

CRITICAL THINKING AND UNIVERSITY MANAGEMENT

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Abstract

This research was conducted with the aim of knowing the concept of critical thinking and its impact on university management. This research is a literature study with documentation as a data collection method. Then the data is analyzed by Content Analysis. The results show that: Critical thinking is a skill that everyone needs, especially leaders. With critical thinking skills, leaders can create 3 stages of university management, starting from proper management, and good management to effective management. The benefit of this research is to use critical thinking skills in managing universities or other educational institutions.

Keywords: Critical Thinking, University Management, Decision-Making.

Introduction

Currently, we are in a century where the quality of human resources is important. Human resources are not only seen as resources but as human capital for organizations, institutions, and even countries. One of the abilities that must be possessed by quality human resources is the ability to think critically. This also means that critical thinking is a skill that must be possessed by everyone living in the 21st Century (Rahmi Puji Kusumastuti,, 2019).

Indonesia is a country that emphasizes critical thinking skills to be upgraded through education. Through the 4C policy (critical thinking, collaboration, creativity, and communication), it can be seen that the ability to think critically is one of the important aspects that the Indonesian government is striving to create quality human resources.

Higher education as one of the types and levels of educational institutions continuously implements learning that facilitates the growth of students' critical thinking skills through the use of various learning models and learning strategies based on critical thinking skills, such as problem-based learning, project-based learning, MIDAAR learning, inquiry and discovery learning, problem-solving learning, mind mapping, and so on.

Apart from learning, getting every element of the campus to think critically can be done through management practices. As it is known that the essence of management is leadership, and the essence of leadership is decision-making. It is at this stage of decision-making that it is very important to use critical thinking skills.

Based on the importance of critical thinking skills, this paper will discuss 1) How is the Concept of Critical Thinking?, and 2) How Does Critical Thinking Ability Affect University Management?

Literature Review and Hypothesis Development

Decision-Making in University Management

A leader is required to have the ability to make the most appropriate/good and most effective decisions. This becomes very important because decision-making is not only related to what is currently being done but rather to what and how future events are prepared now (Drummond, 1993). Making decisions that are good/right and at the same time effective is not an easy job. A good decision refers to how the decision-making process takes place, while an effective decision must meet certain conditions.

A good or right decision is a decision that is produced through a decision-making process in which the decision maker (: the leader) understands very well the data relating to the background of why the decision must be made, what is the purpose, what are the goals, what are the alternative causes of the action, and what are the consequences. arising from the decision itself (Drummond, 1993). In contrast to an effective decision, this decision as referred to in Vroom and Jago's opinion (Hoy, 2014) must fulfill 3 important aspects, namely: quality of decision, acceptance of subordinates, and timeliness.

. Table. 1. Aspects of Effective Decisions

N0	Aspect	Description
1	Quality of Decision	Being able to solve problems
2	Acceptance of subordinates	There is no rejection from subordinates
3	Timeliness	Taken when needed

University is an organization that has a hierarchical structure. Each level has a leader. Every leader through existing mechanisms must always make decisions or policies that apply to the area of leadership. University management in this case must make good and effective decisions. All of them need relevant information and data and diverse perspectives to see the problem to be solved.

To produce good and effective decisions, leaders can choose techniques or methods of decision-making according to the situation and conditions. The decision-making techniques and methods in question are:

- rational method. This method relies on ratio considerations in the decision-making process. This method is often referred to as the bureaucratic method as well as the classical method
- incremental bargaining method (incremental-bargaining). This method is a method that goes through a process of debating and bargaining to produce a decision
- aggregative method. this method is used in decision-making by means of two Delphi Techniques and other Techniques and utilizes consultants and teams of staff in the formulation of policies
- Garbage-can method or Non-Decision Making. This method is carried out with the point of departure from the many issues that are collected and debated. Thus the 4 decision-making methods according to Gornher et al (Rifa'i, 2016). this method
- expected values method. This method is used by considering the possibility of the occurrence of events and possible outcomes (events that produce the highest monetary value are taken as decisions.
- method of payoff tables. Almost similar to the expected values method, this method also considers two aspects in making decisions, namely aspects of events and situations, both favorable and unfavorable. If the situation is favorable or unfavorable, of course, it will produce a different picture of monetary results, and it is this optimal monetary result that will be used to make a decision.
- decision stress method. This method is described from a decision tree that starts from the point to the branch of the tree. Event assessment starts from the point of going through the branches, while each branch describes the probability of success of an event. The larger the branch, the more likely the result is that the leader chooses to make a decision (Harrison, 1992).

Critical Thinking As A 21st-Century Skill

Critical thinking is one of the four skills (critical thinking, creative thinking, collaboration, and communication) that everyone living in the 21st century must have (Zubaidah, 2020). This skill is so important that it must be taught both in schools and universities. Higher education as a final educational institution at least needs to facilitate the development of critical thinking skills for its

students, such as the ability to receive information, curiosity, open-mindedness, focus in identifying problems, being honest in giving assessments, and diligent in finding relevant information to making decisions. Zhang, 2003). In order to make students have various indicators of critical thinking skills, tertiary institutions, be it lecturers, education staff to their leaders, must have critical thinking skills. This skill is very important for leaders to have, especially when used in making decisions or policies for their campuses.

Research Methods

The study of critical thinking and university management is built through literature research (Creswell J. W., 2012) using data collection methods in the form of documents (Creswell J. W., 2012), both in the form of theory, field data from secondary sources as well as the results of previous research, as well as current This. The results were then analyzed using analytical techniques in the form of content analysis (Maschi, 2016).

Discussion

Critical Thinking Concept

First. Definition. Robert Ennis defines critical thinking more or less as follows "Critical thinking is thinking that makes sense and focused reflection to decide what should be believed or done" (Fisher, 2008). With critical thinking, everyone can decide what to believe and what to do. To decide what to believe or what to do, lots of data, lots of sources of information, and lots of perspectives are needed, so that correct, appropriate, and effective decisions or policies can be formulated. Thus critical thinking also has the goal of obtaining a deep understanding (et al). This is because critical thinking includes activities that are intellectually complex, including formulating problems, evaluating, and being sensitive to problems (Ekayani, 2020). By thinking critically, management (: leadership group) and a leader can solve problems, find solutions and make the necessary policies.

Second. Characteristics of Critical Thinking. People who have the ability to think critically according to Beyer (Syafitri, 2021) have several characteristics, such as: being skeptical, very open, respecting honesty, respectful of various data and opinions, respect for clarity and thoroughness, seeking other different views, and will change his attitude when there is an opinion that he considers good.

Third: Reasons for the Need for Critical Thinking. There are at least 5 reasons why we need to think critically, namely:

1. Existential. Human existence when compared with other creatures is characterized by the ability to think. Humans are also called hayawwanun natiq, 'Al-Insanu hayawanun nathiq', thinking animals (Hasan, 2022). With the ability to think alone, humans can make important decisions in their lives, both for themselves, other people, institutions, and society.
2. Nature of truth. Human birth is nature. human nature is to be in the space of truth, while the tool used by humans to stay in the corridor of truth is critical thinking.
3. Pragmatic (universal need). All types of human work and all aspects of human life also require thinking skills. Therefore critical thinking is a necessity that applies universally.
4. The need for adaptation. Humans are creatures that can adapt to various natural conditions. Likewise with social situations, culture, and other contexts. This is because humans have the ability to think critically. There are problems encountered, then humans respond by thinking deeply and in the end, a solution is found for the problem. Thus, humans can adapt wherever and whenever they exist.

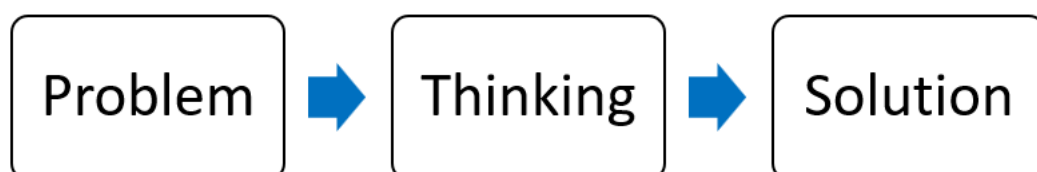


Figure 1. Critical thinking relationship with solutions

5. The need to be creative. Humans live in a dynamic dimension of space and time. This dynamic requires new creativity. By thinking critically, humans can meet their needs (Anis, 5 Reasons Why We Need to Think Critically, 2022).

The Effect of Critical Thinking Ability on University Management

Every individual should have critical thinking skills let alone a leader (Mahuda, 2021). With critical thinking skills, leaders can seek, understand, and analyze relationships between ideas, data, and arguments to make the right decisions benefits (Syafitri, 2021).

Then how do critical thinking skills affect university management performance? Everyone is a leader. Start by being a leader yourself, a leader for the group, a leader for the work unit up to the top leader.

Leaders who have the ability to think critically will be accustomed to doing the following things:

- a. make data-driven decisions (; research, measurement, performance appraisal)
- b. think and be skeptical, so it is not easy to accept the truth from only one source
- c. open-minded.

With these three things that are usually done like that, the leadership can manage the institution properly, well, and effectively. From a management perspective, there are different terms between proper management, good management, and effective management.

First. True management is management that carries out its work in a professional manner. Doing the right job is meaningful; do the work that should be done (; do not get out of main duties and functions and do not mix it with work outside their authority), and in a professional way (; do the job in the right way)

Second. Good management is management that carries out all managerial and operational functions.

Third. Effective Management is management that is able to achieve its goals (Zulfa, 2020).

To be able to manage the institution properly and effectively, university leaders must use their ability to make the right decisions, which are obtained from various data sources. As it is known that in management, there are two styles of managers or leaders in carrying out their leadership, especially in interacting with all components of the institution and in making decisions.

Broadly speaking, there are two types of manager/leader styles, namely the scientific style (scientist-style manager) and the artist style (artist-style manager (Zulfa, Management: An Introduction, 2020)). In this context, managers/leaders who will make decisions based on critical thinking skills will use the scientific style. Leaders tend to prioritize scientific principles, do not easily believe information from one source, and tend to accept opinions from different perspectives. It is at this stage of decision-making that critical thinking is absolutely necessary. In the process or stages of decision making it is very clear how critical thinking skills are integrated into the stages of the decision-making process itself, as Indiarto (Zulfa, Management: An Introduction, 2020) in the following chart.

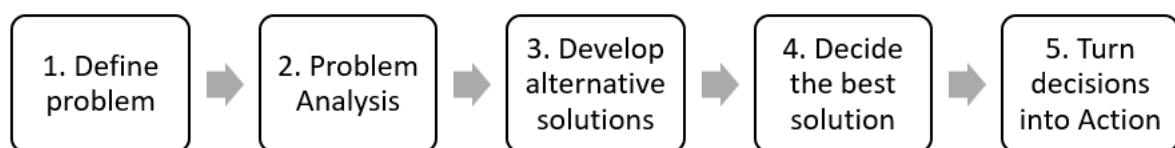


Figure 2. Decision-Making Process

The stages of defining a problem or formulating a problem clearly begin with gathering facts and data (Anwar, 2014), as well as perspectives that can be used. These two things alone are included in the characteristics of critical thinking. This means that defining the problem in decision-making is a critical thinking process itself. Likewise, the stages of problem analysis, from looking for alternative solutions to deciding on the best solution, all of which require data from various sources and methods, must be carried out by prioritizing an open-minded approach to seeking different perspectives.

Apart from the decision-making process, all of which require critical thinking skills from the leader, all decision-making methods require the leadership's critical thinking skills. Gornher et al (Rifa'i, 2016), both rational methods, incremental bargaining, aggregative methods, and wastebaskets.

Conclusion

Critical thinking is a skill that everyone needs, especially leaders. With critical thinking skills, leaders can create 3 stages of university management, starting with proper management, good management to effective management.

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