

## Management Innovation in Building Independence Educational Institutions

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### ABSTRAK

This research examines building educational independence through management innovation. The aim is to analyze the concept of management innovation, management innovation in building the independence of educational institutions, as well as problems in building the independence of educational institutions. The method applied in this research is the library research method. The research results are: The concept of management innovation often emphasizes the importance of innovation as the key to improving organizational performance and maintaining competitiveness in a dynamic environment. Meanwhile, building the independence of educational institutions can be done by: developing vision, mission, and strategy; efficient resource management; developing leadership and managerial skills; using technology to improve performance; and developing strategic partnerships. The problems are: limited financial resources, dependence on government funds or donors, limited access to technology and infrastructure, lack of managerial skills among staff and leaders of educational institutions, changes in government policy, and lack of community support. It is hoped that this research will provide valuable insight for education policy makers, teaching staff, and other stakeholders in their efforts to strengthen the educational institution system and prepare educational institutions that are strong and competitive.

Keywords: Innovation, Management, Independence, Educational institutions

Penelitian ini mengkaji tentang membangun kemandirian pendidikan melalui inovasi manajemen. Tujuannya adalah untuk menganalisis konsep inovasi manajemen, inovasi manajemen dalam membangun kemandirian lembaga pendidikan, serta problem dalam membangun kemandirian lembaga pendidikan. Metode yang diaplikasikan dalam penelitian ini adalah metode penelitian kepustakaan. Hasil penelitian yaitu: Konsep inovasi manajemen sering kali menekankan pentingnya inovasi sebagai kunci untuk meningkatkan kinerja organisasi dan mempertahankan daya saing di lingkungan yang dinamis. Sementara dalam membangun kemandirian lembaga pendidikan dapat dilakukan dengan: pengembangan visi, misi, dan strategi, pengelolaan sumber daya yang efisien, pengembangan kepemimpinan dan keterampilan manajerial, penggunaan teknologi untuk peningkatan kinerja, penggunaan teknologi untuk peningkatan kinerja, dan pengembangan kemitraan strategis. Adapun masalahnya adalah: keterbatasan sumber daya finansial, ketergantungan pada dana pemerintah atau donatur, keterbatasan akses terhadap teknologi dan infrastruktur, kurangnya keterampilan manajerial di antara staf dan pimpinan lembaga pendidikan, perubahan kebijakan pemerintah, dan kurangnya dukungan masyarakat. Harapannya, penelitian ini akan memberikan wawasan yang berharga bagi para pengambil kebijakan pendidikan, tenaga pendidik, dan stakeholder lainnya dalam upaya mereka untuk memperkuat sistem lembaga pendidikan dan mempersiapkan lembaga pendidikan yang tangguh dan berdaya saing.

Kata kunci: Inovasi, Manajemen, Kemandirian, Lembaga Pendidikan



## I. INTRODUCTION

Education is the foundation for the progress of a society (Aflisia, Eq, & Suhartini, 2021); (Spiel et al., 2018). In the era of globalization and information technology that continues to develop rapidly, educational challenges are increasingly complex (Mohamed Hashim, Tlemsani, & Matthews, 2022). One important key to overcoming this challenge is building educational independence through innovation in learning plan management. Innovation in learning plan management not only includes preparing a curriculum that is responsive to current developments (Yuliza, 2022) but also the use of technology, the application of various teaching methods, and the creation of a learning environment that encourages creativity and collaboration. Through this approach, it is hoped that an educational environment can be created that allows students to develop critical, analytical, and creative thinking skills.

The independence of educational institutions is still a relevant problem today, although there are ongoing efforts to improve it. Many educational institutions still rely heavily on public funds, such as government subsidies or grants (Toepler, 2018). This dependency can hinder the independence of educational institutions because institutions may be limited in making independent decisions or developing alternative resources. Strict educational regulations and policies from the government can also limit the autonomy of educational institutions in terms of financial management, curriculum, or developing innovative programs (Aithal & Aithal, 2020). This can reduce an institution's ability to adapt to local or global needs and demands.

The independence of educational institutions can also be limited by a lack of resources, whether in terms of finance, personnel, or infrastructure. This lack of resources can limit an institution's ability to develop new programs, update facilities, or meet students' overall needs. Some educational institutions may experience resistance to change or innovation due to a rigid organizational culture or a fear of uncertainty (Inandi, Tunç, Yücedağlar, & Kiliç, 2020). This kind of resistance can hinder efforts to increase independence by inhibiting the willingness to take risks or try new approaches.

Lack of awareness and managerial skills among staff and management of educational institutions can also be an obstacle to building independence. Skills such as strategic planning, financial management, or leadership may be underdeveloped, which can hinder an institution's ability to formulate and implement self-reliance initiatives (Blesia, Iek, Ratang, & Hutajulu, 2021). Thus, despite ongoing efforts to increase the independence of educational institutions, there are still a number of challenges that need to be overcome. Changes in policy, organizational culture, and resource support may be needed to facilitate greater change towards greater independence in the future, including management innovation.

To overcome the challenges of the independence of educational institutions, a holistic and integrated approach is needed, as well as effective and efficient management innovation (Tidd & Bessant, 2020). Educational institutions can look for funding alternatives other than public funds, such as donations from foundations, collaboration with companies, or the development of independent income programs such as additional courses or facility rental. The government could consider policies that provide more autonomy to educational institutions, such as flexibility in budget management, freedom in determining local curricula, or incentives for educational innovation (Greany, 2018). Training and development of managerial skills for staff and management of educational institutions can help increase independence. This may include training in strategic planning, financial management, project management, or leadership.

Educational institutions can build strategic partnerships with various stakeholders, including governments, companies, universities, and community organizations (Amey & Eddy, 2023). Such partnerships can provide educational institutions with access to additional resources, collaboration opportunities, and financial support. Encouraging an organizational culture that supports innovation and change can help overcome resistance to change. This can include providing incentives for staff to create and implement new ideas, supporting the scope of experimentation, and strengthening communication and collaboration between departments. These solutions can be implemented in an integrated manner as part of a larger strategy to increase the independence of educational institutions. With a holistic and sustainable approach, educational institutions can move towards greater independence and meet the increasingly complex educational demands of the future.

If we refer to previous research that examines the independence of educational institutions, we can find several research results, including research conducted by (Kalida, 2021) on increasing the independence of educational institutions, requiring institutional development, reducing dependency, sustainable organizations, institutional survival, and constituency development. Another study conducted by (Munawaroh, Ifadah, & Utomo, 2020) produced the concept of independence in educational institutions through self-confidence, task orientation, results orientation, taking risks, originality, and courage.

Based on these two studies, it was found that the independence of educational institutions can be achieved in various ways, but they still tend to be conventional, so innovations are needed to realize the independence of educational institutions. The novelty of this research lies in the management innovation applied to building the independence of educational institutions. This research aims to analyze the concept of management innovation, management innovation in building the independence of educational institutions, as well as problems in building the independence of educational institutions. Educational independence includes an individual's ability to manage and develop their own learning process so that they can become independent and adaptive learners amidst the dynamics of the times.

By understanding the importance of innovation in learning plan management, this research will provide valuable insights for education policy makers, teaching staff, and other stakeholders in their efforts to strengthen the education system and prepare a strong and competitive future generation.

## **II. RESEARCH METHODS**

The method used in this research is the library research method. Library research, also known as literature review or literature study, is the process of collecting and analyzing information from various text or document sources relevant to a defined research topic or problem (Fitria, 2023). The main goal of library research is to understand and synthesize existing knowledge about the topic to be researched, thereby enabling the researcher to identify knowledge gaps, develop a conceptual framework, and formulate appropriate research questions.

The research process in library research is carried out by first identifying the topic or research problem you want to research (Connaway & Radford, 2021). The topic studied is related to management innovation in building the independence of educational institutions. After the research topic is determined, the researcher carries out a literature search using various sources, such as academic databases, scientific journals, books, conference proceedings, and other sources of information relevant to the research topic. Researchers search both online and offline. After conducting a search, researchers must evaluate the suitability and quality of the literature sources found. Relevant and quality sources are selected for inclusion in the literature review.

Researchers collect data from selected literature sources by paying attention to information and findings related to the research topic (Al-Barashdi & Al-Karousi, 2019). This data is in the form of theories, empirical findings, or arguments that support or criticize the topic being studied. After collecting data, researchers carry out analysis and synthesis of information found from various literature sources, which involves identifying patterns, general findings, differences, and gaps in relevant literature. The results of the analysis and synthesis are then arranged in a clear and systematic written form, presented, interpreted, and drawn up conclusions.

## **III. RESULTS AND DISCUSSION**

### **1. Management Innovation Concept**

Management innovation is the process of identifying, designing, and implementing new ideas or new methods in managing an organization or system (Tidd & Bessant, 2020). In the educational context, management innovation aims to increase the efficiency, effectiveness and relevance of the educational process. Management innovation in education can also mean an approach that includes the development and implementation of new ideas, new strategies and new practices in the management of educational institutions (Sciarelli, Gheith, & Tani, 2020). Meanwhile, management innovation in educational institutions is the use of new ideas, best practices, and creative approaches in managing various operational and strategic aspects of

educational institutions. The main aim of this management innovation is to increase the efficiency, effectiveness and relevance of educational institutions in meeting the needs of students, society and the environment in which they operate (Jayabalan, Dorasamy, & Raman, 2021).

Some of the core concepts of management innovation by (Bort, 2015) include strategic development, flexibility and adaptability, improving processes and practices, partnerships and collaboration, and the use of technology. In terms of strategic development, management innovation involves developing a comprehensive strategy to achieve the goals of an educational organization (Demir, 2018). This includes identifying the vision, mission, and core values, as well as strategic planning involving various stakeholders. Next, in terms of flexibility and adaptability, the concept of management innovation emphasizes organizational flexibility and adaptability in facing rapid environmental changes. Educational organizations need to be ready to respond to changes in technology, regulations, and student needs quickly and efficiently.

As for improving processes and practices, management innovation involves a critical review of existing processes and practices in educational management (Khosravi, Newton, & Rezvani, 2019). This includes identifying weaknesses, finding new solutions, and implementing changes to improve efficiency and effectiveness. Partnerships and collaboration in management innovation encourage the creation of partnerships and collaboration between various stakeholders in education, including teachers, students, parents, the government, and society. This collaboration can produce new ideas, additional resources, and the support needed to implement innovations. There is also innovation in terms of the use of technology, where technology plays an important role in management innovation, whether in data management, communication, or learning (Zeebaree, Ismael, Nakshabandi, Saleh, & Aqel, 2020). Educational organizations need to adopt and integrate technology effectively to increase operational efficiency and enhance the student learning experience.

Through the application of these concepts, educational institutions can create a dynamic and responsive environment, allowing them to remain relevant and effective in facing future challenges and opportunities (Urbinati, Chiaroni, Chiesa, & Frattini, 2020). In essence, the concept of management innovation in educational institutions is about creating and implementing new ideas, best practices, and creative approaches to managing educational institutions. The aim is to increase the efficiency, effectiveness, and relevance of educational institutions in meeting the needs of students and society, as well as responding to environmental changes quickly and adaptively.

Thus, the concept of management innovation is essentially an effort to create a dynamic, agile, and responsive environment within educational institutions, which allows them to continue to develop and provide high-quality education that meets the needs of society in an ever-changing era.

## **2. Management Innovation in Building the Independence of Educational Institutions**

Management innovation has an important role in building the independence of educational institutions; it allows them to become more adaptive, efficient, and effective in achieving their goals (Sharma & Sharma, 2021). Management innovation can support the development of independence in educational institutions through: the development of vision, mission, and strategy; efficient resource management; the development of leadership and managerial skills; the use of technology to improve performance; and the development of strategic partnerships.

### **a. Development of Vision, Mission and Strategy**

Management innovation helps educational institutions develop a clear vision, mission, and strategy that suit their needs and aspirations. It helps set a clear direction and provides a foundation for effective decision-making. Developing a vision, mission, and strategy is a key step in the effective management of educational institutions (PS, Maiya, & Aithal, 2022). This is the foundation that determines the direction, goals, and action plans to achieve educational excellence. There are several stages involved in developing vision, mission, and strategy in educational institutions, including situation analysis, stakeholder engagement, the formation of vision and mission, strategy development, and communication and implementation.

In developing vision, mission, and strategy, it is necessary to carry out a thorough analysis of the internal and external situation of educational institutions (Ferrer-Estévez & Chalmeta, 2021). This includes understanding educational trends, student needs, an institution's internal strengths and weaknesses, and opportunities and threats in the external environment. In terms of stakeholders, this is done through the

involvement of various stakeholders in the process of developing vision, mission, and strategy, which is very important. This includes teachers, students, parents, administrative staff, school boards, and local communities. Involving these stakeholders helps ensure that the vision, mission, and strategies developed reflect their values and aspirations.

In this way, a situational analysis can be carried out. Based on situation analysis and input from stakeholders, educational institutions can formulate a clear vision of the desired future. This vision must be an inspiring guide that depicts an ideal picture of educational institutions in the future. In addition, a clear mission must also be formulated, explaining the main objectives of the educational institution and how they will achieve them. Furthermore, after the vision and mission have been determined, the next step is to formulate a strategy to achieve them. This strategy must be based on situation analysis and consider the educational institution's internal strengths and weaknesses as well as external opportunities and threats. This strategy must also take into account the educational institution's core values and ensure alignment with the vision and mission.

The development of the vision, mission, and strategy then ends with communicating the vision, mission, and strategy to the entire educational community and ensuring effective implementation. This involves building awareness and understanding of the vision and mission among staff, students, and parents, as well as developing a clear plan of action to make it happen. By following these stages, educational institutions can develop a strong and relevant vision, mission, and strategy, which will become the foundation for their success in achieving the desired educational goals.

#### **b. Efficient Resource Management**

Management innovation enables educational institutions to efficiently manage their resources, including budget, workforce, and infrastructure. It involves the use of technology, innovative business modeling, and effective management practices to optimize the use of available resources. Efficient resource management in educational institutions is essential to ensure optimal use of available resources, including budget, time, workforce, and infrastructure. Some steps that can be taken to manage resources efficiently in educational institutions include careful budget planning, monitoring and evaluating expenditure, use of technology to optimize processes, efficient time management, development of staff skills, and proper infrastructure procurement and management (Glover & Levačić, 2020).

Carry out careful budget planning based on the real needs and priorities of educational institutions. This involves identifying operational costs, the procurement of equipment, the purchase of learning materials, and other investments necessary to achieve educational goals. Likewise, carry out regular monitoring and evaluation of educational institution expenditures to ensure that funds are used efficiently and effectively. This involves reviewing established budgets, tracking expenses, and identifying areas where savings can be made.

In terms of utilizing technology, this is also the case: utilizing technology to optimize administrative and management processes in educational institutions. This includes the use of technology-based school management systems to manage student, staff, and administrative data, as well as applications to simplify administrative tasks (Turnbull, Chugh, & Luck, 2020). So being able to manage time efficiently is key to managing resources in educational institutions. This involves good scheduling of teaching and learning activities, coordination between various programs and extracurricular activities, and productive use of student and staff time.

Staff skills development also cannot be underestimated, which improves the managerial and financial skills of administrative staff to manage resources efficiently. This includes training on the principles of financial management, budget management, and the use of technology in administration. So as to carry out appropriate infrastructure procurement and management according to the needs of educational institutions. This includes maintaining buildings, facilities, equipment, and technology to ensure that they function optimally and provide the best value for students and staff. By implementing these measures, educational institutions can manage their resources efficiently, improve the quality of educational services provided, and achieve their educational goals more effectively.

#### **c. Leadership and Managerial Skills Development**

Management innovation helps in the development of effective leadership and managerial skills at all levels of educational institutions. This involves staff training and development, building strong work teams, and promoting a collaborative culture and continuous learning. The development of leadership and managerial

skills in educational institutions is key to creating a dynamic, innovative, and effective environment for achieving educational goals (Kurniawan, Abdullah, Fitrianiingsih, & Mulyanto, 2023). Several steps that can be taken to develop leadership and managerial skills in educational institutions include training and development, effective leadership models, mentoring and coaching, collaboration between teams, the implementation of leadership programs, and performance evaluation and feedback.

Provide regular training and development for education staff in leadership and managerial skills. Training can cover topics such as strategic planning, effective communication, decision-making, conflict management, and team development (Blanchard & Thacker, 2023). Therefore, an effective leadership model is needed. Have an effective and inspiring leadership model in educational institutions that can be an example for staff and students. Good leaders demonstrate integrity, empathy, a clear vision, and the ability to motivate and inspire others.

Mentoring and coaching programs are also no less important in developing leadership and managerial skills by providing mentoring and coaching programs for developing staff to help them develop their leadership and managerial skills. Mentoring can be carried out by senior leaders or experienced mentors inside or outside educational institutions and is supported by team collaboration. Encouraging collaboration between teams and the formation of strong work teams in educational institutions. Collaboration allows staff to support each other, share ideas, and work together to achieve common goals. Organizing regular leadership and managerial skills development programs in educational institutions (Dacholfany, Susanto, & Novianti, 2018). These programs may include workshops, seminars, conferences, or courses organized internally or externally.

In developing leadership and managerial skills, it will be possible to build the independence of educational institutions after carrying out performance evaluations and providing constructive feedback to staff about their leadership and managerial skills. Feedback can help staff identify areas for development and plan steps to improve their skills. By taking these steps, educational institutions can create a culture that supports the development of leadership and managerial skills, which will strengthen leadership qualities at all levels and produce better educational outcomes.

#### **d. Use of Technology to Improve Performance**

Management innovation enables educational institutions to use technology in effective ways to improve their performance. This can include implementing technology-based school management systems, using online learning platforms, and leveraging data for informational decision-making. The use of technology can make a major contribution to improving the performance and efficiency of educational institutions. Following are some of the ways in which technology can be used for such purposes: school management systems (SMS), technology-based learning, educational data analysis, monitoring and evaluating teacher performance, organized school administration, and teacher professional development.

Implementing technology-based SMS can help educational institutions manage student data, lesson schedules, attendance records, and other important information more efficiently. SMS also allows for better communication between staff, students, and parents. Technology allows educational institutions to provide learning that is more interactive, engaged, and tailored to students' individual needs (Al-Taai, Kanber, & al-Dulaimi, 2023). This may include the use of online learning platforms, educational apps, instructional videos, and other digital resources. The use of technology in educational data analysis can help educational institutions understand learning trends, monitor student progress, and evaluate the effectiveness of educational programs. This enables more informed decision-making to improve educational outcomes.

Technology can be used to monitor and evaluate teacher performance more efficiently and objectively. This may involve using teacher performance evaluation software, online surveys, or student feedback platforms to provide useful feedback to teaching staff. The use of technology in school administration can help automate administrative processes such as managing student data, paying school fees, registering new students, and financial reporting (Rainer, Prince, Watson, Chircu, & Marabelli, 2019). This can reduce the administrative burden on staff and increase operational efficiency. Technology can also be used to provide training and professional development for teachers online. This allows easier access to educational resources, online courses, and professional networks for teaching staff.

By utilizing technology effectively, educational institutions can improve their performance in providing high-quality education, increase operational efficiency, and meet the learning demands of this digital era.

#### **e. Strategic Partnership Development**

Management innovation helps educational institutions develop strategic partnerships with various stakeholders, including the government, industry, non-educational organizations, and society. This expands the network of support and resources available to educational institutions, as well as opening up opportunities for collaboration in innovation and program development. Developing strategic partnerships in educational institutions is an important step to expand networks of support, resources, and opportunities for students and strengthen relationships between educational institutions and other stakeholders (Amey & Eddy, 2023). The following are several steps that can be taken to develop strategic partnerships in educational institutions:

The first step is to identify key stakeholders within and outside the educational institution who have the potential to collaborate and contribute to educational goals. This could include local governments, companies, non-governmental organizations, universities, and other organizations.

Second, strengthen communication and build strong relationships with stakeholders through meetings, discussion forums, and other collaborative activities. This helps in building mutual understanding, trust, and commitment to work together in support of education.

Third, identify common needs and interests between educational institutions and other stakeholders that can be addressed through partnerships. This may include additional learning programs, financial assistance, internship opportunities, or technical support in curriculum development.

Fourth Develop a clear and sustainable partnership agreement that sets out the goals, responsibilities, and benefits for each party involved. This agreement may take the form of a formal agreement, memorandum of understanding, or other framework that clarifies expectations and commitments.

Fifth, manage the partnership effectively through regular monitoring and evaluation of the progress and results of the partnership. This involves reviewing goal achievement, measuring impact, and adjusting strategy as necessary to ensure partnership success.

Sixth, encourage sustainable collaboration and knowledge sharing between educational institutions and partnership partners. This could include the exchange of best-of-breed programs, joint training, or collaborative research initiatives that leverage each party's expertise and resources.

By developing strong strategic partnerships, educational institutions can expand their impact, increase access to resources, and create environments that support holistic student learning and development. Through the application of these management innovation concepts, educational institutions can become more self-sufficient, agile, and responsive to environmental changes, enabling them to provide high-quality education that meets the needs of students and the communities in which they operate.

In essence, management innovation in building the independence of educational institutions is about adopting new approaches, creative ideas, and best practices in managing educational institutions with the aim of increasing efficiency, effectiveness, and relevance in meeting the educational needs of students and society in the environment, which is constantly changing.

### **3. Problems in Building the Independence of Educational Institutions**

Although building the independence of educational institutions is a desirable goal, there are several challenges or problems that can hinder this process. In essence, the problem of building the independence of educational institutions refers to a number of challenges faced by educational institutions in their efforts to achieve greater autonomy, increase capacity, and increase effectiveness in providing educational services. For example, autonomy is the ability of educational institutions to make decisions independently in terms of management, finances, curriculum, and internal policies. However, educational institutions are often faced with constraints that limit their autonomy, such as strict government regulations, dependence on public funds, or policies that do not support innovation.

Likewise, in terms of capacity, the capacity of educational institutions refers to their ability to plan, implement, and evaluate educational programs effectively. Challenges in building independence are often related to limitations in the skills, knowledge, and resources needed to increase the capacity of educational institutions (Pedro, Subosa, Rivas, & Valverde, 2019). Effectiveness is also their ability to achieve their educational goals well, such as improving student learning outcomes, improving the quality of teaching, or increasing student engagement. Challenges in building independence can hinder the effectiveness of educational institutions due to various factors, such as a lack of resource support or policy restrictions (Maiya & Aithal, 2023).

Thus, the problem of building the independence of educational institutions involves various obstacles that hinder their efforts to become more independent, effective, and adaptive to environmental changes. To overcome these challenges, educational institutions need to develop appropriate strategies, strengthen partnerships with various stakeholders, and increase their internal capacity through training, professional development, and efficient resource management.

The following are some of the problems often faced in building the independence of educational institutions, by (Sulisworo, Nasir, & Maryani, 2017) including: limited financial resources, dependence on government or donor funds, limited access to technology and infrastructure, lack of managerial skills among staff and leaders of educational institutions, changes in government policy, and lack of community support.

Limited financial resources, one of the main problems in building the independence of educational institutions is limited financial resources. Educational institutions often face high budget pressures, which can limit their ability to develop and improve infrastructure, technology, and educational programs. Dependence on government funds or donors: this is often found where many educational institutions experience high dependence on government funds or donors to carry out their operations. This kind of dependency can hinder the independence of institutions, as they do not have full control over their own resources.

Limited access to technology and infrastructure also applies. In some areas, educational institutions may experience limited access to the technology and infrastructure needed to support modern learning. This can be an obstacle to building independence because technology is often an important tool in increasing the effectiveness of education. Lack of managerial skills among staff and leaders of educational institutions can also be an obstacle to building independence (Abdo & Edgar, 2019). Skills such as strategic planning, budget management, and effective leadership are essential to managing an educational institution well.

Changes in government policy in the education sector can also affect the independence of educational institutions. Inconsistent policies or frequent changes can make it difficult for educational institutions to plan long-term and develop consistent programs. The independence of educational institutions can also be hampered by a lack of support from local communities or other stakeholders. Without strong support from the community, educational institutions may struggle to mobilize the resources and support they need to thrive.

Addressing these problems requires a holistic and strategic approach that involves collaboration between educational institutions, the government, society, and the private sector to create an environment that supports the development of independent educational institutions.

#### **IV. CONCLUSION**

Based on the findings and results of the discussion in this research, it shows that the concept of management innovation often emphasizes the importance of innovation as the key to improving organizational performance and maintaining competitiveness in a dynamic environment. Building the independence of educational institutions can be done by: developing vision, mission, and strategy; efficient resource management; developing leadership and managerial skills; using technology to improve performance; and developing strategic partnerships. Meanwhile, problems with management innovation in building the independence of educational institutions are: limited financial resources, dependence on government or donor funds, limited access to technology and infrastructure, lack of managerial skills among staff and leaders of educational institutions, changes in government policy, and lack of community support. . It is hoped that the implications of this research will provide valuable insight for educational policymakers, teaching staff, and other stakeholders in their efforts to strengthen the educational institutional system and prepare educational institutions that are strong and competitive.

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