



Roles, Challenges, and Solutions in Dealing with School Administration Management

Gusti Puspita Ningrum, Desi Eri Kusumaningrum*, Raden Bambang Sumarsono
Program Studi Administrasi Pendidikan, Universitas Negeri Malang, Jawa Timur, Indonesia
gusti.puspita.2101316@students.um.ac.id, desi.eri.fip@um.ac.id, raden.bambang.fip@um.ac.id

Abstract: The management of school administration personnel is one of the important elements in supporting the smooth operation of schools. Administrative roles are not only limited to technical tasks such as data management, finance, and logistics, but also function in supporting the teaching and learning process. This article aims to analyze the roles, challenges, and solutions in the management of school administration personnel in Indonesia using the literature review method from research from 2019 to 2024. The findings of the study show that technology, continuous training, and organizational restructuring are important solutions in overcoming the challenges faced by school administrators. This research also suggests increasing the role of administrative personnel in supporting the quality of education through innovation and digitalization.

Keywords: School Administration Management, Educational Technology, Digitalization, Continuous Training

Introduction

The management of school administration personnel plays a very important role in supporting the smooth running of educational activities. As the backbone of school operations, administrative staff are responsible for various activities, including financial management, student data processing, management of facilities and infrastructure, as well as the school's relationship with the community and government agencies. However, this important role is often overlooked in educational discourses that focus more on educators and students.

In recent decades, attention to school administration management has begun to increase, along with greater demands on improving the quality of educational services. (Kalkan et al., 2020) revealed that the quality of administrative personnel greatly affects the efficiency of school operations, especially in the management of school resources and the implementation of educational policies. In this era of globalization, administrative personnel are not only required to carry out technical tasks but must also be able to use information and communication technology that continues to develop to support school activities effectively.

One of the biggest challenges in administrative personnel management is the limitation of training provided. According to (Wisesa & Hariyati, 2022), many administrative personnel in schools, especially in remote areas, do not receive sufficient training in the use of technology-based management systems. This causes a gap in work efficiency between schools in urban and rural areas. This lack of training also makes it difficult for administrative personnel to adopt policy changes and more modern systems, such as the School Management Information System (SIMS), which are designed to improve school operational efficiency.



In addition to training, another challenge faced is the lack of adequate technological infrastructure. (Santos & Reyes, 2023) shows that although digitalization has been shown to improve operational efficiency in many sectors, the application of technology in school administration is still very limited, especially in public schools and in rural areas. This is due to various factors, including budget constraints, lack of training for administrative personnel, and resistance to technological change.

Another challenge faced is the problem of uneven distribution of tasks. Research by (Triana et al., 2021) stated that many schools overwhelm administrative staff with unbalanced tasks, where some staff have to handle an excessively heavy workload, while others have minimal responsibilities. This uneven distribution of tasks can affect the overall quality of administrative services, as well as lower the morale and motivation of administrative staff.

With these various challenges, it is important to formulate a better management strategy for administrative personnel that is in accordance with the needs of the school. Digitizing administrative processes, improving continuous training, and restructuring organizations are some of the solutions that have been identified by various studies. (Haleem et al., 2022) suggested that the implementation of an integrated digital system can help reduce the manual workload of administrative personnel and increase efficiency and transparency in school management.

Therefore, this study aims to conduct a study of previous research on the management of school administrative personnel. This study is expected to provide deeper insight into the challenges faced and solutions that can be applied to improve the efficiency of administrative personnel in supporting educational operations.

Formulation of Research Problems

Although administrative personnel play an important role, many schools face challenges in making optimal use of administrative personnel. Some of the problems that often arise include limited competence of administrative personnel, lack of training, and difficulties in applying new technology. Based on the above problems, the problem formulation of this study is:

1. What are the Roles and Functions of School Administration Personnel?
2. What are the Challenges in School Administration Personnel Management?
3. What are the Solutions to Optimize School Administration Management?

Research Objectives

Based on the background and formulation of the problem above, this study aims to:

1. Identifying the Roles and Functions of School Administration Personnel
2. Identifying Problems or Challenges in School Administration Management
3. Providing Solutions to Optimize School Administration Management

Theoretical Foundations

General Management

Management is the process of planning, organizing, directing, and controlling organizational resources to achieve predetermined goals effectively and efficiently. According to (Robbins & Judge, 2015), management involves four basic functions: Planning, Organizing, Leadership and CONTROLLING. These functions allow organizations to direct existing resources, including manpower, to achieve set targets.



(Terry, 2012) added that management focuses on coordination efforts to align individual and group activities within the organization so that the results achieved are in accordance with the plan. In the context of education, effective management involves managing various components such as curriculum, workforce (teachers and administrative staff), facilities, and budgets to achieve optimal educational goals.

School Administration Management

In the scope of education, the management of school administration personnel plays an important role in supporting school operations. (Terry, 2012) Defining administrative management as the art of planning, managing, directing, and controlling administrative activities to achieve organizational goals. In the context of a school, administrative staff include staff who are responsible for various functions, including financial management, student data recording, logistics, and communication between schools and the community.

Research conducted by (Pusvitasari, 2021) highlighting that good school administration management plays a role in maintaining the stability of school operations. Administrative personnel act as a liaison between teachers, students, and parents, and are responsible for accurate and effective management of school data. Poor administrative management, according to (Martinez, 2020), can lead to recording errors, delays in reporting, and mismanagement of school funds.

Method

This study uses a qualitative approach with the literature review method to explore and analyze the topic of school administration personnel management. The qualitative approach was chosen because this research focuses on an in-depth understanding of the phenomenon of administrative management in schools, the challenges faced, and proposed solutions from various perspectives of previous research. Literature reviews are used as the primary tool for collecting and analyzing secondary data relevant to the topic.

Data was collected through literature studies from various relevant academic sources. The research leverages journal articles, books, research reports, as well as online resources available in academic databases such as Google Scholar, ProQuest, and ScienceDirect. The reviewed articles come from research published between 2019 and 2024, focusing on the topics of school administration management, technology in education administration, and challenges and solutions faced by school administrators.

The data source used in this study is secondary data, namely data collected by the researcher from existing sources, not the result of direct data collection by the researcher. Secondary data sources are derived from published literature or documents, such as books, and journal articles, conducted by previous research.

This study uses the literature review method by analyzing research that has been published between 2019 and 2024. The literature search process is carried out through various academic databases such as Google Scholar, ProQuest, and ScienceDirect. The inclusion criteria include research that discusses the management of school administration personnel, challenges and solutions in education management, and the application of technology in school administration management.

Results and Discussion

Result



Roles and Functions of School Administration Personnel

School administration personnel play a very vital role in supporting the smooth operation of schools. Their duties are not only administrative, but also have a strategic role in ensuring the achievement of educational goals. In the context of school management, administrative staff are responsible for a number of important functions, such as financial management, academic administration, management of facilities and infrastructure, as well as bridging the school's relationship with the community and stakeholders. Each of these roles has challenges that must be overcome in order for administrative functions to run effectively and efficiently.

1. School Financial Management

One of the main responsibilities of administrative personnel is to manage school finances. This task includes preparing budgets, financial reporting, and ensuring that every expenditure is in accordance with applicable regulations and policies. Research by (Matlakala et al., 2024) revealed that one of the challenges in school financial management is the low competence of administrative personnel in the use of modern financial applications. This application is important to make it easier to manage funds and ensure budget transparency. However, a lack of training in the use of this technology can lead to inefficiencies and errors in financial management, which can ultimately hinder the school's overall operations. For this reason, training in the proper use of financial software is needed to make financial management more transparent and efficient.

2. Academic Administration

Academic administration includes managing student data, creating lesson schedules, and recording student grades and attendance. In a school environment that still uses a manual system, data recording errors often occur. (Mitchell, 2023) emphasized that manual administration systems are often a source of problems, such as data errors or delays in information delivery. This can have a direct impact on teaching and learning activities and the relationship between schools and parents. Therefore, it is important for schools to make a transition to a more efficient digital system, such as the implementation of School Management Information System (SIMS), which allows for automated and more accurate management of academic data. With this system, the recording of student data, grades, and attendance can be managed in real-time and is more accessible to all interested parties.

3. Management of Facilities and Infrastructure

The management of school facilities and infrastructure is also an important responsibility of administrative personnel. They are tasked with ensuring that school facilities, such as buildings, laboratories, classrooms, and technological equipment, are in good condition and ready to be used to support the teaching and learning process. (Gunawan et al., 2023) revealed that often facilities and infrastructure are not managed properly due to budget limitations and uneven distribution of tasks. For example, in cases where one administrative staff has to handle multiple responsibilities at once, facility maintenance is often overlooked. In addition, lack of funds is also the main obstacle in the maintenance of school facilities. Therefore, it is important for schools to allocate adequate budgets for the maintenance of facilities as well as plan for a more equitable distribution of tasks among administrative staff.



4. Public Relations

Administrative staff also play a role in bridging communication between the school and various stakeholders, including students' parents, local governments, and the surrounding community. (Mwesigwa et al., 2020) shows that this role is very important because good communication between schools and the community can increase parent participation and support school programs. For example, good administration will ensure that information regarding school activity schedules, student progress reports, or other important announcements can be delivered in a timely and accurate manner. In addition, administrative staff also function as mediators in handling complaints or input from students' parents, which can help create a harmonious relationship between the school and the community. Improving communication skills as well as the use of technology in information delivery can strengthen this role and improve the quality of school administration services.

The above studies show that the role and function of school administration personnel are very essential in ensuring smooth operations in schools. The challenges faced, such as technological and training limitations, must be addressed with systematic efforts, including improving the competence of administrative personnel through continuous training and the use of modern technology in school management. Thus, administrative personnel can be more optimal in supporting the educational process in schools.

Challenges in School Administration Management

School administration management faces various challenges that can affect the overall operational performance of the school. These challenges include a lack of training, uneven distribution of tasks, lack of technology utilization, and limited resources. Several studies have identified these factors as major barriers to achieving the efficiency and effectiveness of school administration.

1. Training and Development

Adequate training is a key factor in improving the competence of administrative personnel. However, many administrative personnel in schools, especially in remote areas, do not have access to appropriate training, especially in the use of modern management technology. (Lee & Brown, 2021) It was found that the lack of technology-related training caused administrative personnel to have difficulty in adopting a technology-based management system that could improve their work efficiency. As a result, they are more likely to perform tasks manually, which can take longer and increase the risk of errors. In addition, the rapid development of technology requires administrative personnel to continue to adapt. However, without continuous training, they find it difficult to keep up with these developments, which has an impact on the decline in the quality of administrative services.

2. Uneven Task Distribution

The disproportionate distribution of assignments is a frequent problem in many schools. (Polinio et al., 2023) shows that in many cases, some administrative personnel are given an excessive workload, while others have very little responsibility. This imbalance results in some staff experiencing burnout, which ultimately impacts their productivity. Conversely, staff with light workloads may



feel unmotivated and under-contributing optimally. The uneven distribution of tasks can also lead to stagnation in the career development of administrative personnel, as they do not get the opportunity to develop new skills or face new challenges that can improve their competence.

3. Lack of Technology Utilization

Many schools, especially in rural areas, still rely heavily on manual methods in administrative management, such as recording student data, finances, and school inventory. (Santos & Reyes, 2023) noted that reliance on manual methods not only reduces work efficiency, but also increases the risk of errors in recording and reporting. Mistakes in the management of student or financial data can lead to bigger problems, such as inconsistencies in budget reports or the loss of important data. Digitization of administrative systems, such as the use of School Management Information System (SIMS), can significantly improve accuracy and efficiency in school management. However, without adequate access to technology and trained administrative personnel, the digitalization process is difficult to implement, especially in areas where technological infrastructure is still limited.

4. Resource Limitations

Budget constraints are a major challenge faced by many schools, especially in remote areas and with low economic conditions. (Pusvitasari, 2021) Finding that schools with limited budgets often don't have enough resources to hire additional administrative staff, improve facilities, or adopt new technologies that can improve school operations. As a result, existing administrative staff have to handle many responsibilities that would have been more evenly distributed if the school had more workforce. In addition, schools with limited budgets also face obstacles in maintaining facilities, which can have a negative impact on the learning environment and overall school performance.

Solutions to Optimize School Administration Management

Optimal management of administrative personnel is needed to support the smooth operation of schools and achieve educational goals. Some of the solutions that can be implemented to address the challenges faced by school administration staff include continuous training, system digitalization, organizational restructuring, and more effective funding.

1. Ongoing Training

Continuous training is the main solution in improving the competence of school administration personnel. This training must be adjusted to the latest technological developments and education policies. (Wisesa & Hariyati, 2022) suggest that training includes not only information technology skills, but also financial management and communication skills. Information technology competencies are very important considering that schools today are increasingly dependent on digitalization in administrative management, such as the use of student and financial data management software. In addition, financial management training is also needed so that administrative staff are able to manage the school budget accurately and in accordance with applicable regulations. Training in communication will help them communicate more effectively with



teachers, students, parents, and other stakeholders, thereby creating a more harmonious and efficient school environment.

This training must be carried out regularly to ensure that administrative staff always get the latest knowledge and skills. This will help them face the challenges of managing increasingly complex administrative tasks along with changes in government regulations and policies.

2. Digitization of the Administration System

The application of digital technology in school management is an important step in overcoming inefficiencies caused by manual systems. School Management Information System (SIMS) is one of the technologies that is widely applied to improve the efficiency and transparency of school administration. According to (Lee & Brown, 2021), digitizing administrative systems can help reduce manual errors that often occur in financial management, student data recording, and academic reporting. In addition, digitization also speeds up administrative processes and allows faster and more accurate access to information by all interested parties.

For example, financial records that were previously done manually often lead to errors in calculations or inaccurate reports. By using special accounting software for schools, administrative personnel can record transactions more accurately and efficiently. Similarly, the digital management of student data allows schools to monitor student attendance, grades, and progress in real-time, as well as provide easier access for teachers and parents to obtain information.

In addition to increasing efficiency, digitalization also supports transparency. Schools can easily monitor the use of the budget and ensure that funds are used according to their allocation, so as to prevent misuse or inconsistency in financial management.

3. Effective Organizational Structure

Proportional distribution of tasks is key to creating a more productive and efficient work environment. In many cases, uneven workloads are often the cause of inefficiency and decreased work motivation of administrative personnel. (Martinez, 2020) It shows that adjustments to organizational structures in school administration can help create a more balanced distribution of responsibilities and increase productivity.

This restructuring can include the division of tasks based on the expertise and competence of administrative personnel. For example, administrative personnel who have expertise in the field of information technology can focus on managing digital systems, while those who have competence in the field of finance can be assigned to manage school budgets. Additionally, adding manpower to positions that are experiencing overwork can help reduce the pressure on existing staff and ensure that all tasks are completed properly.

Periodic evaluations of the organizational structure are also needed to ensure that the division of tasks remains relevant to the development of the school and the prevailing educational policies.

4. Effective Funding

Adequate funding is a crucial element to support the optimization of school administration management. (Gunawan et al., 2023) highlighting the importance of good fund management to ensure that schools have adequate



resources to support operations, including digitalization and training of administrative staff. Increased budget allocation for school administration can be used to recruit additional administrative personnel, update technology infrastructure, and provide ongoing training for existing staff.

Apart from the school's regular budget, additional sources of funds can be obtained through cooperation with the government, the private sector, or educational assistance programs. For example, grants from the government or non-profit organizations can be used to fund the development of technology systems or provide training scholarships for school administrators.

It is important for schools to have an effective budget management strategy so that each allocation of funds is used appropriately. For example, the priority of using funds can be focused on purchasing technology devices that support digitalization and improving the competence of administrative personnel through intensive training.

With the implementation of the above solutions, schools can optimize the performance of administrative staff, improve operational efficiency, and support the achievement of educational goals. Trained administrative personnel, supported by modern technology, and working in a clear organizational structure will be able to make maximum contributions in supporting the success of school programs.

Discussion

Based on the results of the literature review, some of the main challenges in the management of school administration personnel in Indonesia include the lack of competence of administrative personnel, limited access to technology, and uneven distribution of tasks. These challenges directly affect the operational performance of schools and the effectiveness of administrative support for teachers and students.

Research by (Gunawan et al., 2023) shows that the use of management technology can improve accuracy and speed in the management of student data and school finances. However, many schools, especially in rural areas, still find it difficult to adopt this technology due to the lack of infrastructure.

In terms of training, (Lee & Brown, 2021) found that continuous training programs for administrative personnel are essential to improve their ability to manage digital systems and face increasingly complex work demands. Without training, administrative personnel tend to have difficulty keeping up with technological developments.

Judging from the results of the analysis, there is an urgent need for organizational restructuring in administrative management. (Pusvitasari, 2021) suggest that a more even distribution of tasks and a clear allocation of responsibilities can improve efficiency and performance.

Conclusion

The management of school administration personnel plays a vital role in supporting school operations. Based on a literature review conducted from research in the last 5 years on the management of school administrative personnel, the main challenges faced in the management of school administrative personnel include lack of training, technological limitations, and uneven distribution of tasks. The proposed solutions include digitizing the school administration system, continuous training for administrative personnel, and



restructuring the organization more efficiently. Improvements in school administration management will have a direct impact on the overall quality of education services.

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