

## **The Development of Educational Institution Management Strategy Towards Excellence in Quality School at the Local**

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### **Abstract**

The purpose of the research was to develop an educational institution management strategy towards excellence in quality schools at the local. The research consisted of 4 phases as these following: 1) study the elements of the indicators of educational institution management towards the excellence. 2) study the current condition desirable condition and necessary needs. 3) develop a strategy for school management towards excellence in quality schools at the local. 4) implementation. The research tools are assessment forms, questionnaires, and tests. The statistics used were percentage, mean, standard deviation and priority needs index. The results of the research revealed that there were 7 aspects of the composition, 35 indicators. Suitability is at a high level. The current condition is moderate. Desirable conditions were at the highest level. The ordering of the necessary needs; they were personnel, students and stakeholders, measurement, analysis, and knowledge management. Strategic planning organization leadership in the operational process and the outcome. Strategies for school management towards excellence in quality schools at the local consist of; strategies that lead the organization to success, strategic planning development, strategy strategies to encourage student and stakeholder engagement strategies to improve measurement, analysis and knowledge management, strategies for enhancing the quality of personnel, operational process strengthening strategies and strategies focused on concrete results. As a result of the strategy implementation, found that the behavioral assessment results after development were higher than before the development level at the most. Satisfaction level assessment results at the highest level.

Keywords: strategy development, school administration, excellence

### **Introduction**

There are limitations in the quality of education in local school. In terms of academic achievement, the level of fundamental education was much lower than average. In case of the moral, the ethics of children and youth still need to be further developed. The quality of the labor isn't matched to

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the demands of the job market. In terms of educational opportunities, the population has the opportunity to receive higher education. There is a problem with dropout still. In terms of management efficiency, it is a structural problem and the management system needs to be improved. Especially the management of educational institutions to increase the quality of education and reduce the burden on the budget, increase the efficiency of school management and promoting participation of all sectors in organizing and supporting quality education. (Office of the Education Council Secretariat. 2017). School management towards excellence is a management process to develop schools in various fields to have standards, to enhance success, to achieve quality effectiveness, to achieve goals by using exist resources to be worthwhile. (National Productivity Institute. 2017, Cobb.2003) to build competitiveness to keep up with changes from both internal and external environments of the organization. As a result, the organization has sustainable development, increases competitiveness and can also be a role model in practical way. (Office of the Public Sector Development Commission. 2014, National Productivity Institute.2017) As research by Dennis Patrick McCarthy (2012) found that strategic management is useful in providing a clear understanding of the direction of changing. and Mark Kruger (2012) found that managerial behavior is an important factor in promoting excellence in quality management. The management strategy for excellence consists of 1) organization leadership 2) strategic planning 3) students and stakeholders 4) measurement, analysis and knowledge management 5) personnel 6) operational processing 7) results (Office of the Public Sector Development Commission. 2014, Office of the Higher Education Commission. 2015, Office of fundamental education. 2016, National Productivity Institute. 2017, Tee. 2003) The strategy formulation process involves analyzing the external and internal environment and formulating strategies and practices (Pharit Siribanphitak.2009, Koontz and Weihrich. 1990, Fidler,B. 2002 and Wheelen and Hunger. 2012). Therefore, the researcher conducted research with the objective of developing a strategy for school management towards excellence in quality school at the local to be used as a guideline to improve the quality of education in local schools to be more effective.

### **Research Methodology**

Phase 1: studies elements and indicators. The group of informants consisted of 9 experts by purposive sampling. Collecting data by studying documents, textbooks and related research and take the results to group discussion and assess components and indicators with an assessment form.

Phase 2: Study the current condition, desirable conditions and necessities populations included with school administrators and Head of Academic Department Local quality schools, 1,514 people. The sample group was compared with the population with Krejcie and Morgan tables. A sample group was obtained 308 people. Collecting data by submitting questionnaires to 278 people of sample group, questionnaires were returned, representing as 90.26 percent. Study on a local quality school by interview school administrators and teachers, head of the academic department, totaling 10 people by purposive sampling.

Phase 3: Developing a Strategy, implementing a strategy draft and verify the feasibility assessment with the assessment form by using connoisseurship. The group of informants consisted of 9 experts by purposive sampling.

Phase 4: Implement the strategy: the target group was 10 school administrations selected by purposive sampling. The data was collected by workshop and integrate with strategy implementation by using a quiz and assessment form for 12 weeks.

The data analyzing; the statistics used in the data analysis were percentage, mean, standard deviation and presenting qualitative data by descriptive analysis.

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### Results

1) The results of the study of elements and indicators of educational institution management towards excellence consist of 7 components and 35 indicators as following: There are 5 indicators of organizational leadership, 4 indicators of strategic planning, 5 indicators of students and stakeholders, 5 indicators of measurement, analysis, and knowledge management, 4 indicators of personnel, 6 indicators of operational process, and there are 6 indicators of outcome. The results of the suitability assessment were at the highest level.

2) The results of the study of the current condition moderate. The desirable condition was at a high level. The ordering of development needs ranked as following: personnel, students and stakeholders, measurement, analysis, and knowledge management, strategic of planning organization leadership in the operational process and the result as in Table 1

Table 1: mean, standard deviation, current condition, desirable conditions and necessity needs

The school management towards excellence	current condition			desirable conditions			PNI	level
	$\bar{X}$	S.D.	Operation level	$\bar{X}$	S.D.	Operation level		
1. Organization leadership	3.38	0.77	moderate	4.47	0.51	high	0.320	5
2. Strategic planning	3.39	0.73	moderate	4.49	0.51	high	0.323	4
3. Students and stakeholders	3.37	0.67	moderate	4.49	0.50	high	0.332	2
4. Measurement, analysis and knowledge management	3.38	0.68	moderate	4.48	0.50	high	0.326	3
5. Personnel	3.34	0.71	moderate	4.50	0.50	high	0.348	1
6. Operation process	3.43	0.73	moderate	4.50	0.51	high	0.312	6
7. Outcome	3.44	0.72	moderate	4.51	0.50	highest	0.310	7
Overall	3.39	0.72	moderate	4.49	0.50	high	0.324	

3) The results of the development of educational institution management strategies towards excellence in quality schools at the local, consisting of 7 main strategies, 14 secondary strategies, and 59 practical ways. The results of feasibility and feasibility assessment It is at the highest level as in Table 2.

Table 2: Strategies for school management towards excellence in quality schools at the local.

Main strategy	Secondary strategy
1. Strategy of success organization	1.1 Develop a vision, mission, and goals which participated. 1.2 Strengthen management with governance.
2. Strategic Planning Development Strategy	2.1 Strengthen the strategy formulation process effectively. 2.2 Effective Strategic Planning.
3. Encouraging strategy for student and stakeholder engagement	3.1 Develop an educational institute curriculum in accordance with the students' interests.

	3.2 Build good relationships with students and stakeholders.
4. Strategy for improving measurement, analysis and knowledge management	4.1 Develop the effective knowledge management 4.2 Develop the knowledge with technology.
5. Strategy to enhancing the quality of personnel	5.1 Develop ability and manage manpower. 5.2 Build work efficiency.
6. The operational process strengthening strategy	6.1 Develop efficient operating processes. 6.2 Develop operational processes effectively.
7. The strategy of focusing on concrete results	7.1 Promote the success of educational institutions. 7.2 Develop and builds on the success of the school.

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4) The results of the strategy implementation found that the knowledge assessment score after the participation in the development was significantly higher than the knowledge assessment score before the participation. The development was statistically significant at the .05 level. The results of assessment of the behavioral level before development were at a high level. After development is at the highest level. The behavior is in accordance with the expectations set forth in the development strategy. The school administrators have the ability to lead the organization to be successful. There are strategies planning is allowed all parties to participate in management, develop a knowledge management system, enhancing personnel for professional advancement, strengthening every step of the process and focusing on concrete results. In addition, the evaluation results of satisfaction with development were at the highest level.

## Discussion

The development of educational institution management strategies towards excellence in quality schools at the local consists of 7 main strategies, 14 minor strategies and 59 practices. The study found that the results of the assessment after the development of a higher score before the development of significant statistical level 05. The results of assessment of behavioral level and satisfaction after development were at the highest level. It's shown that the school management to excellence, quality schools, local schools, resulting in the quality and standards of their own contextual reduce disparities and achieve gender equality in all areas across the country. (Office of Educational Management Innovation Development. 2019). The researcher has studied the process of the Deming Cycle (PDCA), Parithas Phuntubanyong (2002), Sutham Thummatasananon (2018), Deming (1995) consisting of 4 steps as following: 1) P is Plan means planning 2.) D is Do means implementing the plan 3) C is Check means checking or comparing 4) A is Act means improving the operation accordingly to become a mechanism to drive strategies into effective implementation. As Phumiphat Klangkot (2018) has researched on School Management Strategies to Become a Professional Learning Organization for Secondary Schools Under the Office of Secondary Education Service Area Northeastern region, the researcher found that the strategy has 4 components that can manage the school as a professional learning organization. Sanphet Towicha (2019) has researched on Development of high-performance educational institution management strategies Under the Office of Secondary Education Service. The area of high-Performance Educational Institution Management Strategies able to manage quality according to high performance organization as

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expected. And Kittiwat, T and Sutum, T (2021) researched the development of school-based management strategies for local development found that the level of development behavior according to the strategy after participating in development was higher than before. As a result, it's led the school-based administration for local development has been successful as expected. and executives and related persons are satisfied.

### Suggestions

The local school administrators should manage as participative. Especially, the educational personnel group, parents and communities and stakeholder with school. The administrators must listen to the suggestions and bring all the involved sectors to approve any implementation which promote the school at the local developed the performance even more. In addition, there should be an in-depth research study in educational institution administration towards excellence in the form of a program or system in development; in order to obtain knowledge and innovation in educational institution administration that is more consisted with the context.

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