ASHA PUBLISHING

JPPLG

JOURNAL OF PUBLIC POLICY AND REGIONAL GOVERNMENT



Volume 1, Issue 3, 2024

Journal of Public Policy and Local Government (JPPLG)
https://journal.ashapublishing.co.id/index.php/jpplg/
E-ISSN: 3047-6984
Volume 1, Issue 3, November 2024.
Pages: 96-103

Optimization of Management Functions in Administrative Services at SMK Kartika XX-1 Makassar

Ananda Saputri[1], Haedar Akib[2]*, Sirajuddin Saleh[3]
[1,2,3]Universitas Negeri Makassar
Correspondence Author Email: haedar.akib@unm.ac.id

ABSTRACT

The administrative management function refers to the set of activities and responsibilities required to ensure that school administration runs smoothly and efficiently. The main purpose of this study is to find out the application of management functions to administrative services at SMK Kartika XX-1 Makassar and to find out the supporting and inhibiting factors in optimizing administrative services at SMK Kartika XX-1 Makassar. This study uses a qualitative approach with a type of descriptive research that focuses on the application of management functions based on indicators of planning, organizing, directing, and supervising. The data collection techniques used are observation, interviews, and documentation. Based on the results of the study, it shows that the optimization of the management function in administrative services at SMK Kartika XX-1 Makassar can be said to be "Quite Optimal", This is shown through management indicators, namely: 1) Administrative planning is carried out systematically through deliberations led by the principal, head of administration, and involving all staff, to discuss and prepare annual program planning by paying attention to the needs of staff, education customers, and the need for service support facilities; 2) The organization of administration starts from the determination of administrative tasks, followed by the recruitment and selection of administrative personnel, as well as the division of tasks according to the field and competence of each staff; 3) Administrative briefings are carried out directly by the principal, either personally or through meetings. Briefing and motivating activities aim to ensure that all staff understand their duties and responsibilities, the school's goals, and the efforts taken in achieving these goals; and 4) Administrative supervision is carried out every day, where the principal goes directly to supervise the performance of staff, identify staff needs, and provide appropriate solutions to obstacles that staff may face in carrying out their duties and responsibilities.

Keywords: optimization, management function, administrative services

INTRODUCTION

Education is an effort to improve the standard of living of the nation's children, both born and mental, by changing the attitudes and behaviors of individuals or groups of people with the aim of achieving human maturity through a teaching system and various types of training, (Fraser-Pearce, 2022; Glas et al., 2006; Lunenburg & Ornstein, 2021). Through education, it is hoped that it can give birth to individuals who are outstanding and dignified as future successors of the nation. Education is placed at the highest level of human needs, so that education becomes a measure of the progress of civilization, (Darwis & Haerul, 2024; Mason et al., 2020; Wana et al., 2024).

The progress of a nation can be measured based on the quality of its education, it is not surprising that a country regulates and glances at education as an important issue that needs to be handled properly, (Kusumawati et al., 2023; Suprianto et al., 2023; Takdir et al., 2021). Likewise with Indonesia, where education is the responsibility of the State. In the preamble to the 1945 Law which clearly regulates education to educate the life of the nation. This mandate is hierarchically embedded in one of the laws and regulations in the field of education which

DOI: https://doi.org/10.70188/ka7hf581

explains that it is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble morals and skills needed by themselves, society, nation and state, (Law Number 20 of 2003 Concerning the National Education System, 2003).

Organizers of educational institutions not only focus on the teaching and learning process but must also pay attention to aspects of educational services to achieve educational goals optimally, (Sirait & Suprianto, 2020; Yani & Srimulat, 2023). Because according to Sholihin et al (2018) that education is a sector engaged in the provision of services, and this service process is closely related to administrative activities. Administration includes all administrative activities that function to support the teaching and learning process in schools, ensuring that everything runs smoothly according to the plan that has been set, (Niswaty, 2021; Wijaya et al., 2018).

Administration is the spearhead in the provision of educational services in an institution. As a school administrative body, the administration is directly responsible for services both internally and externally of the school, (Sirait & Suprianto, 2020). Administrative duties and functions include managing operational work to achieve organizational goals, providing important information for leaders or principals for appropriate decision-making, and supporting the smooth development of the organization.

The quality of education in an educational institute will increase if the school provides optimal services. School administration staff or commonly known as school administration officers, have an important role in providing services and determining educational success. School administration services are a series of organizational work management activities carried out by individuals or groups in a systematic and structured manner. The administrative service activities according to Mahmud (2015) including correspondence services, financial services, data and information services, and organizational and personnel services. Administrative services play an important role in creating an orderly and efficient environment, so that schools can function properly and achieve educational goals, (Eacott, 2017; Ulyani et al., 2023).

The educational institute that has administrative personnel who carry out administrative services is Kartika XX-1 Makassar Vocational High School. The researcher conducted interviews and observations in the field on August 9, 2023 at SMK Kartika XX-1 Makassar. From the results of the interview with the Head of Administration, information was obtained that SMK Kartika has quite complete administrative service personnel, and there is a clear division of duties for loyal administrative employees.

However, from the results of observations on August 9, 2023, namely in administrative services there are still several obstacles, one of which is staff who are negligent in carrying out their duties, as evidenced by complaints from education customers related to administrative services at SMK Kartika XX-1 Makassar. In the correspondence service section, there are complaints about the loss of letters and letters that are not recorded in the incoming mail book. This happens when the staff in charge is not on site, so that the service is replaced by other staff who still do not understand the letter procedure, and results in uncertainty in handling the letter. Therefore, in improving the quality of administrative services, schools need to have good management, starting from careful service planning, division of tasks according to competencies, appropriate direction, and in the implementation of services that require supervision so that the services provided to customers will be more optimal.

DOI: https://doi.org/10.70188/ka7hf581

METHOD

This study uses qualitative research methods, (Sugiyono, 2022). The selection of research approaches and types aims to study, understand, and appreciate more deeply related to the object to be researched, (Suprianto, 2024). This study describes various aspects related to the implementation of administrative service management functions at SMK Kartika XX-1 Makassar. The indicators of administrative service management are: 1) Planning, researching strategies and efforts taken by schools in optimizing administrative services to achieve goals; 2) Organization, researching the way the school determines the responsibilities of each member according to their abilities or capacity; 3) Briefing, examining the entire school's efforts to encourage and mobilize its members in carrying out the administrative tasks that have been planned; 4) Supervision, researching the school's way of supervising and assessing the performance of administrative staff in carrying out their duties and responsibilities.

This research involved five informants at SMK Kartika XX-1 Makassar, namely the principal, the head of administration, teachers, and students. In this study, data collection techniques were used, including observation, interviews, and documentation, (Sugiyono, 2022). Meanwhile, the data analysis techniques used according to (Huberman & Miles, 2002), namely data collection, data condensation, data presentation, and drawing conclusions.

RESULT AND DISCUSSION

In optimizing services, good management is needed in school administration arrangements. The goal is to ensure that administrative duties and responsibilities are carried out in an orderly and smooth manner, and are expected to improve service quality, minimize service risks, and increase customer satisfaction with the services provided.

The management function includes planning, organizing, directing, and supervising. This is in line with the opinion Wakila (2021) said that management must be applied in service activities because it uses aspects of management, such as planning, organizing, and supervision. Therefore, service activities can run continuously, systematically, and planned with the aim of achieving the service standards that have been determined:

Planning

Planning is the initial stage of management which is important to improve the quality of services and is also important in optimizing administrative services that will later be provided to students, guardians, teachers, and other education customers, in other words planning is the basis or foundation used before implementing work programs and administrative activities.

Based on the results of the study, it can be concluded that SMK Kartika XX-1 Makassar manages administration with a focus on careful planning. The planning process includes the preparation of an annual program that is tailored to the needs of all education customers, as well as the fulfillment of infrastructure facilities that support the implementation of services. While there are still some shortcomings that need to be addressed, the school is actively evaluating and improving their service strategy, and every step taken to address the needs of staff, teachers, and students demonstrates continuous efforts in optimizing service.

Planning is the first management function, involving the setting of goals and actions taken to achieve these goals. To achieve goals, it is not done carelessly, but with careful and strategic planning. (Rahman, 2017; Sirait & Suprianto, 2020; Yani & Srimulat, 2023) said that planning is a

DOI: https://doi.org/10.70188/ka7hf581

series of processes of estimating and determining things that will be done in the future, with the aim of achieving the goals that have been set.

The planning to optimize administrative services at SMK Kartika XX-1 Makassar is considered quite good. The planning process begins with environmental observations. After the observation, it was followed by a meeting and deliberation led directly by the principal, attended by the head of administration, as well as all school administrative staff. The purpose of the deliberations was to discuss and prepare a plan in administration by considering the needs of staff, education customers, and the need for facilities in optimizing services. The planning is also adjusted to the vision, mission and goals of SMK Kartika XX-1 Makassar.

Organizing

The organization will run well if the management is right. In administrative management, organization is very important because it is expected to organize people in one appropriate group to carry out activities. Therefore, to improve the quality of administrative services to education customers, a competent workforce is needed to work. SMK Kartika XX-1 Makassar pays great attention to the recruitment and selection of administrative personnel.

Based on the results of the research, it can be concluded that SMK Kartika XX-1 Makassar in organizing its members by placing them according to their respective abilities and expertise. In the process of recruiting administrative staff, schools consider several important factors ranging from school needs, applicable educational standards, to the skills required for each task. The purpose of these considerations is to ensure that each part of administrative services is filled by individuals who are suitable and able to carry out their responsibilities optimally.

Organizing is the process of managing relationships between individuals that aims to improve work effectiveness, allowing them to collaborate efficiently and make decisions that are in accordance with their duties and responsibilities, as well as the goals that have been set. The organizing process involves assigning tasks, establishing structures, recruiting, and dividing tasks. Salam (2020) explained that service providers must be determined appropriately based on the expertise, knowledge, attitudes, skills and behaviors needed for the implementation of optimal services.

The organizational function to optimize administrative services at SMK Kartika XX-1 Makassar can be considered quite good. The organizing process begins with establishing administrative tasks and forming a structure. Then, recruitment and selection of human resources are carried out, where staff are recruited based on the needs of the school, educational standards and requirements that have been set by the school. After the recruitment process, staff will be placed in fields that match their competencies. The organization at SMK Kartika XX-1 Makassar includes the administrative section, laboratories, librarians, and school guards/cleaners.

Briefing

Direction in management is the process of directing, influencing, motivating, and creating cooperation with each member to achieve organizational goals. One of the goals of briefing is to ensure that each staff member understands their responsibilities, the school's goals, and how to achieve those goals.

Based on the results of the study, it can be concluded that good direction in administrative management is very necessary to achieve the overall goals of the school. The briefing provided

DOI: https://doi.org/10.70188/ka7hf581

by the school is not only related to the implementation of administrative tasks, but also includes providing motivation and efforts to improve staff skills, which aims to increase staff morale, strengthen good cooperation, and through training can develop the skills of each staff.

Briefing is the third management function. where briefing involves efforts to motivate, encourage, and direct organizational members to work optimally in achieving organizational goals. Wardana & Sholihin (2020) said that briefing is one of the management functions that aims to improve performance optimally, increase effectiveness, and efficiency, as well as create a dynamic and healthy work environment. Briefing is carried out by the leadership to his subordinates.

The direction/coordination given to staff in carrying out activities in the school administration or school environment is quite good. The principal provides briefings through coordination meetings and personally to staff to ensure that all staff understand their duties, the school's objectives, and the efforts taken to achieve those goals. In addition, during the ceremony on Monday, apples every morning, and other activities are also used to provide direction and motivation to all administrative staff, teachers, and students.

The school also pays great attention to the importance of developing staff skills or competencies by holding training that is relevant to their duties as administrative personnel, one example is the Technical Guidance training. By motivating, developing skills, and establishing good cooperation with staff, it is hoped that the work environment can be more positive, and staff can be more productive in carrying out their duties.

Supervision

Supervision is one of the management functions, namely the process of monitoring and evaluating all school activities to ensure staff discipline against applicable policies, regulations, and standards. Based on the results of the study, it can be concluded that supervision of the performance of administrative staff at SMK Kartika XX-1 Makassar XX-1 Makassar is carried out directly by the principal. However, when the principal is unavailable, supervision will still be carried out by a specially assigned confidant and will be reported by telephone. Although the duties of administrative staff are not considered too heavy, supervision is still necessary to ensure that each staff's respective responsibilities and applicable school policies are adhered to and properly executed.

Supervision is the last and most important management function. Supervision involves the process or activity of monitoring, assessing, controlling, and reporting on how an individual or organization performs in carrying out its duties and responsibilities to achieve the goals that have been set efficiently and effectively. According to (Firmansyah, M.Anang., 2018; H. Nasaruddin, 2020; Nurdiansyah & Rahman, 2019) said that to assess the extent to which the implementation has achieved the goals that have been set, as well as identify the strengths and weaknesses of the programs that are being implemented, supervision is needed to measure the level of effectiveness and efficiency.

The form of supervision carried out by the principal on the performance of administrative staff at SMK Kartika XX-1 Makassar can be considered quite good. As the principal leader directly controls all staff in carrying out their duties and responsibilities, the principal goes around supervising the staff while interacting to ask about the conditions and obstacles faced by the staff. The supervision process is carried out every day, if the principal is unable to attend the school, the supervision will still be carried out by a specially assigned confidant, and then the results will

DOI: https://doi.org/10.70188/ka7hf581

be reported by phone. In the supervision process, the extent to which administrative staff carry out their duties and responsibilities will be evaluated.

Supporting factors are components or circumstances that help achieve a goal, while inhibiting factors are components or situations that prevent or hinder the success of a goal. From the results of the interview, in optimizing administrative services at SMK Kartika Makassar, the school has made maximum efforts by providing facilities and infrastructure that support the implementation of services. The form of appreciation that the school gives to staff who show good performance is also very supportive to increase their motivation and enthusiasm in work. Factors that support the implementation of administrative services at SMK Kartika XX-1 Makassar include the provision of adequate facilities and infrastructure to support the implementation of administrative services, starting from the availability of work rooms or service rooms, internet access facilities, computers, printers, and complete office stationery (ATK) for administrative purposes, besides that the school also routinely provides daily consumption for staff. By providing complete, adequate, and well-maintained facilities, SMK Kartika XX-1 Makassar can ensure that their administrative services can run efficiently and provide optimal services to all education customers. In addition, the next supporting factor is the appreciation given by the school to each staff member who shows good performance by giving awards / rewards. This not only increases their motivation and performance but can also strengthen the bond of cooperation between staff and the school in achieving common goals.

Furthermore, from the results of observations and interviews with informants, there are several factors that are obstacles in optimizing administrative services. One of them is the problem that arises from the students themselves who lack discipline by making tuition payments at the end of the time and causing long queues in the administration room. In addition, network factors and service applications that do not run smoothly can also be an obstacle for staff in completing their tasks on time, as well as affecting service efficiency. Factors that hinder the implementation of optimal administrative services at SMK Kartika XX-1 Makassar include the habit of students who often make tuition payments at the end of the time, resulting in long queues in the administration room. As a result, other work of the staff concerned is hampered and staff rest time is reduced. In addition, the queue of students in the administration room can also hinder the implementation of other administrative services due to limited space for staff. Another factor that hinders optimizing administrative services is the problems that are often faced by administrative operators, such as service networks and applications that sometimes run slowly or unsmoothly. As a result, staff work becomes hampered and cannot be completed on time.

CONCLUSION

Based on the results of research and data analysis, it can be concluded that the Implementation of Management Functions in Administrative Services at SMK Kartika XX-1 Makassar can be said to be "Quite Optimal", judging from the indicators: 1) Planning that is carried out systematically by paying attention to the needs of staff, education customers, and the fulfillment of facilities; 2) Organizing duties and responsibilities in which each staff is placed in accordance with their fields and competencies; 3) Briefing involves the process of influencing and motivating to ensure that all staff understand their duties and responsibilities, the school's goals, and the efforts taken to achieve these goals; and 4) Supervision carried out every day by the principal by interacting directly to ask about the working conditions, and the obstacles faced by the staff. Overall, even though the implementation of the management function at SMK Kartika

XX-1 Makassar is quite optimal, there are still shortcomings related to staff negligence that need to be corrected. Improvements in planning implementation, more effective direction, and stricter oversight are needed to address these issues and improve overall staff performance in administrative services.

REFERENCES

Darwis, M., & Haerul, H. (2024). Quality of Academic Services in the Academic Administration Section. *International Journal of Administration and Education (IJAE)*, 79–86.

Eacott, S. (2017). A social epistemology for educational administration and leadership. *Journal of Educational Administration and History*, *49*(3). https://doi.org/10.1080/00220620.2017.1315380

Firmansyah, M.Anang., & M. B. W. (2018). *Pengantar Manajemen*. Deepublish Publisher.

Fraser-Pearce, J. (2022). Spiritual education as a subspecies of relational education? *British Journal of Religious Education*, *44*(1). https://doi.org/10.1080/01416200.2021.1877613

Glas, C., Scheerens, J., & Thomas, S. M. (2006). *Educational evaluation, assessment and monitoring: A systematic approach*. Taylor & Francis.

H. Nasaruddin, Mgs. (2020). *Manajemen Strategik*. CV. Amanah.

Hilal Mahmud, M. M. (2015). *Administrasi Pendidikan (menuju sekolah efektif)*. Penerbit Aksara TIMUR.

Huberman, M., & Miles, M. B. (2002). *The qualitative researcher's companion*. Sage.

Kusumawati, I., Lestari, N. C., Sihombing, C., Purnawanti, F., Soemarsono, D. W. P., Kamadi, L., Latuheru, R. V., & Hanafi, S. (2023). *Pengantar Pendidikan*. CV Rey Media Grafika.

Law Number 20 of 2003 Concerning the National Education System, Pemerintah Republik Indonesia (2003).

Lunenburg, F. C., & Ornstein, A. (2021). *Educational administration: Concepts and practices*. Sage Publications.

Mason, J., Peoples, B. E., & Lee, J. (2020). Questioning the scope of AI standardization in learning, education, and training. *Journal of ICT Standardization*, *8*(2). https://doi.org/10.13052/jicts2245-800X.822

Niswaty, R. (2021). *Pengelolaan Kearsipan di PT. Bank Sulselbar Cabang Jeneponto*. UNIVERSITAS NEGERI MAKASSAR.

Nurdiansyah, H., & Rahman, R. S. (2019). *Pengantar Manajemen*. Diandra Kreatif.

Rahman, M. (2017). *Ilmu Administrasi* (1st ed.). CV Sah Media.

Salam, R., Niswaty, R., Maulana, A. M. F., & Darwis, M. (2020). Efektivitas Pelayanan Publik Pada Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Soppeng. *Jurnal Administrasi Publik*, *16*(1), 12.

Sholihin, E. N. C., Bafadal, I., & Sunandar, A. (2018). Pengelolaan persiapan akreditasi sekolah. *Jurnal Administrasi Dan Manajemen Pendidikan*, *1*(2), 171–178.

Sirait, E., & Suprianto. (2020). Administrasi dan Manajemen Sekolah. In *Jawa Tengah. CV. Amerta Media* (Vol. 1, pp. 1–157). CV. Amerta Media.

Sugiyono. (2022). Metodologi Penelitian Kuantitatif Kualitatif, dan R&D. *Alpabeta, Bandung*.

Suprianto. (2024). Memahami Esensi Penelitian Kualitatif : Pendekatan, Proses, dan Praktik Terbaik. *ASHA Publishing*. http://ashapublishing.co.id/.

Suprianto, S., Arhas, S. H., Ariantini, N., Awaluddin, M., & Zainuddin, M. S. (2023). Quality of Online Academic Services during the Covid-19 Pandemic at FKIP-UBT. *Jurnal Ilmiah Ilmu Administrasi Publik: Jurnal Pemikiran Dan Penelitian Administrasi Publik*, *1*(2023), 127–134.

Takdir, M., Baharuddin, B., Arhas, S. H., & Irman, I. (2021). Quality of Academic Service during the COVID-19 Pandemic at the Universitas Muhammadiyah Sinjai. *Jurnal Ad'ministrare*, *8*(1), 143–148.

Ulyani, A. S., Sulaeman, E., & Uyuni, Y. R. (2023). The Role Of Philosophy In The Development Of Educational Administration. *Inovasi Pembelajaran Dan Pendidikan*, *1*(1).

Wakila, Y. F. (2021). Konsep dan fungsi manajemen pendidikan. *Equivalent: Jurnal Ilmiah Sosial Teknik*, *3*(1), 43–56.

Wana, W., Darwis, M., & Jamaluddin, J. (2024). The Influence of Archive Management on the Work Efficiency of Attendants. *International Journal of Administration and Education (IJAE)*, 132–140.

Wardana, E., & Sholihin, A. (2020). Pengaruh fungsi perencanaan, fungsi pengorganisasian, fungsi pengarahan terhadap kinerja keuangan pada pt surya multi perkasa movinko surabaya. *Journal management and business applied*, *1*(2), 87–97.

Wijaya, R. A., Wiyono, B. B., & Bafadal, I. (2018). Pengelolaan Kearsipan. *Jurnal Administrasi Dan Manajemen Pendidikan*, *1*(2).

Yani, J., & Srimulat, F. E. (2023). *Administrasi pendidikan*. CV. Tatakata Grafika.