A Closer Look on Selected Educational Institution: Are There Any Institutional or Academic Problems?

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ABSTRACT

This study aims to identify the management and academic quality problems of Muhammadiyah Tanjungpinang education institutions in the Riau Islands. This research was conducted at schools within the auspices of Muhammadiyah institutional in Eastern Tanjungpinang District. This descriptive study collected data through question and answer sessions in interview sessions with school administrators and managers. The data then triangulate with observation and field notes. The analysis in this study managed to reveal that it seems there are problems and some weaknesses in the management of institutions and academics. It can be seen from the lack of long, medium, and short term implementation programs in carrying out institutional management activities education. However, this problem is a general problem that can be found in many educational institutions around the globe. Therefore. This study sees it urgent to increase human resources with experiences in institutional and academic management to fix existing problems.

1. Introduction

An excellent educational institution must be able to manage management well and effectively. It can develop students' potential so that they have the ability in knowledge, attitudes, character, and national and religious values in themselves and are expected to produce quality human resources, following the main objectives of education. Education is dynamics (Lubis & Hamuddin, 2019). All organizations, including educational institutions, need management for education because without management, all efforts will be in vain, and the achievement of goals will be more difficult. There are three main reasons for the need for management: first; to achieve the second goal; To maintain a balance between goals so as not to conflict with each other, third; To achieve efficiency and effectiveness (Hani Handoko) and can be said as a successful organization or institution (Hikmat, 2011).

Strategies that can determine the quality of the development of human resources (HR) in schools for the benefit of the nation in the future one of which is to increase the contribution of quality-oriented education management. So it can be said of management (Arikunto, 2008). Education is the application of principles, concepts, and management theories in educational activities to achieve educational goals effectively and efficiently.

Muhammadiyah is an organization that develops education, starting from the level of primary education to universities, which is used as a charity for Muhammadiyah and has a positive impact on the social community. The education program that is owned and implemented by Muhammadiyah has its uniqueness, both from curriculum aspects to the implementation system in its education process. It reflects the vision and mission and objectives of Muhammadiyah and Muhammadiyah's education; this is a form of Muhammadiyah's concern for education, especially in Indonesia.

The development of the Muhammadiyah program, one of which is engaged in education, care, and seriousness of Muhammadiyah for education development in Indonesia, can be seen from the educational institutions owned by Muhammadiyah that have spread almost in every archipelago in Indonesia. Muhammadiyah-owned educational institutions have touched almost every level of education, including primary schools (SD) or equivalent. Schools also include the formation of human resources through Muhammadiyah-owned universities or universities spread across several regions in Indonesia. First level sustainability (SLTP) or equivalent, senior high school (SMA), and vocational high school (SMK) or equivalent. It is not only that the development of education carried out by Muhammadiyah also includes the formation of human resources through Muhammadiyah colleges or universities spread across several regions in Indonesia.

However, in its implementation, there are still many obstacles in managing Muhammadiyah Educational Institutions, one of the educational institutions in Tanjungpinang Timur District. There was a lack of social and technical recommendations to achieve these objectives (Yorlanda, 2019). Manages from the kindergarten (TK), Elementary School (SD), first-level (SLTP) or equivalent, and senior high school (SMA), as an institution entrusted with the mandate to handle education in the Tanjungpinang Timur region, still experience obstacles and shortcomings in carrying out its institutional management of education in its environment.

Based on the above problems, it is necessary to research by identifying institutional and academic management problems in Muhammadiyah educational institutions in Tanjungpinang Timur District so that they can provide reasonable handling solutions.

Management is defined in various ways, depending on the definer's point of view, interests, beliefs, and understanding. Jawahir Tanthowi defines management as part of certain activities or specific processes to achieve goals, objectives, and with the provisions that have been set (Jawahir Tantowi, 1990). Management as the ability or skills to obtain an outcome to achieve goals through the activities of others (Sondang P Siagian, 1990).

Four essential things are the main principles in running management: planning, organizing, actuating, and controlling. These are fundamental principles that must be carried out by involving the organs in the organization.

Planning is the main thing that must be done in management. Proper planning is planning "begin from the end." We set common goals to be achieved. A goal is a lamp that shows the way even in the darkness of the night. Set the organization's vision and mission.

Organizing is a grouping of actions within a particular unit, placing competent implementers in these units and providing authority and interwoven relationships between them. Organizing is crucial, considering the organization's implementation is more organized and makes it easier for implementers to know the roles that match their expertise.

Actuating is the spirit of the organization. Only nonsense if planning is not followed by appropriate action. Implementation is as important as planning. Without proper implementation, the plan will fall apart without being able to reach the goal. Therefore, there is a need for proper delegation for a particular task.

Controlling is the key to management. Although delegation is absolute in the organization, delegation does not mean giving up all matters without control.

As bad as the management system, if there are control and feedback that is routinely carried out, then the results are still acceptable. As mentioned by Putri et al., (2020) that educators must adjust their program only to the procedures and policies of their faculties.

Therefore, the organization is the structure of the division of labor and the structure of work relations between groups of people holding positions that cooperate in a certain way to jointly achieve a particular goal (Supardi & Anwar, 2004). Organizational structure is defined as a framework that embodies a fixed pattern of relationships between work fields, as well as people who show their position, authority, and responsibilities in a system of cooperation" (Supardi & Anwar, 2004).

Departing from that thought, the organizational management principles are the management of the people within it. HR is the most crucial factor in the survival of an organization. Humans are the founder, designer, worker, observer, critic, and breaker of an organization. Without them, there is no organization. Therefore, the concept of ideal organizational management must be human-centered. Organizational management can deliver existing resources, both human and non-human resources, into a particular pattern. The people who are in it can walk and cooperate and are useful in achieving the goals set.

3. Method

This ongoing study used qualitative research methods to reveal the social phenomenon. The aim is to explain aspects of the observed phenomenon or question in hand (Lauren, Rahmadani & Wulandari, 2019). It is intended to describe and analyze phenomena, events, social activities, attitudes, beliefs, perceptions, and thoughts of individuals individually or in groups (Sukamadinata, 2005), which can be observed from research subjects (Fuchan, 1992).

The object of this research is an educational institution in the Muhammadiyah eastern Tanjungpinang District, Riau Islands consisting of Muhammadiyah Kindergarten, Muhammadiyah Elementary School, Muhammadiyah Middle School, and Muhammadiyah High School. These schools were selected purposively due to the levels of education they serve during the years. This study's subjects were the management of Muhammadiyah educational institutions, principals, teachers, and students. Especially for teachers as a facilitator in learning process because the teacher is the key contributing factor to enhance the standard of the education sector (Weda, 2015.)

In this study, the authors used three data collection techniques (Sirozi, 2004), namely, observing and recording an object with the systematics of the object being investigated (Sukandarrumidi, 2006). The

second is interviewing by asking questions directly to respondents, and the results are recorded systematically (Soehartono, 1999). The third is documentation in the form of documents (Sukandarrumi, 2006). It contains records of events that have passed in the form of writings, drawings, or monumental works from someone (Moleong, 2005).

These three methods are used to obtain the underlying data used in the management of the Muhammadiyah education institution management in Eastern Tanjungpinang District, after obtaining the data. It is analyzed so that the following conclusions and solutions are offered.

4. Findings and Discussion

Based on the current results of early visits in the field, interviews with administrators and managers, questionnaire distribution, and documentation at the Muhammadiyah educational institution in Tanjungpinang Regency. The author's early findings list several problems that occur in the implementation of management in the system of academic and academic institutions. Muhammadiyah was found not well implemented and still has shortcomings that must be immediately corrected to get a good management system. The early findings of this ongoing study found that problems occur in several points namely

a) It seems the planning program about the formal management system of institutional management and education both long term program, medium-term program, short term program not running as its planning yet. This study revealed that the implementation of the planning is facing many difficulties to be executed; therefore, only planning in an oral form that is directly implemented in the institutional management program. Hence so it is difficult to measure and evaluate the implementation of institutional and academic management of Muhammadiyah educational institutions in long terms.

b) A leadership system that seems overlaps results in ineffectiveness in the implementation of institutional and academic management of Muhammadiyah educational institutions.

c) Poor resource management results in continual leadership and management changes resulting in instability in the institutional and academic management of Muhammadiyah educational institutions

This situation resulted in the development of Tanjungpinang Muhammadiyah educational institutions experiencing setbacks compared to other private educational institutions in the city of Tanjungpinang. Echoing the institutional problem, educational management referred to in this study, the researcher tries to discuss it according to the existing problems to see clear pictures on the current context of the problem.

. According to Suryadi and Tilaar, An Islamic institution must guarantee the quality to maintain its existence amidst increasingly fierce competition. Besides, it must have the ability to utilize educational resources within the institution to enhance learning abilities (Azwar et al., 2016). To improve the quality of Islamic institutions, both Islamic schools, madrasas, or pesantren, a leader must realize the importance of vision, mission, goals, and targets to be achieved. The process carried out by these institutions will have the desired direction, not only the process that takes place as a routine without clear direction and purpose (Rohmiyati,2018).

In carrying out institutional and academic management of Muhammadiyah Tanjungpinang educational institutions, it is necessary to carry out management functions in Islamic Institutions.

First Planning, namely planning, is the design of activities that will be carried out in the future to achieve goals. Planning contains elements of some planned activities, the process, there are results to be achieved, and concerning the future at a particular time (Usman, 2011:65-66). For Muhammadiyah educational institutions, long-term plans are very beneficial. It works based on plans and ideas that are ideal-rational. The impact on the cultivation of physical equipment (infrastructure) and non-physical (education) will undoubtedly be much better, directed, and targeted than work from the road, without direction and ideals. If the plan does not exist, the organization may go in the wrong direction, or even drift easily.

The description of planning in Islamic institutions should depart from the vision, mission, and goals. To formulate a medium-term and long-term program, it should broadly invite scholars, experts, supporters, competent alumni, and community leaders, in addition to the leaders and administrators of the Islamic boarding school itself, to jointly draw up a strategic plan (Renstra). A more mature medium or long term program whose formulation involves all parties, so that the Tanjungpinang Muhammadiyah educational institution and its medium and long term programs, receive broad support. Then the results of the RENSTRA are used as a reference in the preparation of annual programs.

The second is Organizing; namely, the organization is a group of people who work together to achieve specific goals. The organization is a "container" for them (Manullang, 2008: 59). Organizational goals and benefits: overcome the limitations of the abilities of individuals, the achievement of goals that will be more effective and

efficient when pursued together, division of tasks according to the field, complex common interests, high ideals, accommodating various potentials, gaining rewards and benefits, specialization, technology, manners based on mutual potential, and increasing relationships; and use the time for far greater importance.

Placement and empowerment of human resources in the organization (staffing), in essence, striving sincerely the application of the right man on the right place as well as coaching and development through upgrading, direction, or training, and through

Muhammadiyah's educational institution should have a basic concept of education that is fundamental in implementing the Tanjungpinang Muhammadiyah educational institution that is now managed. Because from the basis of education, it will determine the style or color of the education it manages. Based on the purpose of this, education will be able to determine the direction in which students will be taken.

The implementation of institutional and academic management improvement of Muhammadiyah Tanjungpinang educational institutions can be carried out using continuous improvement or continuous improvement by the organization, at each stage of activity and at any time. Schools have made efforts to improve through the application of an internal quality management cycle, from setting standards to evaluating (sallies, 2002). However, the implementation of the improvement has not been structured and comprehensive. It is still incidental and sporadic.

To overcome this, the institution should start to civilize and develop strategies based on the analysis of strengths, weaknesses, opportunities, and real challenges faced by the internal environment of the Tanjungpinang Muhammadiyah educational institution.

Human resource development in organizations is a necessary form of business development, involving human resources as a system and as individuals, as well as organizations as human resource containers to meet the needs of any organization. In developing human resources, this is certainly carried out in a planned and continuous way to increase organizational and employee performance competency through education, training, and development programs.

Based on the condition that there is a lack of human resources both in terms of quantity and quality that exist in Tanjungpinang Muhammadiyah educational institutions resulting in over leadership, which confuses giving decisions on implementation in institutional and academic management of Tanjungpinang Muhammadiyah educational institutions.

The concept of human resources is allowed to play an essential role in the management team. It happens because the function of human resources is changing into a vital management function. Every effort needed to create a successful organization depends on significant changes in Human Resource Management. Various efforts made by the organization, namely Organizational downsizing, which includes management succession, severance pay, retirement, and better human resource planning programs to reduce further downsizing. Nevertheless, decentralization involves efforts to train workers in work assessments, changes in compensation, decision making, and new leadership skills.

6. Conclusion

Based on the study results, it can be concluded that the institutional and academic management of Muhamadiayah educational institutions has several problems in terms of institutional management and human resources. Improvements have been carried out using the continuous improvement method, but the changes have not been significant. There need to be more severe handlers both from private parties and assistance from competent external parties.

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