



The Importance of Analyzing the Needs of School Administration Personnel in Managing Human Resources

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Abstract: This research focuses on the importance of analyzing the needs of school administration personnel in managing human resources to support the success of the educational process. Through literature studies, this study analyzes various aspects related to the management of school administration personnel ranging from needs analysis, planning, recruitment, competency development, to performance evaluation. Currently, there is still a shortage of school administration personnel and even their performance competence. Therefore, it requires effective and efficient management of school administration personnel, including needs analysis, careful planning, and continuous competency development. The optimal performance of school administration personnel can contribute significantly to improving the quality of education in schools. This study uses a descriptive qualitative method with a literature study approach. Data is obtained from various sources, such as scientific journals and articles. This article provides guidance for schools in improving the competence and management of school administration personnel through a planned and systematic approach.

Keywords: School Administration Personnel, Management, Competence

Introduction

Schools as educational institutions play an important role in producing human resources. Schools need effective and efficient management to achieve goals, requiring components that are used as the basis for producing good performance. School administration personnel are one of the important components in the education ecosystem. In supporting the smooth learning process at school, the existence of school administration personnel is needed (Nuraini et al., 2022). School administration personnel are one of the factors supporting success in the world of education. The existence of competent and professional school administration personnel is crucial to support the success of schools in achieving their educational goals. Teachers as teachers cannot complete their tasks in the world of education if school administration personnel are not involved in it. According to Pramudya et al., (2018) school administration personnel are one type of education personnel other than teaching staff who are tasked with preparing and facilitating the implementation of technical and managerial education. School administration personnel are education personnel who have roles and responsibilities to realize the smooth running of educational activities, the role of school administration personnel themselves as supporters and services in the process of school activities (Hartanti et al., 2018). School administration personnel help the smooth learning process by requiring special skills, certain expertise, competencies that are different from the competencies hinted at with students.



Currently, school administration personnel are urgently needed, not a few subject teachers who are also in it. In line with the explanation of Ismanda et al., (2021) that a situation was found in the field that explained that there was only one administrative employee who made it difficult for the administration in schools to carry out their duties. The duties of the school administration staff themselves are to assist in the learning process, student affairs, staffing, school equipment, infrastructure, finance, working in laboratories, libraries and public relations (Nuraini et al., 2022). The duties and functions of school administration personnel cannot be carried out by education because their work is administrative in nature and subject to certain rules.

It takes careful planning to be able to manage administration in an educational institution. Good planning begins with analyzing the needs for the future, especially for human resources with appropriate competencies. According to Rahayu et al., (2018) in improving the quality of education, human resources have an important role in achieving the desired goals. So that the quality of education will be well planned and structured to support a school. However, currently in reality, efforts to improve the quality of school administration personnel are still invisible. The quality of the performance of school administration personnel refers to the extent to which an administrative staff is able to carry out their duties and responsibilities optimally. Where they can master the administrative system, do tasks appropriately and according to procedures, besides that it can be seen from the form of responsibility for work results and new innovations to improve work efficiency. According to Nuraini et al., (2022) improving the quality of school administration personnel makes a significant contribution to improving the quality of school services so that it can improve the quality of schools. Improving the quality of services as well as the reputation of the school from effective administrative management. Improving human resources can be done through empowering the abilities and competencies of school administration personnel to be able to optimize their abilities (Gunawan et al., 2018). The purpose of empowering school administration personnel is to have school administration personnel who are more empowered in carrying out their duties. Another goal is to maximize the potential that exists in school administration personnel so that they can contribute to supporting the achievement of school programs. The empowerment here is expected to foster a more productive, innovative, and oriented school environment to improve the quality of education. Human resources of school administration personnel are a valuable asset in the world of education. If you get the right support, it will have an impact on improving the quality of the school. Considering that school administration personnel are education personnel who carry out governance in administrative services in schools. In line with the explanation of Ratnasari et al., (2018) that good service will be a support in the learning process and can help customer activities which will grow its own satisfaction for customers. So that the competence of human resources in school administration personnel will affect the services provided to customers.

Method

This study uses descriptive qualitative research. The method used in this study is literature review. According to Andriani (2022), a literature review is a research method that is carried out to introduce, assess, and interpret comprehensively the relevant research results and their suitability to problems or phenomena that occur actually in the community. Literature review, according to Nurcahyani (2023), is a systematic, explicit, and reproducible method of identifying, evaluating, and synthesizing works that have



been written by others with the results of thoughts that have been written by researchers or practices. Literature reviews are designed to provide a general overview of the sources searched for when researching a particular topic and show readers how research is in line with the larger field of study. The author searches for data or literature materials from journals or articles so that they are used as a strong foundation in discussions (Sutopo, 2021).

Results and Discussion

Result

Schools must manage existing school administration personnel. Management starts from needs analysis, planning, recruitment, development, awards and sanctions, employment relations, to evaluation of workforce performance for both educators and education personnel (Arfanaldy, 2024). The management of school administration personnel aims to use as effective and efficient administrative personnel in accordance with their main duties and functions in achieving optimal results. In the needs analysis, it is a very important initial stage because it will be the key to success in the future. According to Serbati et al., (2020) the purpose of needs analysis is to recognize the gap between the skills of professors and the skills needed for the job in getting an idea of the activities that will be carried out in filling the existing gaps. Planning is an action that is carried out to estimate the steps in the initial activity in order to achieve the desired results. Effective planning, according to Fauzi & Afriza, (2024) increases the chances of running a predetermined activity. According to Mustika (2023), education personnel planning is an activity to determine the needs of education personnel both quantitatively and qualitatively for the present and the future.

After the planning process, then after that is the recruitment process for education administrative personnel. Recruitment is an effort to obtain quality human resources for a job (Pasiska et al., 2020). School administration personnel must meet the qualification standards in competencies to be able to keep up with their qualifications. So that the competence of school administration personnel greatly affects their qualifications in carrying out their duties. The competence of school administration personnel is an ability possessed by school administration personnel in an educational program as an ability to carry out tasks, roles, and the ability to integrate knowledge from the experience and learning that they have undergone (Pramudya et al., 2018). The competence of education administration personnel does not necessarily exist directly in each person. However, it requires a development and empowerment for school administration personnel in improving the competence and qualifications of each individual.

According to Gunawan et al., (2018) empowerment is a form of recognition for individuals from an organization regarding their abilities so that they will always be ready in any condition in carrying out the tasks they adhere. In addition, Indrias et al., (2023) explained that empowerment is a periodic and continuous training activity to improve competence and professionalism based on commitment and trust to improve an agency. After the development, for its strengthening, it needs an appreciation for reciprocity of what has been done. Awards are given in accordance with the provisions that have existed in an organization/company. In addition to the prizes given, sanctions are also determined to provide a deterrent effect on their performance. According to Rif'ah et al., (2023) school cooperation with the community will make it easier for a school to achieve its vision and mission specifically and achieve holistic educational goals in general. That way, the existence of a cooperative relationship will foster good communication with



others and also affect the output that will be achieved in the future. Performance evaluation is urgently needed after passing all stages of management. According to Umar et al., (2021) performance evaluation is a systematic assessment of work performance by comparing the results of work that has been carried out with other work that has been carried out by other employees within a period of one year.

Discussion

The analysis of the needs of school administration personnel can be seen from (a) projecting the number of school administration personnel from the previous few years and the following year; (b) calculate projections by adjusting the number of school administration personnel to the number of students; (c) calculate the percentage of previous projection results to be used as a benchmark (Pramudya et al., 2018). The important role of school administration personnel can support the sustainability of success in supporting the quality of education. One of the things that must be analyzed in determining school administration personnel is to adjust the number of existing personnel while still considering the suitability of the qualifications of school administration personnel. Planning according to Fauzi & Faruq (2020) is an activity to carry out and formulate a design in achieving goals that will be carried out on the basis of the results of joint decisions that are sourced from the agreement of the members of the organization. According to Mustika (2023), education personnel planning is an activity to determine the needs of education personnel both quantitatively and qualitatively for the present and the future. One of the things that must be analyzed in determining school administration personnel is to adjust the number of existing personnel while still considering the suitability of the qualifications of school administration personnel. The success of planning depends on the utilization of available resources by analyzing the environment that supports the operationalization of the strategy. One of the available resources is the use of available human resources. In the use of human resources in education administration personnel, it is necessary to analyze the needs so that the available human resources can be carried out on target.

According to the results of research by Pramudya et al., (2018) there is a shortage of school administration personnel from the first year. The lack of school administration personnel is a serious problem and can interfere with school operations. The lack of human resources in school administration personnel can have a big impact. The impact of the lack of school administration personnel is (a) a decrease in operational efficiency, on the other hand, an increase in operational efficiency is one of the goals of the standard operating procedure (SOP). According to Rachmawati et al., (2024) the existence of a standard operating procedure (SOP) will form clear work standards to increase productivity and output quality. If there is a decrease in operational efficiency, it will affect its performance in school administration. (b) One of the reasons for the decline in service quality is the lack of motivation and work management of administrative staff (Iswanto et al., 2024). The way to be able to increase their motivation and work spirit is to give awards and recognition for their performance. (c) Excessive workload can cause fatigue and a decrease in the quality of work of administrative personnel (Ulfa et al., 2023). In line with the explanation of Kusmayati et al., (2023) that workload and performance must be maintained and still pay attention to the volume of work done so as not to experience overloads that hinder performance. In addition, if the workload is overloaded, it can hinder productivity and the quality of administrative services. (d) Difficulties in managing school data are caused by the lack of quality of human resources.



(e) Obstacles in developing programs in schools. The development of new programs in schools requires school administration personnel. If there is a shortage of human resources, it will affect the new program that will be carried out.

The results of the research of Burhanuddin et al., (2024) there are several indicators that show that the performance of administrative employees is still low. It can be seen from the number of employees who lack abilities and expertise, such as the lack of school administration personnel who can operate computers properly. There is still a low attitude of discipline, loyalty and responsibility of school administration personnel in carrying out their duties. The existing excellent service is still not well reflected to students, parents, or the community. The last indicator is the lack of infrastructure facilities that support the performance of school administration personnel. There are ways that can be done to overcome the lack of school administration personnel, namely through increasing competence. According to Ratnasari et al., (2018) the competency standards for administrative personnel are almost the same as each other but adjust to the needs of the educational institution concerned. Based on Permendiknas No. 24 of 2008, the competencies of school administration personnel are personality competence, social competence, technical competence, and managerial competence.

Without one of the competencies that have been mentioned, the work of school administration personnel will not run optimally for the results. Competence is a person's ability to knowledge, understanding, skills, values, attitudes, and interests that are manifested in tangible results that provide benefits to themselves and the environment (Septiani & Rusdinal, 2023). According to Gunawan et al., (2018) in improving the competence of school administration personnel, which is very important at this time, namely the operation of information technology-based facilities. It is increasingly seen in the current era that the duties of a school administration staff are inseparable from the means of digital technology. According to Simamora (2023), training for school administration personnel is still rarely noticed by the government, even though currently the demands of school administration personnel are regarding technology. The competence of school administration personnel is currently still not fully curated because the availability of facilities and human resources who support in coaching is still lacking. Presentation by Indrias et al., (2023) that improving school administration performance affects the quality of education and significantly improves school services.

According to Yuliastanty & Nazif (2021), there are several trainings to improve the competence of school administration personnel that can be carried out. The training is, (a) the presentation of material on the basic concept and scope of the duties of school administration personnel; (b) presentation of excellent service materials for administrative personnel; (c) presentation of material regarding the technical and managerial competence of school administration personnel. The technical competence of educator administrative personnel according to Sari et al., (2020) aims to reduce the achievement of the goals of substantive activities, namely in learning, office work such as administration; (d) the presentation of effective communication materials and their implementation in educational services; (e) the presentation of materials in the use of information and technology to support the effectiveness of the implementation of school administration personnel's duties. The current era uses technology, so it demands to be able to use technology and the internet to access information in self-development and improve the quality of work (Ardila et al., 2024); (f) presentation of materials for the development of school administration personnel during the pandemic; (g) develop standard operating procedures (SOPs) and work standards for guidelines in their duties



as school administration personnel (Erpidawati et al., 2021). A review of the standard operating procedure (SOP) in the service of school administration personnel by simplifying the service procedure can improve information technology services. Effectiveness in training can be measured from the trainees' responses to the training effectiveness questionnaire and the assessment of the work results from the assignments given.

As a support in improving the competence of school administration personnel, empowerment programs can be carried out to improve the quality of school administration personnel. Indrias et al., (2023) explained that empowerment is a periodic and continuous training activity to improve competence and professionalism based on commitment and trust to improve an agency. There are several stages in empowering school administration personnel, namely the stages of awareness, capacity building and empowerment. According to Gunawan et al., (2018) there are programs that can be carried out to improve the empowerment of school administration personnel, namely providing opportunities for school administration personnel to participate in computer training activities, office management training, and public speaking training. In addition to increasing competence and empowerment of school administration personnel, another thing that needs to be considered to increase the number of school administration personnel is the performance factor. There are factors that cause the low performance of a school administration staff as seen from the lack of cooperation between school supervisors and principals to supervise the performance of school administration staff and the lack of professionalism of school administration staff in carrying out their duties (Muhyadi, 2019). Low competence of school administration personnel can result in a decrease in performance.

According to Simamora (2023), performance is an ability that is fundamental to tasks and responsibilities that are motivated to produce work. There are factors that affect performance, namely motivation and abilities that are demanding in their duties. According to Ardila et al., (2024) the performance of school administration personnel is regarding various aspects, discipline, cooperation, obedience to rules, attendance, and professional competence. The performance of school administration staff can be given an award if they have achieved a high achievement. Performance assessment ensures that school administration staff are able to contribute optimally to achieve school goals. The award given must consider fairness and feasibility. According to Jarwo (2023), if the workforce has good performance and improves the quality of education in schools, they will receive intentions/rewards, and some will even get promotions. According to Wijaya (2021), the way to improve employee performance is by rewarding employees when they achieve their goals and sanctions for employees who neglect to carry out their work. Giving prizes can increase motivation for the performance of each school administration staff because they feel proud of their achievements. In addition to the rewards, sanctions are also needed to limit school administration personnel. Sanctions are given when there is negligence committed by school administration personnel. According to Bashori et al., (2021) sanctions are one of the factors that affect the performance of school administration personnel.

In addition, the existence of a cooperative relationship will have its own influence in each other's organizations. One of the competencies of school administration personnel is social competence. The social competence of school administration personnel is expected to strengthen the bond of brotherhood both in communication and build good working relationships, discipline, and responsibility (Sari et al., 2020). The cooperative



relationship is very influential on improving the quality of the school, because the program will run well with help from outside the school. The results of the research of Sari et al., (2020) explained that the social competence of school administration personnel includes strengthening brotherhood ties both communication and building good cooperation, discipline and responsibility. If school administration personnel cannot establish a good cooperative relationship with outside parties, they will be constrained when running school programs. In addition, personality competencies also help improve the school's image, because school administration personnel do not only provide services for internal parties (Lendi & Adi, 2023). So that the two competencies of school administration personnel are related to each other for cooperative relationships with other parties.

At the end of the performance of the school administration staff, to find out the changes in performance, a performance evaluation can be carried out. According to Ganata & Sumarsih (2020) there are several performance evaluations for school administration personnel, namely the evaluation of competence. Evaluation of personality competencies, social competencies, technical competencies, and managerial competencies. Performance evaluation for school administration personnel focuses on evaluating the competencies that must be possessed by a school administration staff.

Conclusion

This study discusses that school administration personnel play an important role in supporting the success of the educational process. The lack of school administration personnel requires special management, namely through needs analysis, planning, recruitment, rewards and sanctions, competency development, and performance evaluation. The lack of competence and qualifications of school administration personnel has a negative impact on aspects in the school. Therefore, it requires continuous efforts to be able to improve the quality of school administration personnel and provide adequate support to be able to carry out their duties optimally. Overall, the management of competent school administration personnel will affect the quality of a school. So that this requires special handling in improving the competence of school administration personnel.

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