Decision-Making In Improving Service Management Of Ma'had Al-Jami'ah UIN Datokarama Palu

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ARTICLE INFO	ABSTRACT
Volume: 2	Education has a very strategic role in developing and improving the quality of human resources. As stated in the Law of the Republic of Indonesia Number 20 of 2003 concerning the national education system. Improving and developing the quality of education is influenced by the existing management system, therefore making the right decisions has an impact on improving the quality of education in Indonesia. Improving service management at Ma'ahad Al-jami'an UIN Datokarama Palu is influenced by a decision-making system by the director or leadership. In making decisions at an agency, there are several models used, namely the prescriptive model and the descriptive model. The two models are the main aspects of the decision-making system. Making the right decision can improve service management in an existing agency.
KEYWORDS	
Decision-Making, Improving, Service Management	

1. Introduction

Education has a fundamental role in developing and improving the quality of human resources (HR) quality. As written in the Law of the Republic of Indonesia Number 20 of 2003 concerning the National Education System, which reads education is a conscious and planned effort to realize a learning atmosphere and learning process so that students actively develop their potential to have a spiritual foundation of religion, self-control, personality, intelligence, noble character, and skills needed by himself, society, nation, and state. (DIKBUD KBRI, 2003)

Countries that adhere to the understanding that education services are general services. Article 31 of the 1945 Constitution of the Republic of Indonesia which states that paragraph (1) Every citizen has the right to receive education. (2) The government seeks and organizes a national teaching system regulated by law (1945 Constitution). Gives the meaning that every citizen has the right to educational services. (Anwar, 2013)

Every educational institution, including Islamic boarding schools, is required to provide the best possible service to its customers. In order to do this well, Islamic boarding schools need the support of a good management system. Some of the characteristics of a good management system are the existence of an organized mindset (administrative thinking), regular implementation of activities (administrative behavior), and a good attitude towards activity tasks (administrative attitude).

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The quality of a decision is a reflection of the power of thought and creativity of the leadership. In determining managerial actions, a leader is required to have the courage to make good decisions based on individual considerations with their authority as leaders, as well as decisions based on deliberations taking into account the thoughts, feelings, or input from members of the organization. (Syafruddin, 2004)

Based on the problems previously stated, this study aims to obtain adequate empirical evidence regarding decision-making in improving Ma'had Al-Jami'ah service management at UIN Datokarama Palu. This study presents a contribution to the literature by filling in previous research gaps such as limiting the scope of research with all discussions related to the existing system at Ma'had Al-Jami'ah UIN Datokarama Palu.

2. Literature Review

**2*.1 Concept of Decision Making*
1. **Definition of Decision Making**
   Decision-making is a thought process in solving problems to obtain results to be implemented. The smaller the problem the easier it is to solve. Conversely, the bigger the problem, the more difficult it will be to solve or decide. (Falah, 2021)
2. **Decision-Making Process**
   The decision-making process is a rational effort from the administrator to achieve the goals set at the beginning of the planning function. The process begins and ends with consideration. It requires creativity, quantitative skills, and experience. The sequence of the steps is as follows:
   a. Identifikasi Permasalahan yang Dihadapi
   b. Pengumpulan Data
   c. Analisis Data
   d. Analisis Berbagai Alternatif
   e. Pemilihan Alternatif
   f. Evaluasi (Penilaian)

B. *Management in Educational Institutions*
1. **Principles of Service Management**
   That service is carried out to provide satisfaction for service users, therefore its implementation requires the principle of service. In other words, in providing services, service providers must pay attention to the following service principles: (Abdullah, 1996)
   a. *Simplicity*
      The procedure is simple, not complicated in its implementation, and easy to understand and implement. For example, procedures for paying money or school fees, procedures for borrowing books at the library, and others. This can facilitate students in carrying out their activities in the school environment.
   b. *Clear*
      Clear in terms of technical and administrative requirements, work units or officials who are authorized and responsible for providing services and resolving complaints or any problems in the implementation of services, as well as details of fees and payment procedures. This must be clear if it is necessary to hold outreach to prospective service users so that no party feels disadvantaged.
   c. *Certainty of time*
      Time certainty can be completed within a predetermined period of time. For example, the deadline for payment of school needs. Not only related to paying for school needs, but the implementation of programs in schools starting from the learning schedule, and so on, must be clear and not wishy-washy in its implementation. So that the implementation of the program will run properly and not be confused which will cause new problems.
   d. *Accuracy*
      The accuracy in question is that the service product can be received correctly, precisely, and legally. For example, giving paid receipts to students who pay off education costs. this is very necessary so that in the future there will be no overlap or errors in the implementation of existing service management.
   e. *Safety*
      Safe in question is related to the process and its products provide a sense of security and legal certainty. For example, related to the accreditation status of the school institution. The same goes for the quality of the teachers. So that

the level of trust in the quality of service both in terms of administration and the learning process can be well received by all parties.

f. *Responsibility*

Islamic education institutions should always be responsible for providing services and solving problems that arise. For example services in terms of student vehicle security at the institution. The responsibility given by the institution can increase a deep level of trust for all parties without exception.

g. *Complete Facilities and Infrastructure*

Adequate educational facilities and infrastructure, practicum equipment and other supports, internet, provision of telecommunications and information technology facilities, bathrooms, mosques, air conditioning if possible, and others. Regarding facilities and infrastructure, this is something that is very urgent in the implementation of programs. So that facilities and infrastructure are the main points in the success of all programs made by the institution. If the facilities and infrastructure are inadequate, the planned program will not run as expected.

h. *Ease of Acces*

Places, and service locations, are easy to reach and can take advantage of telecommunications and information technology. For example the existence of a library in the middle of an institution such as a school or campus. Thus, all students feel the same distance to go to the library without any party experiencing difficult access.

i. *Discipline, Courtesy, and Friendliness*

Leaders and other employees should be disciplined, polite, and sincere. In carrying out their duties in an institution, especially administrators, they must be disciplined with time, for example, administration services are opened from 08.00 to 17.00 so that people who act as administrators must carry out according to the agreed time provisions. Besides that, in serving, you must always be friendly and patient if there are students or parents who have difficulties or don't understand the administrative flow in it, for that the administrator is willing to explain again with a sincere and friendly face.

i. *Comfort*

The service environment must be orderly, orderly, comfortable, clean, tidy, and equipped with various service support facilities. Because educational activities are actually service activities, the comfort of this atmosphere must be felt by all students. In addition, educational leaders must also provide a sense of comfort to their employees who wish to consult with them. A comfortable environment will make it easier for students to carry out activities easily without feeling disadvantaged by existing services.

2. Management Function in Educational Services

Management is an activity. The activities referred to are none other than actions that refer to management functions. With regard to these management functions, Didin Kuniadin and Imam Machali expressed the views of several experts, as follows: (Kurniadi, 2013)

a. *Planning*

Planning is a number of activities that are predetermined to be carried out in a certain period in order to achieve the goals that have been set. Anderson and Bowman explain that planning is the process of preparing a set of decisions for future actions. Planning plays an important role in the management process because it is from this plan that a set of decisions can be taken in improving the quality of education in schools.

b. *Organizing*

Organizing is a management function and is a dynamic process. Organizing can be interpreted as the process of determining the jobs that must be done. Organization in school services has a very important position in improving the quality of education in schools. This organizing process will determine good teamwork.

c. *Implementation*

Of the entire series of management processes, implementation (actuating) is the most important management function. The planning and organizing function has more to do with abstract aspects of the management process, while the actuating function places more emphasis on activities that are directly related to people in the educational institution organization. In this context, George R. Terry, quoted by Prim Masrokan, argues that actuating is an effort to move group members in such a way that they want and try to achieve the goals of the organization and the goals of the members of the organization because the members also want to achieve the goals of the organization. that target.

d. *Supervision*

Supervision (controlling) or also known as control is the final part of the management function. Management functions that are controlled are planning, organizing, actuating or executing, and controlling itself.

In various cases of improving the quality of education, there are cases of weak implementation of controls resulting in various deviations between what was planned and what was implemented. Therefore, supervision plays a very important role in increasing the work productivity of school organizations so that there is conformity between what has been planned and its implementation and the results obtained.

Inquiry comes from English, namely inquiry which means in-depth question, inquiry, or examination. Inquiry is broadly defined as a general process by which humans seek or understand humans. Inquiry is an expansion of the discovery process

that is used more deeply (Aris, 2014). Looking at this definition, inquiry learning is a way of learning by search and discovery. In the process of teaching and learning activities in the classroom and outside the classroom with the inquiry model, an educator in presenting learning materials is not in final form (intact from beginning to end) in other words, the educator only presents part of it. The rest is left to the learners to search and find it themselves. Then, educators provide the widest possible opportunity for students to get what has not been conveyed by educators with a learning approach. Inquiry is an extension of the discovery process that is used more deeply. Discovery learning is the starting point for an active learning model developed by education experts in schools that prioritize the concept of discovery-based learning (Warsono, 2015).

Discovery learning is a teaching model that establishes the important principle of helping students to know and understand the structure or key ideas of a discipline, knowledge of the involvement of students in the teaching and learning process, and the belief that good learning occurs through personal discovery (Richard, 2008).

3. Methodology

This research was conducted directly in the field to obtain the necessary data. The research location is Ma'had Al-Jami'ah UIN Datokarama Palu. The method used is a qualitative method that produces analytical procedures without using statistical analysis procedures or other quantification methods. This study intends to understand the phenomenon of what is experienced by research subjects, for example, behavior, perceptions, motivations, actions, and others holistically and by means of descriptions in the form of words and descriptive-analytical language. The subjects of this study were: the Director as a key informant, the Secretary, the head of the Mahasantri, and Mahasantri Ma'had Al-Jami'ah UIN Datokarama Palu. Data collection techniques include 1) Observation to observe behavior and activities at research sites, 2) interviews with the Director, Secretary, head of Mahasantri and Mahasantri, 3) documentation to collect data sourced from archives and documents of Ma'had Al-Jami'ah UIN Datokarama Palu.

4. Results and Discussion

4.1 Governance of Ma'had Al-Jami'ah UIN Datokarama Palu
A good governance system requires several principles that can develop all aspects within an institution such as Ma'had Al-Jami'ah UIN Datokarama Palu. Where is Ma'had Al-Jami'ah UIN Datokarama Palu which should be a place where students can channel their talents and develop their abilities in the field of language, especially Arabic and English. This was expressed by students of UIN Datokarama Palu when interviewed on campus as follows:
"Ma'had Al-Jami'ah UIN Datokarama Palu is a great place for students, especially if the governance management is good, of course, it will be a very comfortable place and the dream of UIN Datokarama Palu students."
Educational services are an institutional effort to meet the needs of students in order to develop their personality potential. There are several services developed in the context of fulfilling and improving the quality of education at Ma'had Al-Jami'ah UIN Datokarama Palu, namely; educational services that accompany almost all educational activities. Are as follows:
a.   Learning Services
In relation to learning, Ma'had Al-Jami'ah UIN Datokarama Palu has made several learning programs, namely: learning English, and Arabic, the study of the kitab kuning, tahfidzul qur'an, tahsin, and self-development such as Qultum, barzanji, learning calligraphy and naduah Ilmiah.
b.   Security Services
Security services for all students and employees at Ma'had Al-Jami'ah UIN Datokarama Palu, the institution provides security services in the form of a guard post and there are 2 security guards, one of whom is taken from the community around the hostel so they can guard 24 hours. This is all so that they can learn and carry out activities in a calm and comfortable manner.
c.   Health Services
One of the responsibilities of living at Ma'had Al-Jami'ah besides carrying out the learning process is to maintain and improve the physical and spiritual health of the students who live. For this reason, the Ma'had program provides UKS boxes filled with medicines, in addition to the gymnastic program every Sunday and provides sports facilities such as volleyball, sepaktakraw, football, and so on so that all female students are healthy and can carry out their activities as students and students.
d.   Financial Services
Finance in educational institutions such as Ma'had Al-Jami'ah UIN Datokarama Palu has a very important role. It can even be said that if there is no money then the institution will end. Almost all educational activities require funds. So that the director of Ma'had Al-Jami'ah UIN Datokarama Palu must be able to manage finances in it wisely because Ma'had Al-Jami'ah UIN

Datokarama Palu is the UPT which has the number two largest funds so it is necessary to be wise in managing this money so that programs the program that is made can run properly according to expectations and goals.

e.   Welfare Services

Service activities that are important to be considered by the director of Ma'had Al-Jami'ah UIN Datokarama Palu related to employee welfare are material and non-material welfare. Material welfare is related to the honorarium. The activity of ta'lim (teaching) in the view of Shari'a is a permissible benefit or service to be compensated for it. So that the ustadz or teaching staff and managers of Ma'had are entitled to their salary.

f.   Administration Services

We need to know that the minimum service quality standards for the performance of directors or institutions are related to the implementation of leadership and administrative duties. The administrative tasks include academics, personnel, facilities and infrastructure, finance, student services, institutional development, and others. Education administration is a very urgent part of management. Seeing that all educational activities require administrative activities. So that an educational leader, in this case, the Director and management, should create an administration system that facilitates internal and external users.

4.2 The Decision-Making Process at Ma'had Al-Jami'ah

In the decision-making process, it is required to choose a good option in a particular situation. There are several things that must be considered in making a decision. (Tamrin, 2022) Like the decision-making at Ma'had Al-Jami'ah UIN Datokarama Palu which was conveyed by Mr. Tamrin as the director of Ma'had Al-Jami'ah UIN Datokarama Palu in his interview:

The decision-making process at Ma'had Al-Jami'ah UIN Datokarama Palu is as follows:

a.   Understand the impact that will have on Ma'had Al-Jami'ah UIN Datokarama Palu as a whole.
b.   Identifying when many options have sprung up, including from staff and from the campus itself.
c.   Anticipate possible outcomes that may occur.
d.   Considering other people who will be affected by this decision, one of which is the mahasantri itself.
e.   Make decisions even under pressure.

4.3 Supporting and Inhibiting Factors in Improving Ma'had Al-Jami'ah Service Management UIN Datokarama Palu

In running a program, it is necessary to have good service from all parties in order to improve Ma'had's service itself, this is inseparable from the factors that can support the good management of a program. In addition, there are also obstacles that can hinder a program.

The factors that influence improving Ma'had Al-jami'ah services at UIN Datokarama Palu are as follows:

a.   Facilities and Infrastructure

Based on the table and the results of the author's observations, it can be seen that the infrastructure facilities facilitated by campuses for students are not in accordance with Presidential Decree No. 40 of 1981. There are several facilities and infrastructure that have not been provided, such as libraries and canteens. In addition, there are several facilities that are in poor condition, namely kitchens, kopma, prayer rooms, bathrooms, sports fields, and toilets.

b.   Budget

The running of a formal institution will be maximized if the budget funds needed to run a program are met as a whole. Ma'had Al-Jami'ah UIN Datokarama Palu itself has a large enough budget for its management.

c.   Human Resources (HR)

The intended human resources are people who are involved in the management and teaching at Ma'had Al-Jami'ah UIN Datokarama Palu. This can be seen in the table below.

TABLE II
State of teaching staff in 2022-2023 Ma'had Al-Jami'ah UIN Datokarama Palu

No.	Lecturer	Material
1	Prof. Dr. H. Abidin, S.Ag, M.Ag.	Ushul al-Figh
2	Dr. Mohamad Idhan, M.Ag.	Qawaid Lughah al-Arabiyah
3	Dr. H. Kamaruddin, M.Ag.	Ilm Mushthalahul Hadis

4	Dr. H. Ubadah, S.Ag, M.Pd.	Al-Balaghah Al-Muyassarah
5	Agustan, S.Ag, M.Pd.I.	Taisir Ahkam Al-Tajwid
6	Drs. Muhammad Ihsan, M.A.	Islamic Studies
7	Dr. H. M. Syarif Hasyim, LC, M.Th.I	Syarh Tijan al-Darar
8	Dr. H. M. Jabir, M.Pd.	Tahfidz Alquran
9	Muhammad Rahmat	Tahsin Al-Khat Al-Arabiy
10	Dr. Malkan, M.Ag.	Tafsir Al-Munir
11	Dr. Ubay Harun, S.Ag, M.SI.	Mabadi al-Fiqhiyyah

Data source: Ma'had Al-Jami'ah UIN Datokarama Palu 2022

Based on the table above, it can be seen that the teaching staff at Ma'had Al-Jami'ah UIN Datokarama Palu are competent people in accordance with their scientific fields.

5. Conclusion

Based on the formulation of the problem and the results of the thesis research conducted by the author, the final conclusion is as follows:

Decision-making at Ma'had Al-Jami'ah UIN Datokarama Palu uses a semi-autocratic method, where the director of Ma'had Al-Jami'ah UIN Datokarama Palu when making a decision first discusses with other administrators based on supporting information that can strengthen decisions that will be set as a policy.

The supporting and inhibiting factors in improving Ma'had Al-Jami'ah service management at UIN Datokarama Palu are as follows: infrastructure, budget, work program, and human resources (HR).

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