Strategic management of administrative affairs in enhancing school administration services at smp it subulussalam lampung timur

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KEYWORDS

ABSTRACT

Administrative services in schools play a critical role in supporting educational goals. However, many institutions face challenges in managing these services effectively. This study aims to analyze the strategic management practices used to improve administrative services at SMP IT Subulussalam, Lampung Timur. A qualitative descriptive method was employed, with data collected through interviews, observations, and document reviews. The findings indicate that strategic planning, clear task division, SOP implementation, and regular evaluations have significantly improved service quality. Technological integration and internal training were also pivotal in addressing resource limitations. Strategic management contributes significantly to enhancing school administrative services, particularly through structured planning, team coordination, and continuous evaluation.

Introduction

Management is a process that involves planning, organizing, directing, and controlling actions aimed at achieving established objectives through the effective utilization of human and other resources. In educational institutions, management ensures that all activities are well-coordinated and goal-oriented. Administrative affairs, as part of educational management, play a critical role in supporting the smooth operation of teaching and learning processes.

Effective administrative services include managing correspondence, documentation, financial records, and other essential school operations. Numerous scholars emphasize that quality administrative management can enhance the overall performance of an educational institution. However, many schools, especially in rural or pesantren-based settings, face challenges such as limited human resources and underdeveloped infrastructure.

Although various studies have discussed general school administrative issues, limited attention has been given to the strategic management of administrative affairs within Islamic junior high schools in rural areas such as Lampung Timur. This research aims to fill that gap by exploring how a pesantren-based institution systematically enhances its administrative services through strategic management practices.

Therefore, this study specifically aims to analyze the strategic management approaches—comprising planning, implementation, and evaluation—employed by SMP IT Subulussalam in enhancing its school administrative services.

Method

This research adopts a qualitative descriptive approach, focusing on providing a thorough, detailed, and insightful portrayal of the real-world situation to support the presentation of data (Emma Rumahlewang & Ni Putu Sinta Dewi, 2024; Farida Nugrahani, 2014). A qualitative approach is deemed ideal for uncovering and interpreting the interconnected activities within the administrative management strategies aimed at improving administrative services at SMP IT Subulussalam Lampung Timur.

The study is categorized as a case study, which seeks to deliver an exhaustive and detailed description of the current phenomena within a particular context (Farida Nugrahani, 2014). The case study approach provides a deeper understanding of the situation at SMP IT Subulussalam, both individually and at the organizational level, contributing valuable insights that can inform future research. This investigation was conducted directly through field research to obtain precise and objective data (Emma Rumahlewang & Ni Putu Sinta Dewi, 2024; Muhammad Ramdhan, 2021).

The research took place at SMP IT Subulussalam Lampung Timur, located in the Pesantren Islam Darul Rasyid complex, Dusun V Rejo Mukti RT 34/RW 10, Desa Ratna Daya, Kec. Raman Utara, Lampung Timur, Lampung Province. The location was selected due to prior observations by the researcher, who aimed to explore the application of administrative management strategies in improving administrative services at the school. The study was conducted from May 10 to June 10.

This research relies on two types of data: primary data and secondary data. Primary data was gathered directly from the main sources through interviews and observations with key informants, such as the Head of the Administrative Unit, administrative staff, the school principal, and teachers at SMP IT Subulussalam. Secondary data, which complements and strengthens the primary data, includes meeting minutes concerning the development, implementation, and evaluation of administrative management, along with documents related to administrative services (Yuswita, 2021).

To collect data, the researcher employed several techniques, including observation, interviews, and documentation. Observations were carried out by directly monitoring the activities related to administrative management in the field. Interviews were conducted with the Head of the Administrative Unit and educational staff to gather insights into the systems and strategies employed in managing the school's administration. Documentation was utilized to supplement the data by analyzing planning, implementation, and evaluation documents related to administrative management (Emma Rumahlewang & Ni Putu Sinta Dewi, 2024; J. Moleong Lexy, 2010; Sugiyono, 2013).

The analysis of the data began with data reduction, where the researcher filtered and organized the collected data in line with the research questions. Afterward, the data was presented in narrative form to make it easier to understand and analyze. The final step was drawing conclusions and verifying them to ensure that the conclusions were based on accurate and reliable data (Emma Rumahlewang & Ni Putu Sinta Dewi, 2024; Miles dkk., 2014; Sugiyono, 2013).

In this qualitative study, the researcher was the primary instrument for data collection, ensuring a direct and comprehensive approach. The presence of the researcher is vital as the individual is responsible for planning, gathering, analyzing, and interpreting the data. To guarantee

the validity of the data, several strategies were employed, including extending the research duration, increasing attentiveness, and utilizing triangulation. These strategies involved cross-referencing data from different sources and applying multiple techniques to confirm the consistency and accuracy of the information collected (J. Moleong Lexy, 2010; Pramugara Robby & Irwanto, 2024; Tjipto Subadi, 2006).

Result

1. **Strategic Planning of Administrative Management to Improve School Administrative Services at SMP IT Subulussalam Lampung Timur**

    Effective management is inseparable from good planning. Planning is an essential activity designed to determine future objectives and the steps required to achieve them. It serves as the foundation for any program implementation. The researcher has prioritized planning as a central focus of this study, especially considering the significant role of educational staff in meeting both internal and external school needs. Based on interviews with the school principal, Mr. Hudaya Indra Bakti:

    "In improving administrative services at SMP IT Subulussalam, we apply a systematic administrative management strategy. The first step is to evaluate the current administrative conditions to identify weaknesses and challenges. Following this, we develop a work program with the administrative staff, tailored to the school's needs, focusing on services for students, teachers, and external parties. We also establish Standard Operating Procedures (SOPs) for each administrative service to clarify roles and responsibilities. Additionally, we conduct training and development for administrative staff to enhance their competencies. This planning is not only internal but also involves coordination with the foundation and other stakeholders to ensure effective administrative operations that align with the school's goals" (Ahmad Nur Cholis, S.H, komunikasi pribadi, 12 Juni 2024).

    Planning is a crucial management function within any organization, including schools. In the context of administrative management, it provides the foundation for setting direction, policies, and strategies to achieve effective and efficient administrative objectives. At SMP IT Subulussalam Lampung Timur, the planning process is systematic and structured. Based on the interview with the principal, planning begins with an evaluation of the existing administrative system, covering aspects such as service flow, document completeness, service timeliness, and challenges faced by the administrative staff. After evaluation, the school, in collaboration with the administrative team, develops an annual work program that includes strategic steps for improvement. This program includes:

    a. Improving administrative services for students and teachers.
    b. Reviewing and updating Standard Operating Procedures (SOPs) for various services, such as filing, correspondence, certificate issuance, and student data management.
    c. Scheduling administrative activities regularly to avoid overlaps and delays in service delivery.

    Additionally, the planning process involves mapping the competencies of administrative staff to identify training needs. Staff lacking competence in certain areas are provided with internal or external training to enhance their skills and professionalism.

    The planning process is not only internal but also emphasizes coordination with the foundation and other school stakeholders to ensure alignment with the broader

educational vision. The principal plays a key role in overseeing and ensuring the effective implementation of the strategies by the administrative team. The staff at SMP IT Subulussalam consists of four members, each tasked with specific responsibilities, including academic data management, finance, archiving, and correspondence services. The allocation of duties is aligned with the planned work program, ensuring a comprehensive approach. The overall strategic planning process at SMP IT Subulussalam follows these key stages:

a. Evaluation of the existing administrative system.
b. Development of the work program with administrative staff.
c. Establishment of SOPs for each service.
d. Training and development of staff.
e. Coordination with the foundation and stakeholders.Improving administrative services for students and teachers.

These steps are designed to meet the dynamic administrative needs and support the school's vision and mission in providing excellent services to all school members and the community.

2. Implementation of Administrative Management Strategies to Improve School Administrative Services at SMP IT Subulussalam Lampung Timur

Implementation is the application of planned actions to achieve the established objectives. In the case of administrative management at SMP IT Subulussalam, it aligns with the school's policies and activities. Administrative management plays a supportive role in ensuring that teaching and learning activities run smoothly, in line with what has been planned and expected. For this to be successful, administrative staff must demonstrate discipline, loyalty, and responsibility toward their duties.

The implementation of administrative strategies aims to manage the school's administration according to established regulations to achieve optimal administrative services. This requires administrative staff to be responsible for preparing the needs of the school community. According to an interview with Mr. Ahmad Nur Cholis, the administrative staff:

"The implementation of our administrative management strategy is carried out in stages and according to plan. We start with a clear division of tasks based on each staff member's capabilities. For instance, some handle student administration, human resources, correspondence, and archiving. Every day, we follow the procedures outlined in the SOP to ensure that services are faster, more organized, and clear. In practice, we are also expected to serve teachers, students, and school visitors with professionalism and friendliness. We regularly coordinate with the principal, especially when new policies must be implemented. We also have the opportunity to attend administrative training provided by the foundation or external institutions to improve our skills. With this strategy, we have seen significant improvements in administrative services" (Ahmad Nur Cholis, S.H, komunikasi pribadi, 12 Juni 2024).

After careful planning, the next step is to implement the administrative management strategies, turning them into concrete actions to improve administrative services at SMP IT Subulussalam. The implementation focuses not only on routine administrative tasks but also on work efficiency, discipline, and service quality for all members of the school. Based on interviews and field observations, the implementation of

administrative management strategies at SMP IT Subulussalam involves the following key actions:

a. Clear and Structured Task Division

Each administrative staff member is assigned specific tasks based on their areas of expertise. These tasks include:

1) Student administration, such as managing student data, attendance, and correspondence.
2) Financial administration, including cash recording, tuition payments, and budget reports.
3) Archiving and documentation, such as managing incoming and outgoing letters and storing important files.
4) General services, such as issuing certificates, managing inventory, and providing technical support.
5) Task allocation is based on individual competency evaluations and school needs, ensuring efficiency and task completion.

b. Implementation of Standard Operating Procedures (SOP)

To provide consistent and professional service, the school has established SOPs for each administrative service. These SOPs outline service steps, completion deadlines, and quality standards that staff must meet. The implementation of SOPs ensures a more organized and accountable administrative process.

c. Routine Coordination between Administrative Team and School Leadership

Coordination occurs weekly and monthly, including formal meetings and informal discussions. The principal plays an active role in overseeing and directing the team, ensuring that any issues are addressed promptly. This coordination also ensures that policies are updated and aligned, and work adjustments are made when needed.

d. Use of Technology in Administrative Services

The implementation strategy includes the use of technology, such as computers and data processing applications, to speed up administrative tasks. Some tasks have already been computerized, such as grading records, attendance summaries, automated letter creation, and financial reporting. This has led to faster services and fewer manual errors.

e. Discipline and Service Ethics

Administrative staff are encouraged to maintain professionalism in their interactions with students, teachers, and visitors. Time discipline, courteous communication, and orderly document management are essential components of this strategy. The principal regularly provides guidance and motivation to maintain the staff's work morale.

f. Daily Monitoring and Performance Evaluation

The administrative head and the principal conduct daily monitoring and performance evaluations to ensure that tasks are completed effectively. Daily work logs and weekly reports are used for evaluation and as a basis for rewards or improvements.

Based on these steps, the administrative management strategy at SMP IT Subulussalam focuses on work efficiency, clear responsibilities, the use of technology, and improved service ethics. This implementation aligns with the school's vision of delivering professional, friendly administrative services that support all educational activities.

3. Evaluation of the Administrative Management Strategy in Improving School Administration Services at SMP IT Subulussalam Lampung Timur

After the implementation phase, the next crucial stage is the evaluation. Evaluation is a managerial function that is just as important as planning and execution. It is conducted to assess how well the implemented strategy has achieved the established objectives and to identify strengths and weaknesses in the execution. At SMP IT Subulussalam Lampung Timur, the evaluation of the administrative management strategy is performed periodically as part of the effort to continuously improve the quality of school administration services. This aligns with the results of the interview with Mr. Ahmad Nur Cholis, the Administrative Officer:

"Evaluation is carried out periodically, at least at the end of each semester. We assess staff performance based on timeliness in completing tasks, tidiness of files, and the speed and accuracy of services to the school community. The evaluation results are then discussed in meetings with the school principal to determine the necessary improvements moving forward. We also gather feedback from teachers, students, and parents through suggestion boxes or directly, so we know which services need improvement. From the evaluations conducted, we have seen considerable improvement, particularly in the organization of documents and service speed. However, we also identified several challenges, such as staff's limited understanding of the latest administrative technologies. Therefore, we recommend additional training and the improvement of work facilities as a follow-up to this evaluation" (Ahmad Nur Cholis, S.H, komunikasi pribadi, 12 Juni 2024).

a. Objectives of Evaluation

The primary goals of evaluating the administrative management strategy at the school include:

1) Assessing the effectiveness of the administrative management program implementation.
2) Identifying obstacles or challenges encountered during the strategy's execution.
3) Providing a foundation for decision-making in the development of new policies or strategies.
4) Offering feedback to educational staff for performance improvement.

b. Forms and Timing of Evaluation

Evaluation is carried out in various forms, including:

1) Daily Evaluation, This involves short reports of tasks carried out by administrative staff each day.
2) Weekly Evaluation, Conducted through staff meetings with the administrative head to review work and services during the past week.

3) Monthly Evaluation, A coordination meeting between the administrative staff and the school principal to review the overall administrative program and services.
4) Additionally, incidental evaluations are performed if significant issues or complaints arise from the school community or external stakeholders regarding the administrative services.Assessing the effectiveness of the administrative management program implementation.

c. Evaluation Indicators

The evaluation of the administrative management strategy utilizes the following key indicators:

1) Timeliness of administrative services.
2) Alignment of task execution with the established SOPs.
3) Satisfaction levels of the school community with the provided services.
4) Completeness and tidiness of administrative documentation.
5) Achievement of pre-established work targets.

d. Results of Evaluation

Based on interviews with the school principal and administrative head, the evaluations carried out have produced positive results, such as:

1) Administrative services becoming faster and more organized.
2) Administrative staff showing improvements in discipline and work responsibility.
3) The established SOPs proving to be a helpful reference in streamlining service workflows and task execution.
4) Several innovations emerged as a result of the evaluation, such as the development of an online administrative service form to ease access for students and teachers. However, some key issues were noted in the evaluation results, including:
5) Uneven proficiency in technology usage among administrative staff.
6) Limited supporting facilities such as computers and printers.
7) Occasional delays in document filing during peak workloads due to accumulated tasks

e. Follow-up Actions from the Evaluation

As a follow-up to the evaluation results, the school has devised several strategic steps, including:

1) Scheduling internal training to enhance staff capacity.
2) Proposing the acquisition of more adequate tools and equipment.
3) Revising workflows and task rotation schedules to prevent work overload.
4) Strengthening communication with the foundation to support improvements in administrative management.Administrative services becoming faster and more organized.

Based on these steps, the administrative management strategy at SMP IT Subulussalam focuses on work efficiency, clear responsibilities, the use of technology, and improved service ethics. This implementation aligns with the school's vision of delivering professional, friendly administrative services that support all educational activities

Discussion

Analysis of the Strategic Management of Administrative Affairs in Improving School Administration Services at SMP IT Subulussalam, Lampung Timur, Planning is an essential initial step in any process. In the context of administrative management, planning is conducted during the work meeting sessions, and the resulting plan becomes a strategy that guides the execution of administrative tasks to ensure that the educational institution's goals are achieved effectively and efficiently. According to Hadari Nawawi in his book by Abdul Majid, planning involves developing steps to resolve problems or accomplish tasks aimed at achieving specific objectives. Lisa Septia Dewi also defines planning as the process of defining an organization's objectives, devising strategies to achieve them, and developing the activities necessary to carry out the organizational tasks. This approach aligns with the practices at SMP IT Subulussalam, Lampung Timur, where the planning process includes clearly outlining the duties and responsibilities of each staff member. This is done to enhance work effectiveness and ensure that the established goals are reached. Planning is considered the most crucial phase of all management functions because without it, other functions cannot proceed effectively (Abdul Majid, 2009; Lisa Septia Dewi, 2020).

Further, according to Bafadal as cited by Mohamad Muspawi, the planning of administrative services improvement should consider several aspects: what will be done, what needs to be done, when it will be done, how it will be done, and what resources are required to achieve the desired outcomes (Muspawi & Robi'ah, 2020). This view is consistent with the data from SMP IT Subulussalam, where school members are involved in the planning process. The plan includes formulating strategies for the implementation phase and identifying the resources necessary to ensure the smooth execution of the administration improvement process. Moreover, Suwatno suggests that recruitment strategies for educational staff are essential for attracting human resources who meet the qualifications required by educational institutions. These individuals should be capable of fulfilling the organization's mission to realize its vision and objectives (Doni Juni Priansa, 2013). Recruitment at SMP IT Subulussalam, Lampung Timur, considers not only knowledge and experience but also personal attributes such as talent and personality. This aligns with the planning process, which includes the careful selection of administrative staff based on these criteria.

The findings from the study at SMP IT Subulussalam, Lampung Timur, confirm that the planning process for administrative management aligns with existing theories and includes all the necessary components to be effective.

Analysis of the Implementation of the Strategic Management of Administrative Affairs in Improving School Administration Services at SMP IT Subulussalam, Lampung Timur, The implementation of administrative management involves the provision of services that help meet the school's needs. Administrative management is a process of interaction between administrative staff and the educational community, including teachers, students, and other stakeholders, to deliver services that support the achievement of the educational institution's goals.

At SMP IT Subulussalam, Lampung Timur, the execution of administrative tasks is conducted in accordance with the plans established during the planning phase. This includes managing administrative tasks related to students, educational staff, and the broader school community. The administrative staff is responsible for delivering services that meet the needs of the education stakeholders, including alumni who require services such as diploma legalization and SKHUN retrieval. Terry, in his book on educational management, defines implementation as efforts to encourage group members to carry out their tasks with enthusiasm and willingness (2017).

This aligns with the data findings that show that during the implementation phase, leadership plays a key role in motivating staff to carry out their responsibilities in accordance with the school's objectives. According to the Ministry of Education Regulation No. 24/2008 on school administration standards, an administrative head must possess managerial competencies. The manager must be able to influence, guide, and control educational staff to ensure that they perform their duties professionally, allowing the institution's educational objectives to be met effectively and efficiently. This is evident at SMP IT Subulussalam, where the administrative head guides and supervises staff to ensure the planned objectives are achieved. Additionally, leadership involves fostering commitment among the staff, building strong communication, offering motivational support, and cultivating discipline to ensure tasks are completed on time (Ahmad Huzaini, 2021).

Furthermore, the Ministry of Education Regulation No. 24/2008 specifies that the implementation of school administrative functions requires technical competencies in various administrative areas, including human resources, finance, student services, correspondence and archiving, facilities management, and curriculum administration. At SMP IT Subulussalam, Lampung Timur, the administrative services include managing personnel and financial records, maintaining student data, handling correspondence, and managing school facilities. The availability of these services is essential in improving the efficiency of school administration.

There are several supporting factors that contribute to the effective implementation of administrative services. These factors include strong support from the school administration and a collaborative work environment that encourages mutual assistance among staff, which makes the process of improving school administration services more effective.

Analysis of the Evaluation of the Strategic Management of Administrative Affairs in Improving School Administration Services at SMP IT Subulussalam, Lampung Timur, Evaluation is the final stage following the planning and implementation phases. According to Rogers and Badham in Monitoring and Evaluation, evaluation is defined as a systematic process of collecting and analyzing information to provide considerations based on strong evidence (Idrus L, 2019). This evidence is then used to determine how well the targets of a program are being met, which can guide decision-making for the development of the organization or program. This concept aligns with the findings from the study, where the evaluation process at SMP IT Subulussalam involves assessing the progress of administrative tasks in improving school services and identifying challenges or obstacles that arose during implementation. This analysis helps inform future improvements.

The evaluation process is carried out in regular meetings, with the aim of drawing conclusions from the analysis. According to M. Chabib Thoha as cited by Idrus L, evaluation is a planned activity that uses instruments to compare the results with predefined benchmarks in order to draw conclusions. This is evident in the case of SMP IT Subulussalam, where regular monitoring of activities takes place, followed by a review of all activities to identify shortcomings and propose solutions. The evaluation process also helps to identify opportunities for further improvement.

Therefore, evaluation is crucial in any process, as it reveals potential barriers encountered during the execution of tasks. For SMP IT Subulussalam, evaluation allows the institution to assess the extent to which its objectives have been achieved in improving school administration services. The results of the evaluation provide a basis for the next steps in achieving the institution's objectives.mi.

Conclusion

Based on the findings of the study regarding the strategic management of administrative affairs in improving school administration services at SMP IT Subulussalam, Lampung Timur, several key conclusions can be drawn.

The administrative management at SMP IT Subulussalam has implemented a systematic planning process for administrative activities, which is based on the academic calendar and the specific needs of the school. This approach has positively impacted the readiness of the administration services. The division of tasks and responsibilities among the administrative staff is clear and proportional, ensuring that each staff member understands their role in the smooth operation of the school's administrative functions.

Administrative services are carried out with the principles of speed, accuracy, and friendliness. This has enhanced the satisfaction of students, teachers, and parents in accessing the school's administrative services. Additionally, the school principal conducts regular supervision and evaluation of the administrative staff's performance. This ensures that any issues are promptly addressed and that the quality of service continues to improve.

Some challenges, such as limitations in human resources and infrastructure, were encountered. However, these challenges have been addressed through internal training strategies and the optimal use of available technology.

The findings suggest that effective strategic planning and organization play a crucial role in the smooth operation of school administration. Schools aiming to enhance their administrative services can benefit from implementing clear organizational structures and investing in continuous staff development. Furthermore, regular monitoring and evaluation are essential in ensuring that administrative functions remain responsive and adaptable to evolving needs. The use of technology and training programs can help overcome challenges such as limited resources, ensuring that schools can provide quality services despite these constraints.

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