



## **The Role of School Administrative Staff in the Quality of School Services**

Jauharotul Umnia, Bambang Budi Wiyono\*, Agus Timan  
Program Studi Administrasi Pendidikan, Universitas Negeri Malang, Jawa Timur, Indonesia  
[jauharotul.umnia.2101316@students.um.ac.id](mailto:jauharotul.umnia.2101316@students.um.ac.id), [bambang.budi.fip@um.ac.id](mailto:bambang.budi.fip@um.ac.id),  
[agus.timan.fip@um.ac.id](mailto:agus.timan.fip@um.ac.id)

### **Abstract:**

School administrative staff are resources responsible for managing educational administration. Without the presence of administrative staff, the management of education cannot be carried out perfectly. However, in reality, administrative activities, especially in supporting the achievement of the school's vision and mission, have not yet received balanced treatment. Even at the elementary school level and in special education, the activities are not handled by specialized staff but are instead taken on by the principal or the existing teachers. The purpose of the researcher conducting the study on the role of school administration in improving the quality of school services is to understand the management of administration carried out to enhance the quality of school services. This research uses a qualitative literature study method. The result of the research indicates that the role of school administrative staff is crucial in carrying out administrative functions in schools. Therefore, several aspects that need to be considered in the management of school administrative staff include: proper placement of positions, training and development of administrative staff competencies, supervision, and performance evaluation of administrative staff.

**Key word:** Role, Administrative Staff, Quality of School Services

### **Introduction**

Education is an investment that provides social and personal benefits, elevating the dignity and status of a nation, and making individuals dignified and honorable compared to other creations. Education is very important in shaping a person's character, whether good or bad. Realizing this, all educational institutions, both schools and madrasahs, require educators and educational staff in accordance with the needs and applicable regulations so that they can carry out educational activities as they should (Pandi, 2022). The role of educational staff is not directly involved in teaching and learning activities, but their role is quite important in supporting the smoothness of learning activities and educational services. Administrative staff is one type of educational personnel, specifically non-teaching staff responsible for preparing and facilitating the implementation of education, both technically and administratively. To optimize the role of school administrative staff in the provision of educational services, it is necessary to manage educational personnel effectively. The Education Administration staff carries out administration, management, development, supervision, and technical services to support the educational process in educational units (Febriani Ningsih Ruslin, et al., 2022). Administrative staff can be described as a group of educational personnel who play a role in the educational administration process to achieve the goals of administrative services. Without management, educational goals cannot be achieved optimally, effectively, and efficiently. In addition, flexible



management is also necessary. Managers need to be brave enough to adopt policies that differ from their superiors' requirements or formal instructions. Therefore, evaluation should be conducted from all aspects, not just focusing on the process, but also on the process itself to maximize the products and outcomes that are desired (Putri, et al., 2024).

School/madrasa administrative staff are one of the educational personnel in schools. According to the National Education System Law Number 20 of 2003, the duties of educational administration personnel are to carry out administration, management, development, supervision, and technical services to support the educational process in educational units. The business entity, as one of the elements of administration, serves to facilitate the organization of cooperative ventures, which includes activities such as recording, dispatching, and storing supporting materials. The form of the information that constitutes the main suggestions for administrative activities can take the shape of correspondence, forms, cards, lists, images, photographs, and other items that can provide information. Entrepreneurship in a broad sense is administration, and administration is the process of collaboration that involves all parties in realizing a shared vision. Meanwhile, administration is the process of cooperation among all forces to create a quality school. Meanwhile, educational administration is the guidance, supervision, and implementation of everything related to school affairs (Pandi, 2022). Administrative staff play a very important role in the smooth operation and the needs of school administration to support skills and competencies in the field of administration. The presence of administrative staff in schools, whether at the elementary, middle, or high school level, is essential to ensure that the learning process remains of high quality (Febriani Ningsih Ruslin, et al., 2022).

Mutu is the state of meeting and exceeding customer expectations to achieve customer satisfaction. The quality of school administrative services is relative because not everyone has the exact same standards. However, if we refer to the general understanding of quality, it can be said that quality education is education in which all its components meet the requirements and conditions desired by the customers and satisfy them. The quality of education is considered good when it can provide services that meet the needs of the customers (Hasibuan, et al., 2023). The quality of education can be viewed from three aspects of educational success, namely: (1) outcomes, (2) atmosphere, and (3) economy. There are two main standards for measuring quality: (1) outcome and service standards, and (2) customer standards. These indicators refer to the conformity of services to specifications, suitability for purpose or use, freedom from errors, and accuracy from the outset, at all times. This means that educational outcome standards encompass the standards of knowledge, skills, and attitudes acquired through education and can be applied in society or the workforce. The quality of education refers to activities that manage the transformation of inputs through subsystems into outputs, as well as the results obtained from inputs and actions through feedback and assessment of outputs. In this regard, administrative staff play a very important role in both formal and non-formal educational institutions to achieve the vision, mission, and goals of an educational institution by improving the quality of educational administrative services through educational management personnel (Siregar, 2022).

Based on several studies, it is stated that the function of school administrative services, particularly in supporting the achievement of the school's vision and mission, has not yet received balanced treatment. Even at the elementary school level and in special education, the activities are not handled by specialized staff but are instead taken



on by the principal or the existing teachers (Febriani Ningsih Ruslin, et al., 2022). This issue is very important to discuss because the presence of administrative services is indeed essential. In Government Regulation Number 19 of 2005 concerning National Education Standards, it is clearly stated that every educational unit must have administrative staff. The role of administrative staff in a school cannot be overlooked, as without the support of good administrative services, it is unlikely that the school will successfully achieve the vision and mission that have been established.

Based on the explanation above, it can be concluded that school administrative staff play an important role in the implementation of educational management, starting from the planning process, organizing, execution, to the evaluation process, in order to assist the school in achieving its vision and mission. Therefore, the researcher is interested in studying the role of school administrative staff in improving the quality of school administrative services.

## Method

This research employs an analytical method that utilizes various tools to conduct a literature review. The literature review approach focuses on critical description, placing greater emphasis on the robustness of data analysis and available sources, while interpreting them through existing theories and concepts that explain the role of school administrative staff (Siregar, 2022). Literature or bibliographic studies can be understood as a series of activities involving methods for collecting library data, in addition to reading, taking notes, and processing research materials. Literature studies may also include examining various reference texts and findings from previous research that share similarities, which are useful for establishing a theoretical foundation for the issue being investigated (Wati & Umar, 2022). This research uses a qualitative descriptive approach and literature study. Literature research is the process of understanding and studying theories in various literature related to the role of educational organizers in school advancement, information obtained through data collection, reading, note-taking, and a combination of methods for gathering bibliographic materials concerning the role of educational administration in improving the quality of school services (Siregar, 2022). The approach to studying literature involves several tasks, including gathering reading materials, engaging with the texts, taking notes, and seeking sources from the library. The steps to conduct library research consist of four stages: 1) Descriptive analysis method, which requires the collection and organization of data followed by its analysis. 2) Content analysis, a methodology that uses a series of procedures to obtain accurate conclusions from a document. 3) Critical analysis, which states that the author cannot be an unbiased observer when evaluating sources or information. The discussion topic centers around a literature review focusing on the role of school administrative staff, alongside other related literature reviews. Both focal points will culminate in an explanation of the significance of the concepts and functions associated with the role of school administrative staff (Wakila, 2021).

The purpose of creating the article is to gather and assess research related to the topic being discussed from various available sources, where researchers articulate the role of administrative staff in enhancing the quality of services provided by schools. Furthermore, analytical techniques are employed by the researchers, which include evaluating the sources of information collected through a compilation of previously obtained literature. To develop and complete the article on the role of administrative



staff in improving service quality in educational institutions, the researchers analyze and collect relevant data.

## **Results and Discussion**

### **Results**

Literature study 1 states that the administrative activities carried out by the Administrative Staff significantly assist teachers in the teaching and learning process, so that tasks that should be performed by teachers have already been handled by the Administrative Staff. Additionally, teachers are also supported in managing attendance for both teachers and students. The administrative staff in the personnel department has been performing well in terms of work programs, as the administrative staff in the personnel section have clear tasks and responsibilities assigned by the employees of SMP Negeri 12 Kendari. In the general administration at SMP Negeri 12 Kendari, the services provided regarding infrastructure and facilities are considered quite good. The issue of discomfort lies in the school's administration/office space. The lack of computer facilities, the collection of documents from parents and students does not always run on time, the employee database system has not been implemented comprehensively, and the services provided are still not considered fast (Febriani Ningsih Ruslin, et al., 2022)

Literature study 2 states that the role of administrative staff in improving the quality of learning services at MTs Al Hidayah Patumbak is carried out through a systematic process, involving management planning, implementation, and administration. to realize it with a sufficient number of professional administrative staff according to their job descriptions, namely 3 (three) administrative personnel, each with tasks and responsibilities outlined in correspondence (files/documents), service in the operational activities of the madrasah and finance, as well as the improvement of facilities and infrastructure, communicating well and clearly, and providing service quickly and accurately. The quality of administrative services at MTs Al Hidayah Patumbak has shown that the percentage results from various observed aspects predominantly received very good and good scores compared to sufficient and poor ratings. Out of 6 respondents who provided evaluations, the results obtained by the researcher in measuring quality were: 94% very good (Putri, et al., 2024).

Literature study 3 states that almost all school administrative staff actively participate in training organized by the training agency and the Ministry of Religious Affairs. The frequency of training from the city government and the Ministry of Religious Affairs aimed at teachers and administrative staff of MAN 1 Mojokerto is high. The training attended by school administrative staff is related to archiving, correspondence, and work ethic. Meanwhile, the head of the administrative staff participates in training on procurement of goods and services. The administrative staff at MAN 1 Mojokerto City have also divided tasks according to their fields. Here are the areas of administrative services at MAN 1 Mojokerto City: The academic field is responsible for the procurement, compilation, and binding of the annual program and semester program. Typing and distribution to teachers and students regarding the learning schedule, subjects, norms in the promotion of class units, and the implementation of student learning evaluations. They are recording the scores from daily tests, assignments, and the final semester exam. Help to create a letter for a teacher who will attend training. The Student Affairs Department is responsible for preparing form templates, handling form collection, compiling student data, gathering student



requirements, collecting registration fees, and submitting them to the school treasurer. Providing information about students who are absent from school and creating a summons letter from the school. They recorded the extracurricular activities that students participated in and their grades on the report cards and in the master books. The Human Resources department assists teachers or employees in completing the necessary data and documents required to propose promotions and transfers. They collect data on teacher absences and report it to the principal. Helping to find solutions to the problems faced by the teacher. The Finance Department is responsible for preparing the school budget and expenditure plan, as well as reporting on it. The infrastructure sector is responsible for providing the necessary office supplies for the library. Storing teaching aids, recording the borrowing of learning tools. The maintenance of teaching aids and their usage is the responsibility of the subject teacher. The public relations department is responsible for taking minutes, managing the attendance list, and creating and distributing meeting invitations. Handling permits and proposals from other institutions, forwarding them, and confirming back to those institutions. Creating a notification letter to the community that there is an event at the school. The preparation of letters in this school is the responsibility of one person who specifically handles correspondence, making it easier and speeding up the process of incoming and outgoing letters (Hidayat & Nurhikmahyanti, 2016).

Literature study 4 states that the implementation of administrative services at MTs. Hidayatul Muhsinin does not combine teaching matters with school administration. The administrative staff at the school has the role and responsibility of managing services to ensure the smooth operation of educational activities. Here is the division of tasks for the educational administration staff at Mts. Hidayatul Muhsinin: the education and teaching section, the finance section, and the general section. With that system, the first benefit felt is that education in this school is not hindered or always runs smoothly, because the school kitchen is created from the performance of the administrative staff who manage the school supplies data. There are still some obstacles, namely the lack of a comprehensive employee database system and the existence of administrative staff rooms that are always changing locations (Pandi, 2022).

The literature study 5 states that the administrative staff of SMP Negeri 8 Kota Jambi improves the quality of school services through three stages: work planning, routine task execution, and activity evaluation. Meanwhile, the supporting factors in improving the quality of service at this school include the availability of facilities and infrastructure that have greatly assisted in enhancing the quality of good school services, and the principal always strives to meet the school's needs. If there are shortages related to facilities and infrastructure, they are gradually fulfilled. The inhibiting factor faced is the lack of administrative staff, especially civil servants, which leads to overlapping positions, as there are still insufficient personnel for those in charge. Then, the lack of training or workshops for administrative staff has resulted in suboptimal management of the IT system, especially in this era of globalization, where there are many new applications to support school activities (Hidayat & Nurhikmahyanti, 2016).

Based on the research findings, it can be concluded that educational administrative staff play an important role in the implementation of school management in achieving the school's goals to improve the quality of school administrative services. This is evidenced by the training conducted for school administrative staff. Schools also do not combine administrative matters with teaching. Based on research results, school



administration management is divided into several areas, namely: the academic field (education and teaching), financial field, student affairs field, and public relations field. As a result, teachers also feel supported by the presence of school administrative staff because administrative tasks have been handled by the school administration personnel. Thus, the benefits can be felt, namely that the administrative process runs effectively and efficiently. The research results also indicate the obstacles faced by school administrative staff in carrying out their duties, such as the lack of school facilities, which causes the administrative staff to move around, and the absence of a comprehensive employee database system. As a result, the implementation of school administration services cannot run optimally. Based on that statement, it proves the importance of educational administrative staff in educational management to achieve educational goals and improve the quality of school services.

This aligns with the definition and function of educational management, which is a science that studies how to organize/manage educational resources (human resources, learning materials, and facilities) to achieve educational goals optimally and productively, as well as how to create a conducive atmosphere for individuals involved in achieving the mutually agreed educational objectives (Hasibuan, et al., 2023). Good management, of course, refers to the functions of management. Management must be applied in the effort to organize school administrative service activities. By implementing management aspects such as planning, organizing, controlling, and evaluation, the activities of educational implementation can proceed in a planned, systematic, and continuous manner, achieving the established goals and meeting the determined quality standards of educational services (Wakila, 2021).

## Discussion

Administrative services are services related to correspondence data, membership administration, and library access. In the process of educational administration services, the subsystems involved are, of course, human resources. Human resources are referred to as educational administration personnel (Darwani, et al., 2021). Administrative positions recognized by school and madrasah administrative staff include various roles such as head of administrative staff, personnel officer, financial manager, and administrative executors responsible for facilities and infrastructure. According to "Minister of Education Regulation Number 24 of 2008," the position also includes the management of student administration, the organization of facilities and infrastructure, the implementation of public relations, as well as the administration of correspondence and archiving (Siregar, 2022). The administrative staff recognizes the importance of the existence and potential relationships between various groups and schools/madrassas, and understands that many different issues at the same time can only be resolved in one way: by connecting different groups and organizations, involving them, and engaging them with the school (Arfanaldy, 2024).

In the Regulation of the Minister of National Education Number 13 of 2007, "School Administrative Staff are human resources in schools who are not directly involved in the teaching and learning activities but play a role in supporting the smooth process of learning and school administration. School administrative staff are defined as human resources in schools who are not directly involved in teaching and learning activities but greatly support its success in managing the school. This statement is in accordance with the Minister of National Education Decree No. 053/U/2001 concerning Guidelines for the Preparation of Minimum Service Standards for Schools." (Siregar,



2022). Administrative staff are one of the groups of educational personnel who carry out educational administration. Without administrative staff, the management of education would not be carried out perfectly, as the role of administrative staff is to manage and assist in the smooth operation of educational management (Putri, et al., 2024). According to Government Regulation on National Education Number 24 of 2008 regarding the Standards for School/Madrasa Administrative Staff, it explains that school administrative staff includes: Head of school administrative staff, Implementers of school administrative affairs, and Special service officers. School administrative staff are educational personnel who provide administrative support for the implementation of the educational process in schools. School administrative staff are non-teaching personnel who work in schools and are often referred to as TU (administrative).

A role is an action or activity required by an individual, group, organization, or institution due to the status or position they hold, which impacts the environment or group. The role of administrative staff is to provide administrative services to assist in the implementation of the educational process in schools. Administrative staff provide administrative services and support the execution of the educational process in schools. An administrator is a school staff member, not a teacher, who carries out administrative tasks, often referred to as administrative management of the school administration (Siregar, 2022). The role of administrative staff has a significant impact on the advancement of educational management, so essentially, administration plays a crucial role in the smooth operation of all activities related to students as well as educators and educational personnel (Putri, et al., 2024). The purpose of educational administration is to enhance the efficiency and effectiveness of the operational activities in education to achieve educational goals. Educational management has management functions that are closely related within it. According to George R. Terry, there are four functions of management: the planning function, the organizing function, the actuating function, and the controlling function (Purba, et al., 2023). The discussion about school management is very important, as the alignment of teaching and learning activities will be achieved if supported by effective school management. Therefore, school management needs to be improved to enhance the quality of education in schools. Administration is an activity or undertaking that promotes, serves, directs or regulates any activity to a purpose (Muspawi & Robi'ah, 2020).

Quality is a dynamic condition related to products, people/workforce, processes and tasks, as well as the environment to meet or exceed customer expectations for a product, which are always changing, thus the quality of the product must also change or adapt (Maison, et al., 2022). The services provided by the school are part of the activities involved in administrative tasks. When someone provides or manages services for customers, such as information search services, they do so in the form of commodities or services needed by others, referred to as service quality (Siregar, 2022). The activities of organizing education, from the basic level to higher education, are essentially service activities or industries, which provide educational services to students as customers. The indicators of the quality of educational services are: direct evidence, reliability, responsiveness, and empathy (Maison, et al., 2022). Therefore, training is needed for school administrative staff so that each administrative personnel possess reliable skills, understands the ins and outs of work procedures, mechanisms, can correct various deficiencies or deviations that do not comply with work procedures, and is able to demonstrate, guide, and provide proper direction for every form of service that



is not yet understood by the community, thus having a positive impact on those services.

## Conclusion

Based on the description above, it can be concluded that the role of school administrative staff is crucial in carrying out administrative functions in schools. School administrative staff can assist in managing administrative tasks such as helping, serving, or leading work so that the educational process can run smoothly. So that the principal and teachers can focus on academic tasks. Educational activities, from the basic level to higher education, are essentially service activities or industries, particularly providing educational services to learners as their customers. The indicators of the quality of educational services are: direct evidence, reliability, responsiveness, and empathy. Therefore, for administrative institutions to carry out their obligations and activities effectively, the field of administration requires knowledge and skills. At the same time, everything related to the field of educational management in schools is managed and organized according to the needs and desires of the stakeholders or parties interested in quality educational services. The research findings presented support the idea that administrative professionals play a crucial role in enhancing the quality of administrative services provided to schools. To support the effective implementation of education in schools, the improvement of service quality must be achieved systematically through planning, execution, and management, as well as complementary efforts related to the performance of administrative staff functions in schools. Several things to consider in the management of school administrative staff include: proper placement of positions, training and development of administrative staff competencies, supervision, and performance evaluation. The school principal or the authorities in the school environment also need to pay attention to the number of administrative staff required to carry out administrative tasks effectively and efficiently. In addition, it is important to pay attention to the quality standards expected from the school administrative staff working at the school. Therefore, school management needs to be improved to enhance the quality of education in schools. Administration is an activity or undertaking that promotes, serves, directs or regulates any activity to a purpose. Therefore, the understanding of school management in a broad sense means all actions or activities of a group of people working together in a school to achieve the goals set by the school/madrasa. In other words, school management is defined as a systematic activity carried out by a group of administrative staff assigned by the school to achieve the established objectives.

## Reference List

- darwani, Kurniawan, R., & Adawiyah, R. (2021). ( *Studi Pada Smp Negeri 3 Nisam Antara* ). 01, 1–8.
- Febriani Ningsih Ruslin, E., M, R., & Nurzaima, N. (2022). Peran Tenaga Administrasi Dalam Meningkatkan Mutu Layanan Administrasi. *Jurnal Pendidikan Dan Pengajaran (Jpp)*, 3(1), 50–56. <https://doi.org/10.51454/Jpp.V3i1.449>
- Hasibuan, A. T., Elza, N., Aisyah, D., & Humairo, H. N. (2023). Loyalitas Tenaga Administrasi Pendidikan Dalam Menciptakan Layanan Pendidikan Di Mi. *Bersatu:*



- Hidayat, S. P., & Nurhikmahyanti, D. (2016). *Peran Tenaga Administrasi Sekolah Dalam Meningkatkan Mutu Pelayanan Sekolah Di Man 1 Kota Mojokerto*. 4(4), 1–23.
- Maison, Murtafiah, N. H., & Khair, D. (2022). Mutu Layanan Pendidikan Di Smk Negeri 2 Semendawai. *Jurnal An-Nur*, 8(1), 1–16.
- Pandi, A. (2022). Mudir (Jurnal Manajemen Pendidikan) Peran Tenaga Administrasi Dalam Meningkatkan Mutu Layanan Administrasi Di Mts. Hidayatul Muhsinin. *Mudir : Jurnal Manajemen Pendidikan*, 4(1), H.164. [Http://Ejournal.Insud.Ac.Id/Index.Php/Mpi/Index](http://Ejournal.Insud.Ac.Id/Index.Php/Mpi/Index)
- Peraturan Menteri Pendidikan Nasional Nomor 13 Tahun 2007 Tentang Tenaga Admintrasi Pendidikan
- Peraturan Mentri Pendidikan Nasional Nomor 24 Tahun 2008 Tentang Standar Tenaga Administrasi Sekolah/Madrasah
- Peraturan Pemerintah Nomor 19 Tahun 2005 Tentang Standar Nasional Pendidikan
- Purba, T. P., Adella, S., Syarah, Z., & Aziz Mursal. (2023). Tarbiatuna: Journal Of Islamic Education Studies. *Tarbiatuna: Journal Of Islamic Education Studies*, 4(1), 52–63.
- Putri, N., Yulia, F., & Zuliana, E. (2024). Peran Tenaga Administrasi Dalam Meningkatkan Mutu Layanan Administrasi Di Madrasah Tsanawiyah Al Hidayah Patumbak. *Jurnal Pendidikan Tambusai*, 8(2), 19166–19181.
- Siregar, L. F. (2022). Jurnal Pendidikan Dan Konseling. *Jurnal Pendidikan Dan Konseling*, 4, 1349–1358.
- Undang-Undang Sistem Pendidikan Nasional Nomor 20 Tahun 2003 Tentang Tugas Tenaga Administrasi Pendidikan
- Wakila, Y. F. (2021). Konsep Dan Fungsi Manajemen Pendidikan. *Jurnal Ilmiah Sosial Teknik*, 3(1), 6.