

IMPROVING THE PERFORMANCE OF ADMINISTRATIVE EMPLOYEES IN MADRASAH ALIYAH NEGERI 1 SERANG REGENCY

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Abstract

This study aims to analyze the performance of administrative employees before strengthening efforts to improve the competence of administrative employees, increase competence and performance of administrative employees after increasing competence. This research method is a descriptive qualitative case study. Sources of data were obtained from observations and interviews, as many as six informants. The results of the study indicate that the organizational performance of Madrasah Aliyah Negeri 1 Serang Regency requires special attention, especially in terms of increasing its technical competence, as evidenced by the less than optimal way of solving it. Efforts made by schools in improving the performance of administrative employees by providing competency reinforcement. The success achieved in improving competence is marked by improved service, better response to consumer demand, working well and efficiently, and good communication between employees. After participating in the program, improving competence, the performance of administrative employees is assessed to improve through quality, quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal input.

Keywords: Performance, Employee Performance, Administrative Staff.

Abstrak

Penelitian ini bertujuan untuk menganalisis kinerja pegawai tata usaha sebelum penguatan kompetensi, upaya peningkatan penguatan kompetensi pegawai tata usaha, keberhasilan penguatan kompetensi, dan kinerja pegawai tata usaha setelah penguatan kompetensi. Metode penelitian ini adalah deskriptif kualitatif studi kasus. Sumber data yang diperoleh dari hasil observasi serta wawancara, sebanyak 6 informan. Hasil penelitian menunjukkan bahwa kinerja tata usaha di Madrasah Aliyah Negeri 1 Kabupaten Serang membutuhkan perhatian khusus terutama dalam hal peningkatan kompetensi teknisnya terbukti dari cara penyelesaian pekerjaannya yang kurang maksimal. Upaya yang dilakukan sekolah dalam meningkatkan kinerja pegawai tata usaha dengan cara memberikan penguatan kompetensi. Keberhasilan yang diperoleh dalam penguatan kompetensi ditandai dengan pelayanan yang meningkat, respon menanggapi permintaan konsumen menjadi lebih baik, dikerjakan dengan efektif dan efisien, terjalannya komunikasi baik antar pegawai. Setelah mengikuti program penguatan kompetensi, kinerja pegawai tata usaha dinilai meningkat yang diukur melalui quality, quantity, timeliness, cost of effectiveness, need of supervision dan interpersonal input.

Keywords: Kinerja, Kinerja Pegawai, Pegawai Administrasi.

INTRODUCTION

The educational profession consists of two domains: the teaching profession and the education staff profession (Juhji, 2017). Educators and education staff are two

types of professions or jobs that complement each other (Iken, 2005; Khaerudin, 2018; Lestari, 2018). Educators with a high degree of professionalism are almost powerless in their work without the

support of academic staff (Juhji & Suardi, 2018; Rizal & Nurjaya, 2020). Following the scheme of Law Number 20 of 2003 concerning the National Education System, education staff members are members of the community who are devoted and appointed to support the implementation of education, including educators. Meanwhile, educators are academic staff qualified as teachers, lecturers, counselors, tutors, instructors, facilitators, and other designations by their specialties, and participate in education administration (*Undang-Undang RI No. 20 Tahun 2003 Tentang Sistem Pendidikan Nasional*, 2003).

In order to support the smooth teaching and learning process in schools, a section that supports these activities is needed, namely administration or school administration staff (Zakhiroh, 2017). The administration is part of the school that supports teaching and learning activities to run smoothly (Spillane & Kenney, 2012). With the development of the times, the administrative function must improve its quality of information technology. It is intended to make work more effective and to provide better services.

School administration is one of the supporting work units in the organization and has a strategic position in achieving organizational goals (Amin, 2015; Habibi,

2019). With administrative duties and functions in the supporting unit, this unit is as essential as other units in the organization. Therefore, it is appropriate for this unit always to be able to provide new services to internal customers (students, teachers, education staff) and external customers (parents, community, community leaders, school committees, government, non-governmental organizations, and professional associations).

The administration role in the organization seems to be quite essential both at the central and local levels. The organization needs the administration in order to achieve the targeted goals of the organization. Current administrative capabilities need to be improved and adapted to the development of information technology. Especially during the current pandemic, educators and education staff are challenged to be able to keep up with changes that have almost entirely used information and technology media. Because of the demands of working from home the ability to use technology media should be improved. Referring to the duties of education staff as regulated in Article 39 paragraph (1) of Law No. 20 of 2003 concerning the National Education System, it is to carry out administration, management, development, supervision,

and technical services to support the education process in education units.

Considering how vital the role, goals, and expected results are in the professional development of school administrative staff, the author interviewed one of the administrative staff of the Archives Division of Madrasah Aliyah Negeri 1 Serang Regency. From the interviews, researchers are interested in research to determine whether there is a change in performance for the better from every routine monitoring carried out by the head of Madrasah Aliyah Negeri 1 Serang Regency. In addition, the duties and functions of the madrasah principal are to direct school administration so that they can provide excellent administrative services. To carry out these activities, a work program that is systematic, directed, clear, realistic, and can be implemented (Ardansyah, 2014; Aisyah *et al.*, 2016; Fitrah, 2017; Gaol & Siburian, 2018; Mashabi, 2020).

From the results of research on performance in Uwes's book contained in Supardi's writings, it is revealed that the weaknesses in schools or madrasahs are limited to culture and work climate. Another weakness of madrasahs so that they are less able and unable to compete with other educational institutions is the lack of

institutional organizing skills (Supardi, 2012).

The profession of Madrasah Aliyah administrative staff is quite diverse and requires different fields of expertise and education levels, so it requires different competencies for each type of work. In addition, the different characteristics of regions in Indonesia also cause Madrasah Aliyah to have different characteristics with the realization of different vision and mission formulations.

In the world of education, especially Madrasah Aliyah, madrasah administrative staff are also needed who are competent or competent to support the success of learning at Madrasah Aliyah or have professionalism in the profession they carry out. The competencies that must be possessed by Madrasah Aliyah administrative staff are directly related to their primary duties and functions as Madrasah Aliyah administrative staff (Aedi, 2016; Patarai *et al.*, 2018; Lestari, 2018; Nurdin, 2019). The competent administrative staff of Madrasah Aliyah is also related to the quality of service or excellent service to support the existing learning process and, in the end, realize the goals of the Madrasah Aliyah.

Therefore, before accepting educators and education staff to realize the school's goals, there must be a statutory regulation

regarding the acceptance of educators and education personnel. The requirements for educators and education are regulated in Article 42 of Law Number 20 of 2003 concerning the National Education System, namely: (1) having minimum qualifications and being certified according to the level of teaching authority; (2) physically and mentally healthy; and (3) can realize the goals of national education (*Undang-Undang RI No. 20 Tahun 2003 Tentang Sistem Pendidikan Nasional*, 2003).

Education providers, including the government and local governments, are obligated to foster and develop the education personnel they organize, as stated in the provisions of Article 44 of Law No. 20 of 2003 concerning the National Education System. Indeed, the guidance cannot be separated from the rights given to educators and education personnel, as mentioned above.

A Professional is someone who can work well by the demands of the job and applicable norms. The professional form of the administrative staff or madrasa administrative staff is to have competence in terms of school management as described in the Regulation of the Minister of National Education Number 24 of 2008 concerning standards for school administrative personnel. These competencies include managerial

competence, social competence, technical competence, and personality competence. As professional madrasa administrative staff, they must carry out their duties responsibly and adequately by their primary duties and functions.

Based on the above background, this study aims to: analyze the performance of administrative employees before strengthening competencies; what are the efforts to improve the competence of administrative employees; analyzing any successes obtained from efforts to strengthen the competence of administrative employees; and analyzing the performance of administrative staff after participating in the competency strengthening program.

Performance

Performance is the result obtained by an organization during a period or period. More firmly, Armstrong and Baron (2000) say performance is the result of work that has a strong relationship with the strategic objectives of an institution or organization, customer satisfaction, and contributing to the economy. Furthermore, Bastian (2001) states that performance is a description of the level of achievement of implementing an activity or program or policy in realizing the goals, objectives, mission, and vision of the organization contained in the formulation of the strategic planning of an

institution or organization. Meanwhile, Nasucha (2004) argues that the performance of an institution or organization is the effectiveness of the institution or organization as a whole to meet the defined needs of each group about systematic efforts and improve the ability of the institution or organization to achieve its needs effectively continuously. Thus, performance can be concluded as a series of activities that describe the extent to which the results have been achieved by a person in carrying out his duties and responsibilities in the form of public accountability, both in the form of successes and shortcomings that occur.

Administrative Employee Performance

Performance requires a work spirit that includes several success values for both the organization and a person. According to Yamin (2010), teacher performance is the result of the work of all activities from all components of existing resources. Performance is a behavior or response that refers to what they do when they face a task. According to this view, performance is seen as the result of work and relates it to applicable standards. So, as a benchmark for performance is a performance standard, performance is said to be good if the work produced is at least equal to or greater than the specified performance standard. The indicators that

can be used as performance standards, according to Armstrong and Baron (2000), include knowledge of performance, awareness of students, communication, interpersonal skills, cooperation, initiative, adaptability, analytical and decision making.

RESEARCH METHOD

This research method is a descriptive qualitative case study. Sources of data obtained from observations and interviews. A total of six informants consisted of one madrasah head, one administrative head, three madrasah administration employees, and two teachers. The research was conducted at Madrasah Aliyah Negeri 1 Serang Regency, Jalan Sentul Pematang KM 1.5 Kendayakan, Kragilan District, Serang Regency, Banten Province. Research data were collected through observation, interviews, and document analysis. The data analysis technique refers to the concept of Milles & Huberman (1994), namely: data reduction, data presentation, and concluding (Supardi, 2017).

RESULTS AND DISCUSSION

Performance of Administrative Employees Before Competency Strengthening

Human resources who occupy a specific position in an institution

sometimes have a different level of ability from other employees. Sometimes their abilities increase, sometimes their abilities also decrease. There are also those whose abilities are not by the requirements required in the position. It can happen because someone occupies a particular position, not because of his ability. Therefore, employees need to increase their capabilities. One of them is by strengthening competence, such as participating in training or providing coaching.

In screening administrative staff, the Madrasah Aliyah Negeri 1 Serang Regency has implemented competency standards in screening administrative staff, which will later be used in assigning tasks or positions. It is evidenced by the direct expression of the head of the madrasa that:

"Before accepting administrative staff for Madrasah Aliyah Negeri 1 Serang Regency, the school management set standards according to their needs. In determining a standard, we must pay attention to a requirement obtained from the SWOT analysis procedure. First, before determining the need, we look at the number of teachers and the number of students because there are regulations that stipulate the number of administrative staff by the number of students in the school. Departing from the SWOT analysis used to produce standards in the form of latest education, work experience, special skills possessed

or enduring skills, attitudes or performance of prospective administrative staff."

Based on the results of the interviews above, it can be analyzed that administrative staff, which is one of the essential components of education, has the main task of serving the implementation of operative jobs to achieve organizational goals, providing information for the top leadership of the organization as a basis for making decisions or making decisions, appropriate actions, and help the smooth development of the organization as a whole.

According to Atmiati (2019), members of personnel or administrative staff need improvement and improvement in themselves in carrying out their duties so that the function of coaching and developing personnel members in personnel management that is necessary to improve, maintain and improve the work of personnel members, especially educational staff. Based on the study results, the performance of administrative employees in Madrasah Aliyah Negeri 1 Serang Regency requires attention in developing and improving their abilities. It can be seen from the technical competence that it is still not appropriate according to the informants' explanations. The results of this study are in line with the results of Atmiati's research (2019)

that personnel need improvement and improvement through the coaching function. So that administrative staff can carry out three main tasks. In addition, administrative employees can maximize the use of existing facilities by building good performance.

Efforts to Increase Competence Strengthening of Administrative Employees

The competence of madrasa administrative staff is the ability obtained by an administrative staff through education and or training to carry out administrative tasks, management, development, supervision, and technical services to support the educational process in academic units.

One way that can be taken to improve the performance of human resources is coaching. Coaching is all the efforts made by the institution in maintaining pre-personnel to remain in the organizational environment and seeking the dynamics of skills, knowledge, and attitudes so that the quality of their work can be maintained (Mukhlisoh, 2018). By the law's mandate in the professional development of educators and education personnel, it is necessary to have professional development.

Based on the results of the research, the efforts made by Madrasah Aliyah Negeri 1 Serang Regency in improving the performance of its administrative employees are pretty good. Provide training and coaching in the form of motivation or others through briefings regularly held twice a year.

However, it is miserable; all of that is not enough, because according to Puardi (2018), a program or plan should have stages in the form of evaluation. However, in Madrasah Aliyah Negeri 1 Serang Regency, this is not the case.

The competency standards for school or madrasa administration staff are regulated in the Minister of National Education Regulation Number 24 of 2008 concerning Standards for School/Madrasah Administrative Staff; it is stated that the competencies that must be possessed by the school or madrasa administrative staff include personality competencies, social competencies, managerial competencies, and technical competencies.

Competency Strengthening Success

In measuring the success of a competency strengthening program at Madrasah Aliyah Negeri 1 Serang Regency, employee performance is measured through indicators of quality,

quantity, timeliness, cost of effectiveness, need of supervision, and interpersonal input. Fidyah and Setiawati (2020) believe that there are six criteria to measure the performance of an employee. In addition, Viswesvaran and Ones (2000), Ayuningtias *et al.* (2018), Putra and Priyadi (2019), and Setiawati and Ariani (2020) also state the same thing.

Quality, the extent to which the ability to produce by the quality standards set by the company. Quantity, the extent to which the ability to produce by the number of standards set. Timeliness, the degree to which an activity is completed at the desired time by stopping other output conditions and the time available for other activities. Cost of Effectiveness, the extent to which the application of human, financial, technology, and material resources can be optimized. Need of supervision, the extent to which an employee can work carefully without strict supervision from supervision. Interpersonal input is the extent to which an employee's ability to maintain self-esteem, good name, and cooperation among co-workers and subordinates.

Performance of Administrative Employees After Strengthening Competence

Job evaluation is needed to evaluate the work of an employee, especially school or madrasa administrative staff. Job evaluation here serves to control performance through reports or so on by the principal's policy of taking steps or how to get or know the performance of his administrative staff.

The performance of administrative employees at Madrasah Aliyah Negeri 1 Serang Regency can be seen from the evidence of service, the performance of actors, and the ability of actors to carry out their duties by their primary duties and responsibilities. It means that the performance of employees is evidence of the seriousness of employees in carrying out their duties, the results of which significantly affect the quality of agencies and institutions. In line with Rahsel (2016), employees are considered productive or not, namely from their performance.

The principal of the madrasa should be responsible for improving the performance of his employees. However, in practice, the school administration staff at Madrasah Aliyah Negeri 1 Serang Regency received less attention from the madrasah principal. Based on the results of an interview with one of the administrative staff that so far in office there has been no special attention from

the head of the madrasa regarding the performance of administrative staff.

CONCLUSION

The performance of administrative employees at Madrasah Aliyah Negeri 1 Serang Regency is considered to be quite good even though, in technical terms, it requires coaching and training. Efforts to improve the performance of administrative employees in the form of training and coaching. Competency strengthening is measured through quality, quantity, timeliness, cost of effectiveness, the need for supervision, and interpersonal input. The strengthening of competencies followed by administrative employees is quite helpful in improving performance.

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