature of the problem, diagnose the cause, and determine the purpose of the decision. Then secondly, develop alternatives; thirdly, choose the most effective"

alternatives. Moreover, lastly, implement the decision, and do not forget to monitor the results of the implementation of the decision.

Furthermore, the vice head of Educational, Ms. RW, also added that in the decision-making process, the principal always encourages teachers to provide creative ideas or alternatives, such as the following interview results:

"In the decision-making process, the principal usually asks us teacher councils to contribute creative ideas as much as possible without having to be afraid to express opinions in choices as alternatives in making decisions."

The principal also added in his interview that the decision-making, even though the principle is dominant in deciding, in the process, really needs creative teacher ideas, as summarized in the following interview results:

"In the decision-making process to always get effective decision-making apart from the principal who understands well about the theory of decision-making and good management is seen from the quality of Human Resources, especially teachers. Teachers must be encouraged to participate actively and raise awareness of being responsible for the progress of education in their institutions to encourage and truly animate their role. So the teachers are seriously looking for the best alternative from the existing problems."

From all the interviews and observations of researchers in the field, it was concluded that the Principal of MTs Islamiyah YPI Batang Kuis in the decision-making process was systematically and well-programmed, not reckless and careless in making decisions. The decision-making processes at MTs Islamiyah YPI Batang Kuis are: analyzing problems, developing alternative solutions, deciding alternatives, and implementing and evaluating. Moreover, the principal encourages teachers to always be active and creative in every decision-making to foster a sense of shared responsibility in improving the quality of education at the institution.

How is the participation in decision-making by the principal to improve the quality of education at MTs Islamiyah YPI Batang Kuis?

One of the factors that can influence the principal's success in making decisions is the stakeholders' level of involvement or participation in decision-making. Therefore, the decision-making process needs to be considered, and participation in the decision-making process. As stated by the principal of MTs Islamiyah YPI Batang Kuis, Mr. SM, in the following Interview:

"In decision making, it requires an attitude of awareness from various parties to participate thoughtfully in problem-solving, which is intended so that the implementation of the decision goes well as expected."

Then the principal of MTs Islamiyah YPI Batang Kuis, Mr. SM, also explained that in making decisions, the school principal coordinated with the foundation, as summarized in the results of the interview as follows:

"In making decisions, I coordinate with the foundation in terms of making decisions to improve the quality of education; for example, in terms of teacher problems such as improving the quality of teachers to improve the quality of these teachers, we discuss with the teachers what alternatives can be done to solve the problem, then we coordinate with the foundation."

The vice head of Student Affairs, Ms. ZH, also added the following to the results of the interview:

"Participation in this school institution depends on the existing problems. Suppose the problem is still relatively easy, such as the problem of students who are often late. Then students are handled by student representatives and then taken to the BK room for direction. If students have followed the procedures in solving problems properly, then the principal is not involved in the problem. However, still, the principal receives reports of any problems that occur in the school."

The teacher of MTs Islamiyah YPI Batang Quiz, Mr. MZ, also added to the results of the interview with researchers :

"In planning decision making, the principal usually holds a meeting with us, the teacher council, and staff to analyze together what problems we want to solve, then each of us provides input or alternatives to these problems, then which alternative is the best."

The staff of MTs Islamiyah YPI Batang Kuis Mr. PR stated in the results of the following interview:

"The head asked for our opinion the staff and the teacher council with meetings and deliberation in every decision making to improve the quality of education."

The head of MTs, also added that participation is also needed so that in decision-making, each party feels fair because decision-making is a mutual agreement, as stated by the principal in an interview:

"In decision-making, participation is needed so that all parties feel fair and do not feel disadvantaged or forced to implement decisions."

Mr. MZ also added to the results of the interview:

"In the implementation of decision-making, there are no obstacles experienced because all decisions are mutually agreed upon. In its implementation, no one feels burdened and feels the same responsibility because they participated in making these decisions"

The principal of MTs Islamiyah YPI Batang Kuis, Mr. SM, also added to the results of the interview the following:

"To make decisions more effective, we make rewards and punishments for every decision we want to implement. As in terms of discipline, here we decide that every teacher who is late to school will be subject to sanctions, namely salary deductions. Moreover, teachers who are always active and creative every year will be awarded. Moreover, our decisions are the results of deliberation or meetings with the teaching council."

Based on the author's observations in the field and the results of interviews, it can be concluded that the foundation, the teacher council, and administrative staff participate in decision-making. Participation can be done in various ways to carry out this, for example, by meeting/deliberation and asking for feedback. This fosters a greater sense of responsibility and feels fairness and value in implementing these decisions. In terms of implementation to run effectively, the principal of MTs Islamiyah YPI Batang Kuis makes Rewards and Punishments.

How is the evaluation of the implementation of the decision to improve the quality of education at MTs Islamiyah YPI Batang Kuis?

Conducting evaluation means developing criteria for a decision whether the alternative used for the decision is suitable for solving the problem, according to the problem and people can do it. In essence, evaluation in decisions is instrumental. When a decision that has been determined is evaluated, we will be able to find out to what extent the decision was implemented. As stated by the principal of MTs Islamiyah YPI Batang Kuis in the following interview:

"After the decision has taken place, the implementation of the decision must be evaluated, whether the implementation of the decision has a good or bad impact. Moreover, whether it has gone according to plan or not."

Vice head of Educational Ms. RW also added in the results of an interview with researchers:

"With the evaluation, we can find out that the decisions we make have a good or bad impact on improving the quality of education in this school. If it has a bad impact and is not in line with what we expected, we will do other alternatives."

Teacher MZ also added the following to the results of an interview with researchers:

"In terms of evaluation, we involve all components of education to monitor every action in the implementation that we have made. We are serious about assessing the decisions we have made. If the decision is good, we will continue, but if our decision has a bad impact and does not go according to plan, we will hold another deliberation and choose another alternative."

The principal of MTs Islamiyah YPI Batang Kuis SM also added in his interview with researchers who stated that evaluation must be done seriously by all parties so that it can be followed up, as stated in the interview results.

"In evaluating the implementation of decisions that have been made, there needs to be serious, not only the head of the madrasa who has to evaluate but all existing components must also participate in observing and supervising every action that allows seriousness in carrying out decisions, and those who are responsible for evaluating the decision, namely all parties involved in implementing the decision."

Based on the results of interviews and field observations, it can be concluded that the evaluation in the implementation of decision-making carried out at MTs Islamiyah YPI Batang Kuis is carried out by all components within the institution, and those responsible for evaluating decisions are all parties involved in implementing the decision. The benefits of holding an evaluation are to find out the extent of the impact of the decision and follow up on it from the evaluation. Based on this, the evaluation at MTs Islamiyah YPI Batang Kuis is efficient because the evaluation is carried out in collaboration with all relevant staff. Several research results that support the results of this study were carried out by Fahriana (2018), who stated that in an organization, decision-making is very much considered by the leaders of the organization because it is that decision that determines the progress and success of an educational organization. Similar things from the Ikhwan (2019) research, namely things that need to be considered by leaders of Islamic educational institutions in running the organization's wheels so that the decisions taken are genuinely productive and can ultimately lead to progress and progress being led. The importance of joint decision-making is explained by Sirojudin (2019) Making decisions is one of the strategic efforts in running an organization, it must be taken after carrying out the planning process, choosing one alternative solution when faced with various choices, and lastly, a synergistic

relationship between stakeholders in the form of donations to education providers will be able to produce more objective decisions or policies, besides that participation will also be able to increase the sense of belonging and sense of responsibility towards institutions which will ultimately have an impact on improving the quality of education (Aziz, 2018).

4. CONCLUSION

Based on the description of the data and the results of the discussion, it can generally be concluded that the efforts made by the principal of MTs Islamiyah YPI Batang Kuis in making decisions to improve the quality of education, in this case, have shown good decision making. In detailed a conclusion, the implementation of decision making in improving the quality of education at MTs Islamiyah YPI Batang Kuis can be explained as follow: The decision-making process carried out by the Principal of MTs Islamiyah YPI Batang Kuis is by defining the problem, analyzing the problem, developing alternative solutions, deciding on alternatives, implementing, and evaluating. Moreover, the principal encourages teachers to always be active and creative in every decision-making to foster a sense of shared responsibility in improving the quality of education at the institution. Participation carried out by the principal of MTs Islamiyah YPI Batang Kuis involves foundations, the teacher council, and administrative staff making decisions. Participation can be done in various ways, such as by deliberation and asking for responses. This is to foster a greater sense of responsibility in implementing these decisions and feel justice and feel, fair and feel valued. In terms of implementation so that it runs effectively, the principal of MTs Islamiyah YPI Batang Kuis makes Rewards and Punishments, and evaluation of the implementation of decisions made by the principal of MTs Islamiyah YPI Batang Kuis Tembung is carried out by all components within the institution and those responsible for evaluating decisions are all parties involved in implementing the decision and evaluation is also helpful to find out the extent of the impact of the decision. The decision. Based on this, the evaluation at MTs Islamiyah YPI Batang Kuis is efficient because the evaluation is carried out in collaboration with all relevant staff.

The study's limitations were obtained as suggestions to other researchers based on the study results. An alternative mechanism in decision-making communication was needed to overcome the perception gap between leaders and members such as instructors, teachers, implementing staff, and the like. The communication mechanism is in the form of tiered meetings that do not bring together directly between the highest leadership and members with the lowest structure, which can allow distortion of information and unequal perceptions between top leadership and members with the lowest structure, furthermore to improve the quality of decision making further, it is better to optimize a Management Information System so that the quality and quantity of information as raw material for decision making needed by management to support the decision-making process will be better.

Decision-making is the essence of organizational life with a broad scale of study. Therefore, to the researcher, others interested in researching this field of study are still wide open with considerable benefits for the development of science or application in organizational life. Topics that can be developed between the relationship between decision-making with systems within the organization, decision making with culture organization, decision-making in the field of education, decision driving factor, time-variable relationship with decision making, is there a difference in the way of making? decisions between managers in educational and other educational institutions is group decision making more effective than individual decision making, and so on

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