

Basic Pattern of Decision - Making of Sustainable Development in Education Policy (of the Ministry of Education)

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Abstract

Education is the key to conquer the future and from long ago it was expected from the Ministry of Education to train tomorrow humans and to prepare today race for life in tomorrow society. Education plays a vital role in the production of human capital and by providing skill to different people affects in the production of productive workforce and as a consequence in economic growth. Also education by teaching people creates political and social movement in them. In this study we analyze basic pattern of decision - making of sustainable development in education policy (of the Ministry of Education). The present study is a descriptive-analytical study which by using a standard questionnaire to assess the validity of the designed questionnaire, a qualitative interview was used from a few educational and planning management professors and a Cronbach alpha test was used to assess reliability. All statistical experts in this study were selected by all experts and senior managers of higher education at the academic and educational level Which consists of about 70 people in total, ten of them as a qualitative sample for deep interviewing and 60 of them are selected as a small sample and analyzed using the software, which ultimately All three research questions of study with variables and component Spss - Smart PLS was approved.

Keywords: sustainable development, decision making, educational policy, accountability, academic skills.

Introduction

Public policy decision is known as the government and state decision to solve the public problems. (Daneshfard , 1389 : 1)

After internal or external factors reflect a problem or issue to public organizations, policymakers should decide for it and making decision is starting from here. Then, policy makers should be able to consider the problem from different aspects. Policymakers should be mindful of many factors, including: the subject, depth and content, the number of people involved, taking into account the reactions of the people and groups of stakeholders, taking into account the context of society and analyzing the various options and international experiences to choose the most appropriate option for solving the general problem (Daneshfard, 2010: 191)

Decision making is one of the key management elements. So that a manager can make a successful organizational decision or make it fail.

The achievement of development, especially sustainable development in the country, is one of the goals and objectives of the leaders of the Islamic Republic. Therefore, managers at the Ministry of Education have consistently focused on the country by taking the right decisions in the area of sustainable development.

Therefore, the adoption of sustainable development education policies by senior system administrators, under a decision-making model, can be instrumental in the decision-making process within the Ministry of Education.

Problem statement

Over the past three decades, developed and developing countries have faced many rises and falls in the political, economic, social, cultural and educational spheres. The great challenges in all aspects of society give us an overview of the need for management and planning. How can these great challenges not attract educational policy-makers? To achieve this goal, we need to understand the challenges and challenges facing education and overcoming them, one of these issues is educational equality. The main mission of education is to empower individuals to fully develop their talents and to recognize their creative abilities, and this goal is superior to other goals. Achieving this goal, though difficult and long, is essential in order to search for a more just and peaceful world to live (Pourpaky, 2014: 1)

On the other hand, the ultimate goal of development is to improve people's living standards by reducing poverty, unemployment and inequality. By the early eighties, because of ruling out the model clauses of growth, it was thought that the only way to achieve development, is increased economic growth and, consequently, increased production and consumption, and more use of natural resources, resulting in the formation of a defective cycle of growth Economic growth, population growth, resource degradation and so on. In order to overcome the problems, the ideals and principles of sustainable development have broad implications such as intergenerational equality, gender equality, social balance, poverty reduction, social justice, environmental protection and rehabilitation, and the creation of societies that Peace governs them (Arrast and Amiri, 2011: 30). Activists in various fields of sustainable development are about to turn future world into an environment of freedom and equality by removing the deprivation from the face of the world. Education is a tool by which the various dimensions of sustainable development can be realized. (Fomeni, Golshan, 1380: 60.)

All societies around the world have a special focus on education and schools, and one of the primary concerns of governments is increasing access to appropriate education. Because schools are places where their children are there, school graduates are recruited in the country's departments, and the whole future

of the community and their children depends on the schools (Reagel, 2006: 24). The issue that arises in this regard is that, in addition to discussing the quantity and increasing the rate of education, it is necessary to note the issue of increasing the quality and educational standards for proper decision-making and planning to achieve sustainable development of education. Therefore, our goal is to address this issue.

Today, education is known as a means of economic growth and development, the development of professional and occupational skills, providing skilled and experienced workforce, and ultimately, as a means for improving the quality of life of people (Hosni and Azizi Nezhad, 2011: 10). Education has different definitions. Various definitions are often due to the complexity and multidimensional nature of education. Biologists define education as changing the inherent and acquiring responses of humans to external stimuli (Dorani, 1997: 7). One of the issues having a great importance for most countries of the world is development in all its dimensions. Development means increasing the material and spiritual well-being of the society and promoting individuals to higher degrees of development, which, in addition to improving production and incomes, involves a fundamental transformation in the structures of the administrative social institutions as well as the public view of the people. Hosni and Azizi Nejad, 2011: 54.)

One of the main components of sustainable development is education. In our era, education has been agreed upon as the most effective tool for communities to enter into future challenges, and it is generally accepted that tomorrow's world will be shaped by the education of today. School is the most important factor in changing the attitude and behavior of human beings that are used in the path of economic growth, improving the quality of life, creating knowledge and skills, providing job opportunities and increasing the production of society. Sustainable education in its broad sense in the next decades will have this capability to serve as a trusted instrument for building a solid bridge between the classroom and the community, and between the classroom and the market. The importance of sustainable education is not only in the field of study, which has been agreed in practice, as well as in the field of international institutions. It is worth noting that education should not be limited to formal education, but also any kind of education, even traditional forms of home and community learning. One of the problems of education in the lack of development of countries can be recognized in the the inefficiency of education and the quality of education (Bahramzadeh and Mokhtaran, 2008: 36). In the perspectives of sustainability, the most important capital of countries is human capital. Obviously, the rise of huge capital depends on education. Education is a bridge linking the past to the present and the present to the future, hence, in order to achieve a sustainable future, a deeper understanding of the importance of this issue and a re-look at the country's education system will be necessary in the first step.

"Sustainable development" is human-centered, that because of its wide range of topics and its great capabilities, has quickly become one of the most important current debates and one of the most important challenges of the 21st century. At the end of the third millennium, the process of growth and development was restored within the framework of sustainability. In sustainable development, human beings are the focal point of development and deserve the health, security, culture, education, knowledge and development of communication and information (Ghenzir, 1369).

In the concepts related to development, there are differences between the two concepts of educational growth and educational development. Educational growth seems to be an increase in employment, in other words, the growth of education means increasing the number of students in different educational levels during the studied period relative to the population needing to education, but development contrary to the growth is a multidimensional variable, it means educational development in addition to quantity increasing pays attention to quality increasing. On the other hand, it can be said that the growth of education means increasing the number of students in primary and secondary education and academic courses, but educational development in addition to reducing the number of people dropping out Pays

attention to increasing the number of graduates, too. Also, the percentage of growth is increasing awareness of students' preparation for playing their social role and students in the labor market in the society. In this way, it can be said that the growth of education is quantity increasing in the number of students of schools, and university students and graduates of the study courses relative to the population requiring education, but educational development, in addition to paying attention to increasing academic efforts and fostering the talents and creativity of students of schools and universities, It also emphasizes the playing of the social role. Thus, in summary, the development of education can be defined as follows: educational development is a process in which the educational institution in all aspects grows balanced and sustainable, so that in this process By using the new methods of education, students are trained specialized, to act effectively and desirable in their social role and in using past experiences and new technology. (Rogers Zurichlin, 1370: 22.)

Today, the role of education and its effects in human societies is not covered by anyone, and many of the advanced countries in the world are investing heavily in this organization to train skilled, semi-skilled and expertly trained personnel for all parts of the organization. Alfred Marshall, of the founder of New Classical Economics, says: "The most valuable assets are human resource investment. No wasteful loss of national wealth is greater than the fact that the geniuses born in a poor and ugly family spend their lives on little work. No change in the size of the improvement of educational institutions will increase the national wealth." (Roshan, 2009: 28.)

Decision making is a process through which a solution to a particular problem is selected (Rezaeian, 2008: 32). Decision-making is the process of selecting a particular mode of action for solving a particular problem (Claudia, 2006: 85). In a very simple definition, decision-making is choosing a way among different ways (Alvani, 2007: 67)

*Moussavi and Hosni (2011) in a study entitled "Assessing the degree of development and deprivation of education areas in West Azerbaijan Province" in a descriptive-analytical study Have been investigated the degree of development and deprivation of the 24 educational areas of West Azarbaijan province through 73 different indicators. The results showed that 24 educational regions of West Azarbaijan Province, Boka and Urmia - District 1 are known as well-developed areas, 7 regions are semi-dominated and 15 are considered as deprived areas. The highest level of inequality was found to be 0.91 in physical fitness indices and the least inequality was found to be 51% in academic achievement indices. Also, economic facilities and physical facilities have the most and the least effect on the development of educational areas respectively. In this research, the analysis of the characteristics of the development of education areas indicates that there is no significant relationship between the development of the province's educational areas and the degree of urban development in which the region is located.

*Asadi (1392), in his master's thesis entitled "Structural Modeling of the Effects of Educational Wishes on Educational Inequality (Academic Achievement) of male and Female Students in Pre-university Education in District 1 & 2 of Urmia", explored the student's educational aspirations and Its related factors and the impact of educational aspirations on educational inequalities. The results of this research have shown that the underlying factors, personal factors and environmental factors have a direct effect on academic goals, and also state that academic aspirations have a direct and significant effect on academic achievement.

* Atashak (2009) in a study entitled Gender Equality in Access to Education (Guidance Centers in Urban and Rural Areas of the Provinces of the Country), investigates on the gender equality in access to guidance courses in urban and rural areas of the province. For this purpose, the number of people needing

to education (from the census) and the student population (from the Ministry of Education statistics) in the year 2006 were extracted from the guidance courses and the gross enrollment rate for girls and boys from each base, and the gross registration rates for girls and boys in each of the bases was calculated and aforementioned courses and from the division of the gross enrollment rate of girls on boys, the gender equality index in access to each level was calculated.

*Ismail Sorkh (2007) concluded in a study entitled "Educational Inequalities and Space Inequalities in Ethnic and Regional Dimensions" in West Azarbaijan province that in none of the educational areas of Al-Taleiman, the girl and the boy according to their demographic share, are not equally covered by elementary education.

*Ahenjanian (2007) in an article entitled "Educational opportunities and regional inequalities in schools of border regions and non-frontiers of Khorasan Razavi province" pointing out the importance of place of living as one of the main indicators for classifying educational inequalities uses a sample of 45 schools in 3 cities in the border region and 39 schools in 2 cities in the non-border region. By analyzing the findings from the observation records and two forms of the questionnaire, it was concluded that the apparent opportunities among the compared regions in the three items of the input process and the school products do not represent a kind of critical inequality.

*Zang et al. (2013) find that in the study of gender inequality in Chinese education, although in the 1980s there was a huge gender gap in access to education among boys and girls, but in the last three decades, the status of educational inequality Based on gender is improving.

*UNICEF's 2012 report on the educational inequality among boys and girls in different countries indicates educational inequality between boys and girls, but it has been suggested in all countries where UNICEF has intervened to reduce gender inequalities, gender inequality in education is declining.

*In his doctoral dissertation titled "Articles on Educational Institutions and Opportunity Inequalities", Daniel Horn (2010) examines the causes and consequences of inequality of opportunities in the selected educational institutions in whole Hungary, as well as the effects of Initial Selection Separation (early) and in particular, the possible reasons of their evolution. In this thesis, the inequality of opportunities is considered as the effect of students' socio-economic status on their performance.

Research questions

1. What are the main indicators of the decision-making model for sustainable development in the education policy of the Ministry of Education in Iran?
2. How much has the education policy of Iran's Ministry of Education been sustainable along with the existing base pattern of the existing decision-making for sustainable development and how much has it been deviant?
3. In the education policy of the Iranian Ministry of Education, what model should be used as a base pattern for a new decision making that it achieves all the indicators of sustainable development?

Research methodology

The purpose of the research method selection is to provide the researcher with an explanation of the method and method that will help him as soon as possible, more accurate, easier, and cheaper to obtain research questions. The method of research in behavioral sciences according to these criteria is determined: 1) The purpose of the research 2) The method of data collection 3) The manner of implementation (Sarmad et al., 2010: 23). According to the purpose and nature, this research is Practical and in terms of method of research is a Combined (of quantitative qualitative research). The method of collecting information will be in both field and library. Information gathering will be conducted by interviewing and distributing the questionnaire to the experts in education, and for theoretical parts and backgrounds, library resources (books, articles, theses) will be used. For assessing the validity of the questionnaire, a qualitative interview was conducted from a few educational and planning management professors and a Cronbach alpha test was used to measure reliability. The statistical society of this study was comprised of all the experts and senior managers of higher education at the academic and educational level. It gives a total of 70 people in total, ten of them qualitative samples for in-depth interviews, and 60 of them are selected as a quantitative sample. Sampling is a process in which a number of units are selected in a way that represents the larger community chosen by the sample. For the purpose of the interview, ten individuals were selected as an accessible sample and also for the data collection questionnaire we have been helping by 60 high-level senior managers at the academic level as well as education. Two descriptive statistics were used to analyze the data. To describe the findings, frequency tables and bar charts were used. In addition, in order to better describe the data, central indexes such as the mean and also the distribution indexes such as standard deviations and variance have been used. Inferential statistics methods such as Pearson correlation test: to examine the relationship between variable components Independent with dependent variable. Multivariate linear regression test: To evaluate the effect of independent variable components on the dependent variable. All statistical topics and analysis of field data were done by choosing the appropriate and reasonable method of analysis using SPSS and Smart PLS software.

Research findings

Table 1: Demographic characteristics of respondents and statistical community

		Abundance	Percent
Sex	Man	52	86%
	Female	8	14%
Age	20 to 30 years	4	7%
	30 to 40 years	29	48%
	40 to 50 years	21	35%
	50 to 60 years old	6	10%
	Older than 61 years	0	0%
	Masters	43	71%

Education	P.H.D	17	28%
100%		60	Total

Table 2: Cronbach's alpha coefficients

	Cronbach's alpha
Sustainable Development Decision Making	0.926404
Immediate orientation	0.781448
System orientation	0.830780
Being responsible	0.823128
Individual partnership	0.760276
Practical skill	0.656061

Fit the general model

The GOF criterion is related to the general section of the structural equation models. By this criterion, the researcher can control the fitting of the general section after examining the fitting of the measurement section and the structural part of his overall research model. To test fitness in a general model, only one criterion called GOF is used. Three values of 0.01, 0.25, and 0.36 are reported as weak, moderate and strong values for GOF (Watzles et al., 2009). This criterion is calculated by the following formula:

$$(Formula3-1) \text{ GOF} = \sqrt{\text{communalities} \times \overline{R^2}}$$

Table 2: GOF benchmark

	Communality	R Square
Sustainable Development Decision Making	0.464874	0.170305
Immediate orientation	0.696798	
System orientation	0.663339	
Being responsible	0.653586	
Individual partnership	0.675191	
Practical skill	0.591402	

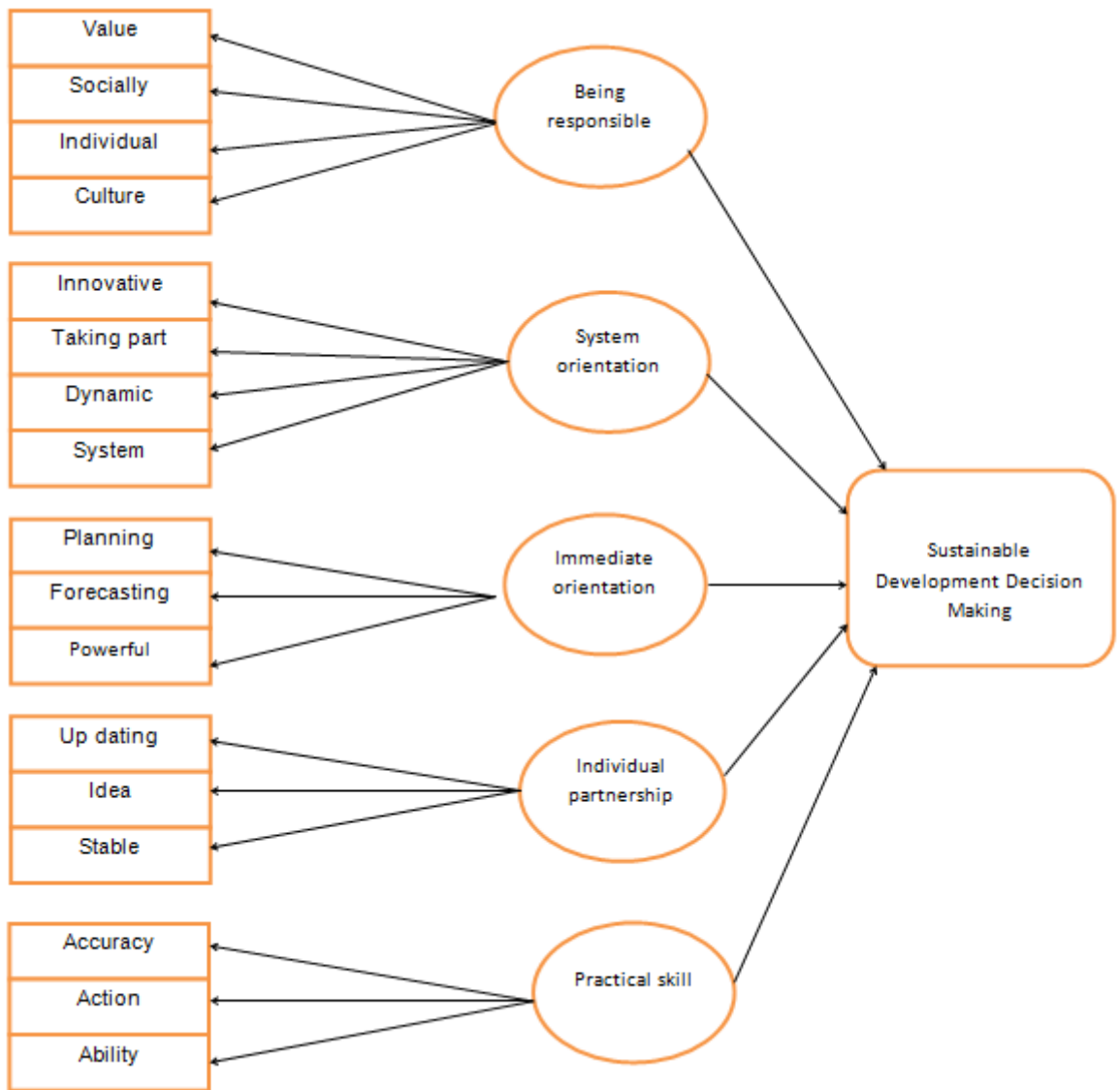
As a result, communalities are equal to 62/0. With respect to the values of R^2 in the table above, in the result $(R^2) \forall$ is equal to: 17/0

Thus, the calculated GOF value is as follows:

$$\text{GOF} = \sqrt{0.62 \times 0.17} = 0.32$$

Regarding the three values of 0.01, 0.25 and 0.36 as weak, moderate and strong values for GOF, a result of 0.32 indicates the modest fit of the model.

Fit research model



Conclusion

According to the findings of this research, the model of the basis for sustainable development decision making in education policy was measured at the level of the Ministry of Education. Descriptive statistics are 0.86% male and 0.14% female. The age of the respondents was 0.7%, age 20-29, 0.48%, age 30-39, 0.35% 40-49 years old, and 0.10% 50- 59 years old Year. The percentage of respondents in the survey was 0.71% with a master's degree and 0.28% with a Ph.D. The results of inferential statistics (data collected) indicate confirmation of most research questions.

Also, the research questions were analyzed using the PLS Smart Software, which gives a rough indication of the results of these questions:

The main issue of the present research suggests that the participation of managers and heads of education influence decision makers in the decision making process, as mentioned in Chapter IV, the amount of path coefficient in a meaningful state for this relationship is outside the standard range of 1.96- And 1.96+, so this question is approved at 95% confidence level. Considering the confirmation of this question, the findings of this study correspond to the findings of the research by Salehi et al. in 2002 with the title of the amount of participation of faculty members in decision making of managers of Isfahan medical sciences schools from the point of view of managers and faculty members. They achieved this conclusion that the collaborative decision making process is a matter of importance that can lead to the growth of creativity, the development and improvement of efficiency and effectiveness, as well as job satisfaction and promotion of motivations. Also, Azizi conducted a research in 1395 with the subject of collaborative decision making and its functions in the research organization. He in his study acknowledged that participation in the decision making process and job satisfaction of employees is one of the most important contemporary issues of management and especially organizational behavior management. Various studies have shown that participation, if accompanied by the motivation of appreciating the knowledge and information, the experiences and abilities of the employees, and the attention to the decision-making conditions and the level of maturity and acceptance of employees towards the desired decision, it, will be effective on reducing the resistance to change, reducing conflicts, Increasing the quality of decisions, improving relationships, increasing efficiency and effectiveness, raising the level of morale and job satisfaction of employees, and thus the efficiency of the organization, and satisfaction with the job will also be effective on reducing the absence and lack of work, transfer and resignation, as well as increasing understanding and group collaboration and interest in the job and organization. If a collaborative management implementation and its constituent systems be successful, it will take advantages of the benefits and implications such as improving human relationships between management and employees, enhancing motivation in the staff, improving workflow in the organization, creativity and innovation, reducing the cost of producing goods and services, increasing the sense of belonging to an organization in the staff and aligning their goals with the organization's goals and, ultimately, increasing customer satisfaction and gaining more market share. In order to achieve these benefits, we must first recognize the characteristics of the collaborators. Some of characteristics of collaborators are: Mental and perceptual health and the ability to create very fast thoughts, presenting them to the people, initiative, the ability to create and present new proposals, the independence of the vote and the power of judging, the difference from the colleagues in the provision of new ideas and responsibility.

Answers to research questions:

1-What are the main indicators of the decision-making Base pattern for sustainable development in the education policy of the Ministry of Education in Iran? According to the software output of the Smart PLS, and confirmation of the components of accountability, system orientation, future orientation, individual participation and practical skills have been recognized as decision makers for sustainable development in the education policy of Iran's Ministry of Education.

2- How much has the education policy of Iran's Ministry of Education been along with the existing base pattern of decision-making of sustainable development and how much has it been deviant? In this part of the study, the mean of components is indicated for two desirable and current conditions, and it is shown in the table below, and it is seen that there is a small amount of gap in the mean of variables

in the ideal and current state that must be promoted by the formulation and implementation of strategies.

Table 3: Comparison of Desirable and Existing Condition

1.1.1.	1.1.2. <i>The situation</i> present	1.1.3. <i>Desirable situation</i>
1.1.4. <i>Sustainable Development Decision Making</i>	1.1.5. 3.2654	1.1.6. 4.2214
1.1.7. <i>Immediate orientation</i>	1.1.8. 3.6574	1.1.9. 3.7584
1.1.10. <i>System orientation</i>	1.1.11. 3.6517	1.1.12. 3.9722
1.1.13. <i>Being responsible</i>	1.1.14. 3.6477	1.1.15. 3.7488
1.1.16. <i>Individual partnership</i>	1.1.17. 3.0582	1.1.18. 3.6582
1.1.19. <i>Practical skill</i>	1.1.20. 3.6071	1.1.21. 4.0031

3-In the education policy of the Iranian Ministry of Education, what model should be the base pattern for a new decision making that all the indicators of sustainable development can be found? Due to the fact that all the indicators are approved, we must use all the components of the suggested patterns. Of course, because of the high weight for variables, it is better to concentrate and commit to the components of responsibility, immediate orientation, system orientation, practical skills, and individual participation, respectively.

Practical suggestions:

In this research, it is suggested that other non-manager staff and also the young people of the organization should be allowed to contribute more to use their initiative, skill and utilization of their talents and creativity, and their individual autonomy doing things. Also, the participation of staff in the organization in the forms of programs and activities should be paid more attention in a better and more principled manner. Also, the organizational commitment of staff, especially staff with high academic education, and the emotional commitment of female employees and non-managerial staff should be noticed by more and reviewed studies. Organizational managers provide the necessary platform for the full participation of employees. Regarding this, it is possible to consider such issues as: improving the health, flexibility, risk taking and effectiveness of the organization against the demands of the audiences of the organization's programs (inside and outside the organization); the emergence of creativity and actualizing the talents of the staff; Participation of employees in improving processes and products through providing constructive suggestions; improving environmental conditions in work; increasing motivation in the staff; quantitative and qualitative improving the organization's performance; creating job satisfaction among employees in order to improve the efficiency of the education organization. Employees must learn how to analyze work processes India and use scientific methods to solve the problem. A culture of participation in the organization can also be established with proper training.

Each research has its own limitations that make it difficult to research: the time consuming of the data collection process with regard to the scope of the research, the lack of attention and required accuracy to offer the information of the questionnaire, the existence of administrative bureaucracy for communication with managers and experts, and Also, the lack of enough researches in this area in Iran which is rare.

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