OVERCOMING CHALLENGES IN SCHOOL EDUCATION MANAGEMENT

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Abstract
Addressing challenges in school education management requires a comprehensive and sustainable approach. Important strategies that can be implemented include improving the competence of educators through continuous training, innovating in adaptive curriculum management and strengthening data-based monitoring and evaluation systems. Strengthening collaboration with parents and communities is also key. The holistic implementation of these strategies will ensure that schools are able to provide an educational environment that is effective and relevant to students' needs. With the support of all stakeholders, challenges in education management can be addressed more efficiently, resulting in a more meaningful and in-depth teaching and learning process, and shaping students who are ready to face the challenges of the future.
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Introduction

School education management is a crucial component in ensuring a good and equitable quality of education throughout society. A good education management is able to ensure that all elements of the school, from the curriculum, teaching staff, to supporting facilities, function optimally and in a coordinated manner (Shaturaev, 2021). Students' success in achieving high academic performance depends largely on how the school is managed. Efficient management can identify the needs of students and teachers, and plan appropriate development programmes, so that the teaching and learning process can take place optimally (Mertler, 2024).

In addition, good education management also plays a role in improving the overall quality of education. With structured management, schools can apply consistent quality standards and ensure that all educational policies are subject to existing regulations and guidelines. This is important to create transparency and accountability in education delivery (Miller, 2023). Effective management not only focuses on academic achievement, but also develops students' social skills and character, preparing them to be competitive and moral individuals in the face of global challenges. Thus, the role of good education management is the main key in producing quality and highly competitive next generation. However, challenges in education management

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often hinder the achievement of comprehensive and sustainable education goals (Fullan et al., 2024).

One of the major challenges in education management in schools is the lack of adequate resources, both in terms of funding, facilities and teaching staff. Based on data from the Ministry of Education and Culture in 2022, almost 40 per cent of schools in Indonesia still face constraints in terms of basic infrastructure such as adequate classrooms and access to quality teaching materials. These shortcomings have a direct impact on the teaching and learning process and the quality of education received by students (Castañeda & Williamson, 2021).

In addition, limitations in the application of educational technology are also a significant issue. Despite efforts to digitalise education, many schools still lack adequate technological infrastructure, especially in remote and rural areas. This is exacerbated by low digital literacy among teachers and students, so the potential of technology as a learning tool has not been optimised (Karakose et al., 2021).

Another challenge faced is the management of teaching staff. The quality and quantity of available teachers often do not match the needs. According to the Central Statistics Agency (BPS), the student-to-teacher ratio in some areas reaches 1:35, where ideally this ratio is 1:20. In addition, the uneven distribution of teachers means that some areas lack competent teachers while others have a surplus of teachers (Bhaskar et al., 2021).

Education management issues also include the lack of training and professional development for teachers and school staff. Many teachers have not received sufficient training in innovative teaching methods and effective classroom management. This certainly has an impact on the quality of learning that students receive (Brauckmann et al., 2023).

The impact of these challenges is significant on the quality of education in schools. Students who do not receive proper education tend to be less prepared to face global challenges and potentially fall behind in international competition. Without appropriate interventions, the low quality of education management may hinder the achievement of Indonesia's quality human development targets (González-Pérez & Ramírez-Montoya, 2022).

In response to these challenges, the government and various stakeholders need to work together to find appropriate solutions. Initiatives such as increasing the education budget, professional training for teachers, developing technological infrastructure, and developing policies that support effective education management are needed. With the right measures, the challenges in school education management can be overcome, so that the education system can run better and be able to produce quality human resources.

Thus, the study in this research is to further investigate the main challenges in education management in schools and how to overcome these challenges to improve the quality of education.

Research Methods

The study in this research uses the literature research method. The literature research method, or often referred to as literature study, is a data collection technique carried out through searching existing documents, such as books, journals, articles, theses, and other written sources. This method is the basis for understanding and exploring information on a particular topic without the need to conduct direct experiments or field surveys. Through analysing relevant literature, researchers can identify trends, research gaps, and previously developed theories. This helps in forming a stronger and more targeted theoretical framework and hypothesis formulation (Firman, 2018); (Suyitno, 2021).

The literature research process involves several systematic steps, starting from topic identification and determination of search keywords, collection of relevant sources, to critical evaluation of the literature found. It is important for researchers to access credible academic databases and filter information based on relevance, quality and currency. Once the literature has been collected, the next step is to organise and analyse the data, and develop a comprehensive synthesis. Literature research serves not only as a theoretical basis, but also as a practical guide in avoiding repetition of research already conducted and directing focus on aspects that have not been well documented (Jelahut, 2022); (JUNAIDI, 2021).

Results and Discussion
Basic Concepts of Education Management

Education management is the process of organising, planning, directing and supervising all educational resources in order to achieve predetermined educational goals. It includes various aspects such as curriculum management, educational development, management of teaching and education personnel, and management of school facilities and finances (Alam, 2022). The main objective of education management is to create an effective and efficient learning environment, which is able to support the improvement of the quality of education and the maximum development of learners' potential. In other words, education management plays an important role in ensuring that all elements in the education system work harmoniously and productively, to produce quality graduates who are ready to face future challenges (Wang et al., 2023).

The components of education management consist of;

The first component in education management is **planning**. Planning involves the development of strategies and long- and short-term goals to be achieved by educational

institutions. In this stage, educational leaders need to consider the needs of students, the curriculum to be implemented and the allocation of resources in order to achieve efficient and effective results. Planning also includes establishing a clear vision and mission for the educational institution, so that every member of the institution can work towards the same goal (Delgado-Gaitan & Trueba, 2022).

The second component is organisation. Organising relates to the establishment of an appropriate organisational structure and the division of tasks and responsibilities between teaching and administrative staff. This includes defining roles, coordinating between departments, and setting up hierarchies within the institution. These mechanisms aim to ensure that all elements within the institution work in sync and are able to support the achievement of educational goals. Effective organisation will create a conducive working environment, where all human resources can contribute to their full potential (Pring, 2021).

The last component is supervision and evaluation. This process involves monitoring performance, making judgements on both achieved and unachieved results and providing feedback for continuous improvement. Oversight aims to ensure that all plans that have been made can be implemented properly, as well as adjusting the direction if needed (Beare & Slaughter, 2021). Periodic evaluation also helps in assessing the effectiveness of teaching methods and curricula, as well as individual and team performance in achieving desired goals. Monitoring and evaluation are thus key factors in maintaining the quality of education and ensuring continuous quality improvement.

Challenges in School Education Management

One of the main challenges in school education management is limited resources. Many educational institutions in different regions face problems related to limited budgets, facilities and adequate learning equipment. This makes it difficult for schools to provide an optimal learning environment for students. In addition, limited resources can also affect the provision of training and professional development programmes for educators, which in turn can impact on the quality of teaching (Purwanto, 2021).

The quality and competence of teaching staff is also a significant challenge in education management. Many schools still face problems with the placement of educators who are not in accordance with their qualifications and competencies. This could be due to a lack of regular training or updating of necessary teaching skills. As a result, the teaching process can become less effective, which can have a direct impact on student learning achievement. To address this, education management needs to pay special attention to improving teachers' competencies through continuous professional development programmes (Hartley, 2023).

The next challenge is curriculum management and learning innovation. Adjusting the curriculum to the times and the needs of learners often requires significant and

continuous changes. A curriculum that no longer fits the needs of the times will make students less prepared to face challenges in the real world. Therefore, education management must be able to integrate technology and innovation in teaching methods to make the teaching-learning process more relevant and engaging for students. Maintaining a balance between tradition and innovation in the curriculum is key to delivering a holistic and adaptive education (Williamson, 2021).

Continuous monitoring and evaluation is also a challenge in school education management. Although supervision and evaluation are important components of education management, these practices are often not optimised. There are times when supervision goes only as a formality without providing constructive feedback. Evaluation that is not comprehensive can make it difficult for schools to identify areas that need improvement (Lunenburg & Ornstein, 2021). Therefore, there is a need for an effective and transparent evaluation system that is able to provide a comprehensive picture of school performance and produce recommendations that can be implemented to improve the quality of education.

In addition to the challenges mentioned above, the **issue of discipline and morality among students** is also a serious challenge in education management. Many schools face problems with student discipline, which can affect the overall learning environment. Cases of bullying, juvenile delinquency, and violation of school rules are some of the real examples of the problems faced. This requires serious handling from the school, which is not only limited to sanctions, but also through psychological approaches and more systematic mentoring efforts to shape better student characters (Selvaraj et al., 2021).

In addition, the challenge of relationship management with parents and the community is equally important. Collaboration between schools, parents and communities is essential to create an educational ecosystem that supports student development. However, there is often a communication gap or difference in perception between the school and parents. This can result in a lack of support from parents in the teaching and learning process at school. Therefore, school management needs to strengthen relationships with parents and communities through interactive programmes and effective communication, in order to create positive synergies (Olang'o et al., 2021).

Thus, managing education in schools is full of challenges, ranging from limited resources, the quality of teaching staff, curriculum management, to discipline issues and relationships with parents and communities. All these challenges require comprehensive attention and strategies from school management. By paying attention to improving the quality and competence of teaching staff, innovations in the curriculum, continuous supervision and effective collaboration with parents and the community, it is hoped that a better educational environment can be created. In the

long run, this will contribute to the improvement of the quality of education and the formation of a generation that is better prepared to face future challenges.

Strategies for Overcoming Challenges in School Education Management

One of the main strategies in addressing education management challenges in schools is to improve the competence of teaching staff. Continuous training and professional development for teachers is an important step in this strategy (Huck & Zhang, 2021). By utilising modern teaching technologies and methods, such as project-based learning and digital media utilisation, teachers can be more effective in delivering materials and motivating students. In addition, providing teachers with access to various learning resources and discussion forums can also enrich their horizons and help in sharing best practices (Chan et al., 2021).

The next strategy is innovation in curriculum management. The curriculum must be designed dynamically to adapt to the times and the needs of society. Incorporating elements of character education, life skills and STEM (Science, Technology, Engineering, Mathematics) into the curriculum can increase the relevance of education to the real world. Schools should also be proactive in evaluating and refining the curriculum through feedback from students, teachers and the community. Thus, students not only gain theoretical knowledge, but also practical skills that are useful in daily life and future employment (Alam, 2022).

Consistent and continuous monitoring and evaluation are essential to ensure that every aspect of education goes according to plan. Implementing a data-driven evaluation system can help school management detect and act on potential problems early. In addition, evaluations that cover various aspects such as teacher performance, curriculum effectiveness and student and parent satisfaction can provide a more accurate overall picture of the school's condition. The results of these evaluations should be used as material for the development of a more mature and targeted improvement plan (Boubker et al., 2021).

Collaboration with parents and communities should not be neglected in education management. Schools should establish open and effective communication through various channels, such as regular meetings, newsletters and digital platforms. Organising activities that involve parents and the community, such as educational seminars, social services and open houses, can also strengthen relationships and increase support for school programmes. With synergy between schools, parents and communities, a more harmonious and supportive educational ecosystem can be created, which in turn will have a positive impact on student development (Jnr & Noel, 2021).

By implementing these strategies, it is hoped that the challenges in school education management can be overcome more effectively, so that the quality of education can continue to improve and produce a better quality generation.

Conclusion

Addressing the challenges in school education management requires a comprehensive and sustainable approach. Some important strategies include improving the competence of teaching staff through continuous training, innovating curriculum management that is adaptive to the times, strengthening data-based monitoring and evaluation systems, and strengthening collaboration with parents and communities. The holistic implementation of these strategies will ensure that schools are able to provide an educational environment that is effective and relevant to students' needs. Through a systematic and integrated approach, challenges in education management can be addressed more efficiently, making teaching and learning more meaningful and immersive. This will not only improve the quality of learning but also mould students who are ready to face the challenges of the future. In addition, the support of all stakeholders, including teachers, parents and the community, will strengthen the existing educational foundation so that schools can continue to develop and adapt in providing high-quality education.

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