



Effective Management of School Administrative Personnel in an Effort to Improve Services

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Abstract: The management of administrative personnel in a school is a key aspect in determining the efficiency, effectiveness, and quality of educational services. The purpose of this study is to provide an overview of the effective management of school administrative personnel to be implemented, while containing a discussion of: (1) effective management of school administrative management; (2) the process of managing school administrative personnel; (3) efforts to improve administrative services in schools/madrasas. This research uses qualitative methods with literature study techniques through previous studies and literature related to the topic of the research. The results showed that administrative management carried out by administrative staff in schools/madrasas is still not in accordance with the Regulation of the Minister of National Education No. 24 of 2008 on School Administrative Staff Standards. For this reason, effective management of school administrative personnel is needed to improve administrative services in schools/madrasas. The effective management of school administrative personnel includes planning, recruitment and selection, training and development, performance management, technology in administrative management, and evaluation.

Keywords: Management, Manpower, Administration, School

Introduction

Education is a necessity that cannot be separated from human life. According to Narayanti et al (2024) education is believed to be one of the ways to realise one's goals and hopes. Through the path of education a human being will experience changes both in his mindset, morals, and social. Education is one of the important sectors in a country's development efforts (Mallarangan et al., 2024). Therefore, education will make a nation dignified through individuals or communities who have noble degrees because they have knowledge and noble morals created through the education process.

As the national goal of the Indonesian nation is to educate the nation's life, education is a strategic platform to be able to achieve goals and maintain sustainably (Arfanaldy et al., 2024). Realising that education is very important in human life, it is very necessary to manage good educational institutions as well as possible (Judijanto et al., 2024). This has led to an increasing need for educational institutions that can be accessed by all levels of society, along with the development and emergence of various community needs (Rifky, Yani, et al., 2023).



One of the most important aspects of education is human resources, which is none other than the people who run the wheels of education in schools. Human resources in the field of education are not only educators or principals but all people who contribute both energy and thoughts in carrying out every educational process. Human resources in the field of education include principals, teaching staff, education staff, school commite.

Education personnel are one part of the educational resources tasked with supporting the implementation of education. Education personnel in Law Number 20 of 2003 concerning National Education System are members of the community who devote themselves or are appointed to support the implementation of education. Then in chapter XI article 39 paragraph 1 it is confirmed that education personnel are tasked with carrying out administration, management, development, supervision, and technical services to support the educational process in educational units (Ahyani et al., 2024).

School administration personnel, also known as administrative staff, are part of the education personnel who have an important role in carrying out the madrasah administration process. As stated explicitly in Government Regulation No. 19/2005 on National Education Standards, every education unit, from primary schools and madrasahs to madrasahs, must have an administrative staff.colleges, including Packages A, B, and C, must have administrative staff.

Administrative personnel are human resources in schools who are not involved in the organisation of the school. Directly in the implementation of teaching and learning activities but plays a role in supporting the smooth learning process and school administration. School administration personnel are tasked with providing administrative services for both parties from within the school and parties from outside the school (Karuru et al., 2024). Apart from providing knowledge, schools also educate and guide and help the behaviour of students from negative to positive, so that students become disciplined it must all be done by all parties including school administration personnel (Rifky, 2024), but in reality.

Educational administration is often defined solely as administrative activities such as organising correspondence, organising and recording receipts, storage, documenting activities, preparing reports on the use and expenditure of goods, managing financial balance sheets and so on. This understanding is not too wrong because every aspect of administrative activities always requires such activities. It's just that what needs to be remembered is that administrative activities are not only record-keeping activities in the sense of administration, but administration is broader than that which contains institutional, functional and as a process or activity toachieve educational goals that are planned, organised, driven by using strategies, and supervised. Defining educational administration is not so easy, because it involves a broad understanding in terms of the various aspects that surround it (Sagala, 2013).

Method

This research uses a type of qualitative research that is a literature study(library research) in which it uses books and other literature as the primary research entity. As according to Zed in (Sofiyah et al, 2020) explained that literature study is aset of research activities. According to Sugiono in (Sofiyah et al, 2020), literature studies are related to theoretical analysis with references related to culture, norms andvalues that develop in the social conditions studied.



The procedure in this literature research is of course inseparable from scientific literature, which is in line with the opinion of Zed in Sofiah et al 2020 which explains that the literature study procedure consists of 4 steps, namely (1) preparation of equipment used in research such as paper notes and laptops for processing data; (2) making a bibliography, which contains notes related to references to be used for research needs, as well as sources used from library books, as well as journals and research articles related to organisational development and change management in schools; (3) arranging time, for this library research it takes about one week to search, examine and analyse concepts related to organisational development and change management in schools; (4) understanding and making research notes, then researchers read and examine various library sources, after which the results of these thoughts are written in the form of descriptive writing (Sofiyah et al, 2020)

Results and Discussion

Results

The results obtained in this study after using the literature study method through analysis of various journals, scientific articles, and literature regarding this research are that in overcoming the problems of managing effective school administration personnel, a series of processes are needed which include planning, organising, implementing, and evaluating. To be able to implement effective school administration personnel, it must refer to the standards contained in Permendiknas No.24 of 2008. However, the facts found in the field are still a lack of implementation of school administrative personnel in accordance with the established standards, this has led to less effective administrative implementation in schools/madrasas that affect the quality of services in an educational institution. Then in an effort to manage effective school administration personnel to improve service quality, it is described in the following discussion.

Discussion

School administrative management is important in the administrative and operative management of an educational institution. With good administrative management, schools can function efficiently and effectively, and can achieve the desired educational goals. Here are some discussions about school administration management in administrative and operative management.

A. School Administration Management

School administration management covers various aspects, such as financial management, personnel management, facilities and infrastructure management, student data management, and management of various school activities. Good school administration will ensure the implementation of school activities smoothly and orderly. According to (Hidayatulloh et al., 2024), this includes the planning of administrative personnel including the process of identifying needs, planning procurement, and allocating resources appropriate human resources for administrative positions in the school. This involves evaluating the need for administrative personnel based on the size of the school, the number of students and the administrative workload.

Careful planning should also consider technological developments and modern administrative methods to ensure administrative staff have relevant and up-to-date skills (Andriani & Hidayat, 2023).



B. School Resource and Financial Management

The management of school resources and finances includes planning for recruitment of employees or school administration personnel, budget planning, financial recording, fund management, and financial reporting. According to (Rahman & Afriza, 2021), the recruitment or selection process includes a series of recruitment and selection processes for school administration personnel that are very important to obtain individuals who are competent and able to work in a school environment. This procedure includes the development of clear competency criteria, such as ability in data management, communication skills, and understanding of education regulations and policies.

The selection process must also consider interpersonal skills, because administrative staff often interact with various parties in the school. Meanwhile, according to (Kusumaningrum et al., 2018) there are general recruitment qualifications, namely: (1) setting standards for the qualifications and competencies of administrative staff; (2) advertising positions through appropriate media, such as education platforms and school networks; (3) implementing a transparent and accountable selection process, such as interviews, skills tests, and psychological assessments when needed.

C. Training and development

Developing the competencies of administrative personnel is essential to ensure that they are able to keep up with developments in education regulations, administrative technology and modern school management. Ongoing training could include mastery of school management information systems, skills in electronic document management, and the ability to use financial and other administrative software.

According to (Sururi et al., 2023), training programmes can be divided into two categories: (1) technical training, which includes school data management, financial administration, and records management; (2) interpersonal training, which includes communication skills, conflict management, and customer service development to address the needs of students, teachers, and parents. In line with this, according to (Rahman & Afriza, 2021) empowering TAS (Education Administrative Personnel) to improve administrative services needs to be a special concern of the school/madrasah principal in office. The development of competence and performance of TAS is by: (1) selecting personnel according to the necessary requirements and skills; (2) analysing the performance of TAS; (3) placing TAS according to place, task, skills, and abilities; and (4) seeking a pleasant work arrangement and increasing work power and maximum results (Hikmat, 2011).

D. Performance management

Performance management of administrative personnel is key in ensuring the effectiveness of school administration operations. School administrators should set *key performance* indicators (*KPIs*) that reflect the duties and responsibilities of the administrative staff. Regular performance monitoring through regular evaluations will help identify areas that require improvement or further development. According to (Muspawi & Robi'ah, 2020), improving the performance of school administrators is one of the most important aspects of school administration. Administrative personnel can go through education in accordance with the theory of employee development, where development can be carried out one of them through formal education to increase the education of administrative personnel.



In line with this (Rahman & Afriza, 2021), education is said to be an activity to increase knowledge with a long period of time. Then (Maulana et al., 2021) stated that the things needed to build educational institutions and empower TAS to improve school administrative services are: (1) selection of TAS in number and specifications according to the needs focused on their knowledge; (2) developing TAS with various education; (3) improving welfare for TAS; and (4) the unity of institutional performance and positive implications for the environment and society around the institution. TAS empowerment requires leadership that is able to develop and empower school human resources.

E. Management of school facilities and infrastructure

School facilities and infrastructure management involves planning, maintaining and developing physical facilities, such as buildings, classrooms, laboratories, libraries and sports areas. Good management of facilities and infrastructure will create a comfortable and safe learning environment for students and educators. Learning is an effort made to acquire competence or in the form of knowledge, skills and attitudes needed to do a job.

Efforts to improve the effectiveness of the learning process are always ongoing. According to (Yusniar, 2016) the learning process can be seen as a system with components that interact with each other. In a system, one component will be an input for other components in achieving goals. Efforts to improve the quality of learning by using a system way of thinking is known as a system approach. The systems approach can be interpreted as a procedure used by instructional designers to create a learning activity. The steps in this approach are carried out systematically (step by step) and systemically (thoroughly) to achieve the goals that have been set before. The implementation of system approach in learning system design is done in all stages which include analysis, design, development, implementation, and evaluation.

Conclusion

Effective management of school administrative personnel is an important component in supporting the achievement of educational goals. With careful planning, good recruitment, continuous training and the use of technology, schools can optimise the role of administrative staff to improve operational efficiency and service quality. Comprehensive and systematic management of administrative personnel will have a positive impact not only on the overall performance of the school, but also on the convenience and quality of teaching and learning in the school environment.

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