



Strategic Management In Improving Education Quality

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Abstract

One of the most effective methods of enhancing the quality of education is the strategic management approach. Management strategy refers to a technique of organising and managing the affairs of the organisation over a period of time. Within education, strategic management assists the organisations to understand themselves, their internal strengths and weaknesses, their external opportunities and threats as well. Such knowledge and understanding helps educational organisations develop better, effective solutions that aim at optimal learning and human resource development and management of the educational structure. The use of strategic management in educational institutions also brings about ongoing creativity, flexibility to change as well as effective usage of resources. Therefore, adoption of such approaches enables the institutions to continually improve the standard of education which in turn results in better student performance, greater stakeholder return on investment and higher competition of the institution in the market. It is therefore clear that strategic management is quite important in dealing with the problems especially in the present education landscape that is progressively becoming complicated as advanced by these institutions of learning.

Keyword: Strategic Management, Education Quality.

Abstrak

Salah satu metode yang paling efektif untuk meningkatkan kualitas pendidikan adalah pendekatan manajemen strategis, strategi manajemen mengacu pada teknik pengorganisasian dan pengelolaan urusan organisasi selama periode waktu tertentu. Dalam dunia pendidikan, manajemen strategis membantu organisasi untuk memahami diri mereka sendiri, kekuatan dan kelemahan internal mereka, serta peluang dan ancaman eksternal mereka. Pengetahuan dan pemahaman tersebut membantu organisasi pendidikan mengembangkan solusi yang lebih baik dan efektif yang bertujuan untuk pembelajaran yang optimal dan pengembangan sumber daya manusia serta pengelolaan struktur pendidikan. Penggunaan manajemen strategis di lembaga pendidikan juga membawa kreativitas yang berkelanjutan, fleksibilitas untuk berubah serta penggunaan sumber daya yang efektif. Oleh karena itu, adopsi pendekatan semacam itu memungkinkan institusi untuk terus meningkatkan standar pendidikan yang pada gilirannya menghasilkan kinerja siswa yang lebih baik, pengembalian investasi pemangku kepentingan yang lebih besar, dan persaingan yang lebih tinggi di pasar. Oleh karena itu, jelaslah bahwa manajemen strategis cukup penting dalam menangani masalah-masalah terutama dalam lanskap pendidikan saat ini yang semakin rumit seperti yang dilakukan oleh lembaga-lembaga pendidikan ini.

Kata kunci: Manajemen Strategis, Kualitas Pendidikan.

Introduction

Education is one of the most important aspects when it comes to human resource development and advancement of a country as well. At this time of globalisation and cut-throat competition, quality education is one of the factors that ICT countries desire so as to be able to compete with others in the world. The relationship between education and technology is an increasingly inseparable synergy. Education, as one of the most important sectors for the development of a nation, has undergone a significant transformation thanks to technological advancements. Technology brings various innovations such as more interactive learning methods, wider access to information, and ease of communication between educators and learners. The implementation of technology in the learning process not only creates a conducive environment for learning, but also prepares students to be able to adapt to the needs of a digital future. Thus, the combination of education and technology plays an important role in producing quality, creative and innovative human resources.

Education has significance in the nation building and development of any nation including Indonesia. Quality education is the central pillar to enable the supply of human resources needed to cope with global requirements (Santhanalakshmi, 2024). However still in the global industrial revolution 4.0 and during increasing global competition, Indonesia requires a generation who is not just intelligent in academics but has problem solving skills, creativity, communication and working with others. Improving the quality of education is an important gradual approach in preparing the youth of Indonesia to be able to compete in the national and international arena (Ahmad et al., 2024).

On top of that, it is through education of a good quality that contributes positively to the economical development and sustainability of Indonesia. Education can enhance worker productivity, boost creativity and the growth of technology, and foster a better society (Savchenko, 2022). Further, with the provision of quality education, various issues such as socio-economic inequalities, awareness of diverse issues including the environment and human rights, and national identity and character can be addressed. Thus, the advancement of educational development programs in Indonesia should be given the highest attention as a part of national development strategy. However, the facts indicate that the education quality in Indonesia still has a great amount of obstacles and complexities to face (Hartinah et al., 2024).

From 72nd to 78th of reading skills, mathematics and science, Indonesia ranked this country according to evaluation data of the Programme for International Student Assessment PISA. In this case, this indicates that the education sectors' operations in the country is still way below that of developed countries. In addition, the quality of education however still remains poor in as far as equity in regional development is concerned (Harvey-Smith, 2022).

In recent times, education has developed to such an extent that it has become necessary for it to be incorporated in an orderly and sequential manner. This is where the concept of strategic management comes in as a possible way to mitigate this problem. Strategic management can be termed as a sequence of managerial decisions and actions which affect the long-term performance of any organization that includes educational institutions (Sena, 2020).

The results of implementing strategic management in the education system are diverse and positive in many countries. For instance, the country of Singapore has changed its educational system to one of the most respected in the globe through strategic management. It indicates that strategic management has strong possibilities of enhancing the level of education in many regions. Although these advances have been made, there is still more that can be done with respect to the application of strategic management within the education sector in Indonesia (Petrović, 2020). Conceptual illiteracy of the key principles of strategic management, ignorance of the importance of change and constraints on finances are the barriers which must be lifted. In addition, the lack of an integrated approach as to how strategic management can be applied to the education sector in Indonesia is also a challenge which should be addressed (Pivovarova, 2023).

As a result, this research investigates the use of strategic management in the educational sector in Indonesia in a bid to enhance the quality of education provision.

Research Method

The study in this research uses the literature method. Literature research method, also known as literature study or literature review, is a research approach that focuses on collecting, analysing, and synthesising information from various written sources relevant to the research topic. In this method, researchers conduct an in-depth study of books, journal articles, research reports, official documents, and other reliable sources to gain a comprehensive understanding of a problem or phenomenon. (JUNAIDI, 2021); (Abdussamad, 2022); (Wekke, 2020).

Results and Discussion

Implementation of Strategic Management in Educational Institutions

Strategic management is conceptually the most encompassing method of organization management specifically because it is concerned with the process of definition, planning, and implementation of measures geared toward the achievement of a company's objectives (Chechel & Lytvyn, 2023). This management involves environment analysis, vision and mission formulation, aims and objectives setting, strategy development and selection, performance measurement and control. As practiced in strategic management, forecasting as well as problem solving is toward the changing environment and involves bringing about a competitive edge. It is an orderly and logical process that targets creativity, which incorporates many processes of the organization including the people, finance, operations and marketing functions, so that there is congruence between the strategic direction and the actions taken to ensure the organization's sustainability (Baragde, 2020).

Strategic management has a number of important elements which are interdependent and which serve the purpose of either planning or executing the strategy of an organization. These components are: (1) Environmental analysis, which is the process of reviewing the external and internal environments to spot the organization's opportunities, threats, strengths and weaknesses; (2) Strategy formulation, which includes examining the appropriate vision and mission creation, defining long-term targets, and selecting required strategies; (3)

Strategy implementation, which is mainly concerned with operationalization of the strategies through resource mobilization/reallocation, changing the organizational structural design, and creating organizational culture that fosters strategy; (4) Evaluation and control, which has the task of assessing progress and results in relation to the preset targets and making adjustments when necessary; and (5) Feedback and learning in which members of the organization or in this case managers are able to make adaptation and revision of the strategies as required by their experience or surrounding changes. All these components work in unison in order that the organization is simple and fully able to attain its strategic goals and locate itself on the competitive edge in the constantly changing business environment (Leiber, 2020); (Yusuf et al., 2024); (Hifza & Aslan, 2020).

The adoption of strategic management in higher education institutions is neither a simple issue nor a straightforward task aimed at enhancing the quality of education and the overall performance of the institution. The examination of the first step in such implementation is doing an internal and external environmental scan of the educational institution (Pradana & Arijanto, 2024). This includes assessing its resources that encompass human resources in the form of teaching staff, facilities and supporting technology, as well as studying educational trends, government policies and the needs of society. From this analysis, educational institutions can set the vision, mission and strategic objectives that best fit the present and future market conditions (Dovgal, 2024).

Medium term planning of a process ordinarily occurs after a strategy has been formulated. At this stage the process involves designing creative educational programmes that address the needs of the job market. These could include revising the content of the programme, enhancing alternative modes of education, improving the level of the instructional staff, and applying information technology (Mensah, 2020). Educational institutions also need to leverage on strategic coalitions with industries, research institutes and other educational institutions in order to enhance their competitive edge in the education ecosystem. In addition, successful implementation of strategy requires efficient and effective resource allocation and management especially finances (Mubarok et al., 2024).

Owing to its central role in the implementation of strategic management in educational institutions, the aspect of evaluation and control can therefore not be neglected. That is, information is sought and analyzed concerning the degree of achievement of set strategic goals, performance analysis in terms of key indicators for instance performance of students in terms of graduation rates, satisfaction of the students and how well the graduates are absorbed by the job market. Also, an educational institution needs to be dynamic and able to adjust its strategies when the need arises (Nasrah et al., 2024). However, in order to remain relevant to their environment in the long run, such institutions must have a process of organizational learning where they constantly seek to evaluate as well as adjust their processes. If strategic management is effectively encouraged at institutions of learning, then the quality of education will be enhanced and the competitiveness of the institutions will be appreciated and will enhance the development of human resources and the advancement of the society (Wang, 2022).

Relationship between strategic management and education quality

Throughout literature and several governmental pronouncements, education quality is documented and conceptualized as a multi-dimensional construct, which measures how good and efficient an education system performs its educational purposes. This construct addresses fairness in the quality of inputs (curricula, teaching staff, facilities, and resources), educational activities (teaching approaches, teacher-pupil interaction, technology integration), and educational outcomes (academic performance, knowledge and skills acquisition, market, and vocational readiness) (Reisinger, 2020). Education quality also takes into consideration the extent to which education addresses the social and market demands, the comprehensiveness of educating the individuals, the ideal social and economic contribution of the education. Therefore, the focus of attention has shifted from only evaluating education quality by appraisal of its end products-after thorough consideration of the processes leading to those end products, to appraising the quality of the education system based on factors such as effectiveness and applicability of the knowledge acquired with regard to the contemporary world (Piata, 2020).

The concept of education quality indicators refers to a few attributes which enable one to assess a given educational system as a whole. Within these indicators, one can find the following: skills and qualifications of the teaching staff, satisfactory teacher to pupil ratio, quantity and quality of school or college facilities, quality and quantity of educational materials, theories and methods of learning effectiveness, indices of graduation and levels of learners' performance, rates of student enrolment and retention, degree of relevance of school program and objectives to the needs of the society and economy, the level of satisfaction among different beneficiaries (students, parents and the society), the prospects of graduates in regards to continuing their education and/or entering the job market, level of the institutions' segmented accreditation, the perspectives of assessments by external entities (national exams or international tests standards), and the level and scope of development and investigation within higher education (Lapoint, 2022). In addition, education quality indicators relate to non-academic issues such as students' moral values and attitudes, their interactions with peers, and criticalness of the young minds. These indicators when used as a whole make it possible for stakeholders to evaluate, track and enhance education quality in a way that is sustainable (Hibbert & Foster, 2022).

Determining educational quality turns out to depend on many interrelated, complex and troublesome aspects both within the educational setting and outside it. Education determining factors are: the qualification and professional competence of the teaching and educational staff, the relevance and currency of academic program, the availability of adequate educational infrastructure and facilities, efficient and creative teaching and learning strategies, a robust and sophisticated education governance and management framework, ample funding, government education policies, community involvement and support, suitable atmosphere for learning, students' attitude and engagement, application of technological tools in education, collaboration with enterprises and society, an appropriate and an all-inclusive evaluation and assessment mechanism and economic and sociocultural situations (Dermawan, 2020). Further to this, globalisation as well as advancement in

technology is also significantly affecting education quality, particularly in how there are high demands for up to date changes in the education systems. However, nestling education quality enhancement strategies have to focus within these aspects since it these interaction everything stems from that impacts educational outputs and how it is organized (Grubor et al., 2020).

There is a correlation between strategic management and educational quality and both affect each other reciprocally. Based on present understanding, strategic management is the formation, implementation and evaluation of certain long-term decisions in order to attain a specific goal or goals more precisely the goals of educational institutions. On the other hand, educational quality refers to the standard and level of education offered by the education system. This relation can be appreciated on how strategic management can be used to solve various problems of maintaining and addressing educational challenges (Isaev, 2021).

Within the field of education strategic management assists the educational institutions in assessing which are internal and external forces that positions the institutions in the market. With this insights educational institutions come up with desirable strategies that can lead to the improvement of education. For instance based upon [635] school may conduct strategic analysis and understand that the teaching quality improvement is essential (Prastiwi & Tukiran, 2024). On this, the institution can come up with a continuous professional development plan for its teachers which will consequently affect the type of education availed for learners positively (Panda, 2024).

Also, strategic management assists educational organizations in optimizing and rationalizing the use of all available resources to achieve the objective of enhancing education. This covers the management of human resources, financial resources, physical infrastructure as well as technology resources. Moreover, in the implementation of this approach, it is possible to develop a consistent control and assessment scheme in relation to the formulated strategies and whether they indeed enable improvements in education quality or not. As a result, strategical management is useful in offering a more clear approach on attempts to influence the level of education improvement that is systematic and effective.

The Impact of Strategic Management on Education Quality

It is emphasized that strategic management greatly contributes to enhancing the educational quality through several avenues. First, strategic management assists educational institutions to shape a clear and specific vision, mission and goals that are applicable. This sets a clear pathway for all stakeholders of education to align their efforts towards improving the quality of education in the system. With clarity of purpose, there will be less of willy-nilly policies and programs implemented since every one of them will be directed towards achieving the goal of improving the education (Zhao & Wang, 2020). Also, extending strategic management practice allows educational institutions to pick up trends and issues early in the anticipation of changing trends in the education landscape.

Second and most importantly, strategic management optimizes the utilization of educational facilities and resources. By performing an environmental scanning, educational institutions analyze the internal and external environment to forge a path a strengths,

weaknesses, opportunities, and threats positioning (Doronin et al., 2020). This makes it possible for efficiency in the distribution of any type of resources that include personnel, money, or facilities. For instance, when educational institutions understand the occupational needs of the economy, they can come up with a more suitable syllabus and train graduates who will be more marketable. However, such frugal implementation will to some extent elevate the general standards of learning and student performance (Palah et al., 2022).

Thirdly, strategic management enhances the development of an organizational culture characterized by a permanent quest for improvements within educational organizations. Educational institutions are able to periodically examine their performances and achievements against the pre-set standards through the evaluation and control steps that comprise the process of strategic management. This enables the identification of those factors that can be improved further, or developed on more (Thakkar, 2022). This culture of evaluation and continuous improvement is very important in enhancing the education quality one would wish to achieve. Also, strategic management inspires new ideas and strategies in the process of learning as well as managing education so that the learners' learning experience and the education system as a whole can be more effective (Järvinen, 2021).

Moreover, strategic management also includes the functions of creating and establishing partnerships between educational institutions, stakeholders and others. Employing a strategic plan, for an instance, schools or colleges can perceive and initiate partnerships with the pertinent industries, research bodies or other institutions for learning (Kadhila & Likando, 2020). Such collaboration can result in opportunities for the enhancement of the curriculum through knowledge transfer, creation of a more relevant curriculum and improved quality of research. In any case, education may be improved by enhancing the educational experience with practical elements which foster real-world relevance (Magalhaes & Lima, 2023).

Moreover, the introduction of strategic management processes in education contributes to the formation of a regulatory mechanism concerning quality assurance. Given the fact that there are specific strategic requirements, educational organizations are able to develop and integrate vertical and horizontal controlling mechanisms that would be of a better and more uniform standard (Lazareva, 2024). This encompasses the quality of education provided, the quality of administrative processes, quality and sufficiency of support infrastructure, as well as volume and quality of research activity. Such a quality assurance system not only improves educational quality internally but also enhances public trust and recognition of the institution, which in turn may help to generate further resources and enhance opportunities for development (Joyce, 2022).

To summarize the whole discussion and analysis, we can say that strategic management has full scope and effect on the enhancement of educational quality. This comes about because strategic management involves such aspects as a clear vision and mission, appropriate use of resources, continuous improvement culture, stakeholder involvement, and establishment of robust quality management, which turns out to assist in the reforming and enhancement process of educational organizations (Jaber & Elayyan, 2022). This situation makes it possible for educational institutions to not merely react to those difficulties, but to

also look for ways to create a better educational environment in the future. Such developments imply that more strategic management is needed in educational institutions with strategies that seek to use that strategic disadvantage to develop and sustain their competitiveness and contribute positively to the development of quality human resources for this fast changing and advanced era (Trabucchi et al., 2020).

Strategic Management Optimization Strategy to Improve Education Quality

The first step in optimising strategic management is to formulate a vision and mission that is not only inspiring but also measurable. The vision should describe the long-term aspirations of the educational institution that can motivate all stakeholders. Meanwhile, the mission should be broken down into specific goals that can be measured (Lebediev, 2020). The formulation process should involve the active participation of various elements, including educators, learners, parents and the community, to ensure relevance and broad support. With a clear and measurable vision and mission, educational institutions have a definite direction in their efforts to improve the quality of education (Suroso et al., 2021).

To optimise strategic management, educational institutions need to implement an integrated performance management system that links organisational strategy with individual and unit performance. This system should include the establishment of key performance indicators (KPIs) that are in line with strategic goals, regular monitoring and evaluation mechanisms, and a constructive feedback system (Oliveira et al., 2022). It is also important to integrate a reward and competency development system that supports the achievement of strategic targets. With this approach, every member of the organisation understands his or her role in achieving the institution's big goals, and quality improvement efforts become an integrated shared responsibility (Shapurov, 2022).

In the digital era, optimising strategic management cannot be separated from the use of technology and data analytics. Educational institutions need to adopt technology platforms that enable real-time data collection, analysis and visualisation related to various aspects of operations and learning. In-depth data analysis can provide valuable insights for strategic decision-making, identification of areas that require improvement, and prediction of future trends. For example, analysis of student performance data can help in designing more personalised and effective learning interventions (Nisa & Aimah, 2024). In addition, technology can also be utilised to automate administrative processes, enabling a more efficient allocation of resources to activities that truly improve the quality of education.

The final strategy to optimise strategic management is to build a culture of innovation and continuous learning within the organisation. Educational institutions should create an environment that encourages experimentation, tolerance for constructive failure and knowledge sharing. Continuous professional development programmes should be provided for all staff, not only in pedagogical aspects but also in management and leadership skills (Šugar & Gavranić, 2020). This culture should also include a readiness to adapt to changes, whether in learning methods, educational technology or labour market needs. By building an organisation that continues to learn and innovate, educational institutions can ensure that

their strategies remain relevant and effective in improving the quality of education in a sustainable manner (Kulazhanov, 2022).

To optimise strategic management, educational institutions need to develop collaboration and strategic partnerships with various parties. These include co-operation with industry to ensure curriculum relevance, collaboration with research institutions to enhance innovation capacity, and partnerships with other educational institutions to share resources and best practices. Through these collaborations, educational institutions can broaden the scope of their resources, gain new insights and improve their competitiveness in an increasingly globalised educational landscape (Henry, 2021).

The implementation of a comprehensive and integrated quality assurance system is a key element in the optimisation of strategic management. This system should include regular internal and external evaluation mechanisms, clear and measurable quality standards, and continuous improvement processes. It is important to involve all stakeholders in the quality assurance process, including in the formulation of standards and performance evaluation. With a strong quality assurance system, educational institutions can ensure consistency in the quality of their educational services and build public trust (Rahmatullah & Nugraha, 2024).

Optimising strategic management also requires effective and efficient resource management. This includes human resource, financial and infrastructure management. Educational institutions need to develop strategies for recruitment, development and retention of excellent teaching and education personnel (Iskandar et al., 2022). Financial management must be transparent and accountable, with budget allocations aligned with strategic priorities. Meanwhile, infrastructure planning and management should support learning innovation and create an environment conducive to improving the quality of education (Luthfiah et al., 2024).

Optimising strategic management in the context of improving the quality of education is thus a complex and multidimensional process. The strategies outlined above - from developing an inspiring vision and mission, implementing an integrated performance management system, utilising technology and data analytics, developing a culture of innovation, strategic collaboration, a comprehensive quality assurance system, to effective resource management - form a holistic framework for the transformation of educational institutions (Muhammad et al., 2022).

The successful implementation of these strategies depends on the commitment and active involvement of all stakeholders, from institutional leaders, educators, administrative staff, to learners and the community. It is important to realise that improving the quality of education is a continuous journey, not a static endpoint. Therefore, educational institutions must be prepared to continuously evaluate and adjust their strategies in the face of new challenges and opportunities (Deni, 2022); (Fauzi et al., 2021).

By adopting a comprehensive and adaptive strategic management approach, educational institutions can position themselves not only to improve the quality of education today, but also to prepare future generations for a changing world. Ultimately, optimising strategic

management in education is not just about achieving short-term targets, but about creating positive long-term impacts for individuals, communities and the nation as a whole.

Conclusion

Strategic management is the very key aspect to improve the quality of education. In order to engage in strategic management, educational authorities begin to set a vision and a mission for the institution, assess the strengths and weaknesses of their environment, and prepare and execute effective strategies, as Appropriate. This process enables educational institutions to make the best use of their capabilities, better prepare for and adapt to the changing environment and better facing the challenges of the environment. Strategic management also reduces confusion making it more focused and monitoring activities so that quality of education can steadily and progressively be enhanced.

In this line, the practice of strategic management within the education sector will induce all members of the institutions including managers, teachers, support staff, and the public to take part. The activities follow a cycle of planning, actioning, following up on the first action and evaluation over the set period. With that, it is possible for academic institutions to be more responsive to external forces by being creative in forming curricula and efficiently utilizing available resources. Enhancing inadequate strategic management will lead to better educational outcomes expressed in better graduated results, and level of scholar and non-scholar achievement, and satisfaction of education stakeholders.

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