ADMINISTRATIVE MANAGEMENT IN IMPROVING QUALITY OF ACADEMIC SERVICES

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Abstract

Madrasah Ibtidaiyah (MI) At-Taqwa is one of the leading educational institutions in the city of Bondowoso. This institution has succeeded in gaining very good trust from the community, one proof is that the number of students who register each year exceeds the targeted number and its students at this institution always achieve both academic and non-academic achievements. Seeing this reality, it is impossible to be separated from good and directed administrative management at the madrasah. This study aims to describe administrative management at MI At-Taqwa Bondowoso which includes planning, organizing, implementing and supervising administration in improving the quality of academic services. This research approach is qualitative with a descriptive type. Data collection techniques using observation, interviews, and documentation which are then analyzed to obtain data or information. The subjects of this study include the head of the madrasah, the head of administration, and the administrative staff at MI At-Taqwa Bondowoso. For the validity of the data, the researcher used triangulation. The results of this study are that administrative management in improving the quality of academic services at MI At-Taqwa Bondowoso starts from formulating planning, then dividing tasks *(job descriptions),* then implementing the formulated plans in the form of several work programs in each part of the administration, then monitoring and evaluation by the head of the madrasah regarding administrative performance at the MI At-Taqwa Bondowoso Institution.

Keywords: *Administrative Management, Quality of academic services, Madrasah*

A. Introduction

Education is seen as a crucial aspect of human life. This is evidenced by the rapid changes taking place in the world of education, from online student admissions services to graduation announcements.

In addition, numerous educational institutions have emerged, both public and private, ranging from high-quality to low-quality. This proliferation of educational institutions has created intense competition to attract educational clients. This increased competition also requires each institution to continually

address the needs and desires of its clients and meet their expectations in a way that is more satisfying and beneficial to them than its competitors.

In the educational process, everything must be well-organized. This process must be taken into account to achieve the required educational goals. Furthermore, the educational environment also influences student satisfaction. Only in this way can human resources be developed. Indonesia is a predominantly Muslim country, which impacts the numerous Islamic educational institutions.

Qomar stated that there are three keys to realizing advanced, high-quality Islamic education. These three factors include the epistemology of Islamic education, Islamic education management, and educational awareness. According to Qomar, management is a factor that can influence the quality of Islamic education, and the management of Islamic educational institutions can be improved by carrying out tasks during their implementation. All activities can be carried out systematically in several stages. This facilitates the process of achieving the intended goals (Maya and Lesmana, 2018: 294) .

The word management comes from the word "manage," which means to organize. According to Rohiat, management is the process of systematically managing the resources owned by a school or organization, including people, money, methods, materials, machines, and marketing process systems.

Another definition put forward by Mulyani A. Nurhadi defines management as a series of processes that regulate the joint efforts of a group of people who are members of an educational institution to achieve a predetermined education effectively and efficiently. From this definition, it can be concluded that there are three things related to management, namely the cooperative efforts of two or more people and the achievement of predetermined goals (Mustari, 2014: 2-5) .

Many aspects of managing an educational institution need to be regulated, not only related to the teaching and learning process but also to services. Service delivery in education is paramount, as education itself is a service-oriented field. Furthermore, increasing competition forces educational institutions to compete with each other in providing services. Some schools or madrasahs still lack comprehensive services accessible in one location, resulting in fragmented service processes that take longer.

Administrative activities are an integral part of the administrative process. According to Anwar and Sagala, educational administration is the application of administrative science to the field of education, or the application of administration to advance, develop, and control educational endeavors and practices (Murniati, 2009: 2-3) .

Effective administration can be achieved if the human resources and infrastructure support all administrative activities. Competent and responsible staff can provide optimal service and enable information seekers to obtain clear information. Furthermore, good service also influences customer trust in the

administrative process. The clients here are students, the group receiving services from schools or madrasas (Mahmud, 2015: 6).

School administration is a series of work organization management activities carried out systematically and regularly by an individual or group of people to achieve a certain goal. School administration is the vanguard of educational services, namely as the main body of school administration that directly handles internal and external school services that have the responsibility and function of carrying out operational work for the realization of the institution, as well as providing information for the highest leadership of the organization to make decisions or take appropriate actions, and to help smooth the development of the organization as a whole. Thus, through good administration also affects the quality of service of an institution.

Activities are a common component of the administrative process. Anwar and Sagala argue that educational administration is the application of administrative management science in the world of education, or the application of administration in business and educational practices. The most effective implementation of administration is to utilize existing human resources and infrastructure to support all activities related to administration.

The location chosen in this study was chosen because MI At-Taqwa Bondowoso is one of the private madrasas that has been accredited A, the large number of interested consumers of education is seen from the quality of its graduates who prioritize noble character, not only focusing on the cognitive domain, namely intellectual intelligence (IQ), but also increasing emotional intelligence (EQ), and spiritual intelligence (SQ).

One of the unique aspects of this study is how the principal and administrative staff plan, organize, implement, and control or supervise the administrative management at MI At-Taqwa Bondowoso. Good management will undoubtedly impact the established goals and produce high quality for the institution. Administrative management is the primary focus of the study because it is crucial to the progress of an institution.

MI At-Taqwa Bondowoso has succeeded in gaining good trust from the community, one proof is the number of students who register each year exceeds the targeted number and its students can achieve. Seeing this realistically, it is impossible to be separated from good and directed administrative management regulations at the madrasah. The success of MI At-Taqwa Bondowoso cannot be separated from the scope of administrative management starting from careful planning, organization in accordance with the duties and functions of each employee, implementation of school and administrative programs and evaluation of its administrative programs with the aim of maintaining and improving good service to parents and students.

B. Research Methods

This research approach uses qualitative research, which focuses on natural phenomena or symptoms. The research method used is *field research* , as the researcher must go directly into the field and engage with the local community. This research must have knowledge about the conditions, situations and life turmoil of the participants in the community being researched (JR Roco, 2010:9).

The data collection techniques used are observation, interviews and documentation. Observation can be in the form of certain activities, events, incidents, objects, conditions or atmospheres and a person's emotional feelings. Observations are conducted to obtain a real picture of an event or incident to answer research questions . Interviews are the process of obtaining information for research purposes by means of questions and answers while gradually between the interviewer and the respondent using a tool called an interview guide (Darmanah, 2019:33). Documentation can be in the form of letters, diaries, photo archives, meeting results, souvenirs, activity journals and so on.

The data that has been collected and guaranteed to be true is analyzed using an interactive model from Miles and Huberman which is carried out through several stages as follows: 1) data collection, 2) data condensation, 3) data presentation, 4) conclusion as shown in the following figure:

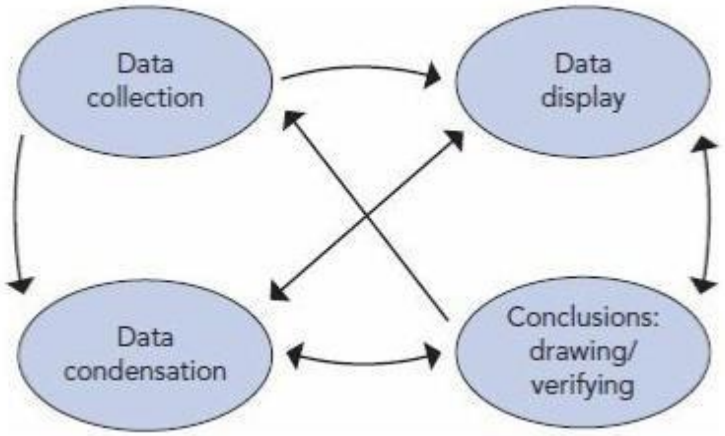


Figure 1: Interactive Model Data

1. Data Collectior

   Data collection was carried out before the end of the study. In qualitative research, data collection is carried out throughout the research.
2. Data Condensation

   Data condensation is the process of selecting, focusing, simplifying, and transforming raw data obtained from field notes, interview transcripts, observations, documentation, and other sources in research.
3. Data Presentation

In principle, data presentation is processing semi-finished data that is already uniform in the form of writing and already has a clear theme flow. In this study, the presentation of data was carried out using narrative texts. According to Miles & Huberman (1984), the most often used to present data in qualitative research is with narrative texts.

4. Conclusion

Drawing conclusions is an important stage in the research process that serves to answer the focus of research based on the results of data analysis that has been carried out (Miles and Huberman 2014). To test the validity of the data obtained, the researcher used triangulation.

C. Results and Discussion

1. Results

a. Planning Administration at MI At-Taqwa Bondowoso

Planning is the first step in administrative management. Planning activities at MI At-Taqwa Bondowoso begin with data analysis to determine what is needed. Administrative analysis is conducted through working meetings with all teachers, staff, and employees, allowing them to share ideas and suggestions about what needs to be done going forward.

The planning process at MI At-Taqwa Bondowoso is carried out through various activities, such as work meetings, needs analysis, teacher proposals, administrative proposals, and the Principal's Vision and Mission. The planning process at MI At-Taqwa Bondowoso is based on needs analysis. The analysis at MI At-Taqwa Bondowoso is based on the administrative management process, deficiencies, and academic service standards. The following is a picture of the planning analysis at MI At-Taqwa Bondowoso:

Planning Process at MI At-Taqwa Bondowoso



After conducting interviews with several individuals , including the Principal, Head of Administration, and Administrative Staff at MI At-Taqwa Bondowoso, it can be concluded that the administrative management planning process is crucial. With proper planning, all activities will run smoothly and systematically. This allows for easier monitoring of the progress of the madrasah's management goals. To ensure effective administrative management, a thorough administrative planning process is essential. The first step is to analyze the needs of the school to determine what teachers and administrative staff will be expected to accomplish.

Therefore, in an effort to improve the quality of academic services at MI At-Taqwa Bondowoso, the initial step is planning, which takes place at the beginning of the year through a work meeting. The planning process also takes into account priorities, adapting conditions and programs developed at the beginning of the semester to meet existing administrative needs.

b. Organization of Administration at MI At-Taqwa Bondowoso

In the implementation of good management, there should always be responsibilities or main tasks and functions for each task such as in the school treasurer, operator, data proctor and others under the command of the Head of Administration named Mr. Syarief Hidayatullah, S.Pd who is responsible to the principal to always check and evaluate the management of administration without any reason because of accreditation or only when needed, but because it has become a habit to always complete the administration and management that has been prepared.

The initial step in the organizational process at MI At-Taqwa Bondowoso is to analyze the needs to find out what deficiencies will make the academic service process less conducive, then create a work program based on the existing planning, then realize the administration that has become a work program.

The organizational structure at MI At-Taqwa Bondowoso involves dividing tasks according to their skills, such as treasury, curriculum, BOS funds, and so on.

The process of organizing administrative management is carried out to carry out the tasks of an educational institution and achieve its stated goals. In an educational institution, organizing is the activity carried out to carry out all tasks and responsibilities based on planning results. The organization is determined by the principal based on the results of previous meetings to ensure effective and efficient operations going forward.

As Terry (1973) explains: organizing is the establishment of effective behavioral relationships among people, so that they can work together efficiently and achieve personal satisfaction in performing selected tasks under given environmental conditions for the purpose of achieving some goal or objective. The opinion above provides the understanding that

organizing is an effort to create clear task relationships between personnel, so that everyone can work together under good conditions to achieve organizational goals. Organizing carried out by managers effectively will be able to:

1) Explaining who will do what
2) Explaining who leads whom
3) Explaining communication channels
4) Centralize data sources towards targets

c. Implementation of Administration at MI At-Taqwa Bondowoso

Implementation is an effort to carry out tasks that have been divided into job descriptions and responsibilities. Implementation is a follow-up activity after the division of tasks *(job descriptions)* to ensure smooth administrative management. The implementation of administrative management at MI At-Taqwa Bondowoso has been running well, with participation and collaboration between the principal, teachers, administrative staff, students, and parents.

After conducting interviews with several individuals at MI At-Taqwa Bondowoso, the implementation of administrative management is considered good. Proper implementation will minimize existing administrative problems. Administrative management is carried out structurally and procedurally in accordance with educational institution regulations. Properly implemented administrative management can improve the quality of academic services and support the administrative service process, which will enhance service quality and ultimately achieve the stated goals of improving the quality of the institution.

This is in accordance with the theory (Nawawi, 1998: 13) that the scope of organizational management can be broadly divided into two activities. First, administrative management. This field of activity is also called management of administrative function , namely activities that aim to direct everyone in the organization/workgroup to do the right things in accordance with the goals to be achieved. Second, operative management can also be called management of operative function , namely activities that aim to direct and guide so that everyone who aims to direct and guide so that everyone who carries out their work which is their respective duties can be appropriate and correct.

d. Supervision and Evaluation of School Administration at MI At-Taqwa Bondowoso

Monitoring and evaluation are the final stages after the implementation of a work program. Monitoring and evaluation are conducted to identify and resolve any problems that arise during the program. Deficiencies and problems will be easily resolved if teams work together and support each other. Supervision and evaluation are carried out by the madrasah principal to further improve existing performance.

This is in accordance with what was explained by (Mulyono, 2017: 145) that in balancing various circumstances that often change, the principal is not only required to be an educator and administrator, but also must act as a manager and supervisor who is able to implement quality management . And able to assess and direct so that tasks can be carried out according to the established program. Therefore, supervision and evaluation in an educational institution is one of the important elements to be able to improve staff performance and the quality of the institution in the future.

2. Discussion

The results of improving the quality of academic services at MI At-Taqwa Bondowoso are firstly improving the quality of services and secondly improving academics, in developing the quality of services it is necessary to complete all the components in it, by forming PTSP (One Stop Integrated Service) so that services to the community and students can be realized quickly so that people who come do not feel disappointed because they have to wait for the desired data or information.

Quality is the quality of an educational institution. Continuously improving quality will create a positive image, attracting more students to MI At-Taqwa Bondowoso. While quality improvement is an activity that is indirectly involved in the educational process, it also influences the quality improvement at MI At-Taqwa Bondowoso, particularly in the administrative field related to academic services.

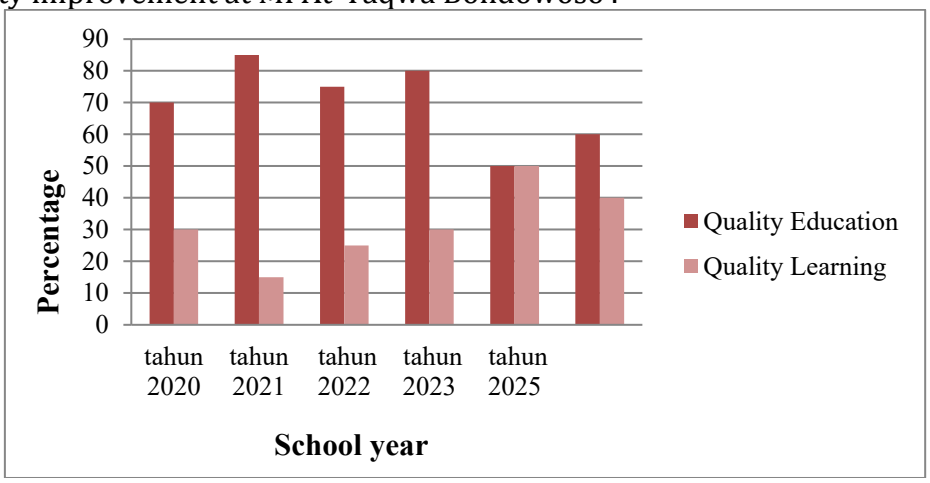
The results of the quality of education can be seen from the academic services that have been carried out by the TU staff, and can be seen from the achievements that have been achieved by students both in the form of academic and non-academic abilities, so that the results obtained are in accordance with the expectations and needs of the community as customers of education. Not only seen in terms of the quality of graduates, but also can be seen in terms of service results from improving the quality of education, namely by providing good service to education customers both for students and parents so that they will be satisfied with what the institution has given them. If all student needs are met then they will feel satisfied and happy with what the institution has provided, so that by fulfilling student needs the learning process will be effective and efficient so that it can achieve the goals that have been set.

This is in accordance with what Sallis (2011:100) explained, citing Deming, that the measure of success is not only measured by achievement, but the true indicator of success is customer satisfaction and joy.

From the quality improvement, namely customer satisfaction in educational institutions, both from students who can improve their learning achievements and parents who must be given good service so that they will be

satisfied with what the institution has provided so that the goals that have been set can be achieved.

So, from the research conducted by the researcher, it can be concluded that the results of the quality improvement at MI At-Taqwa Bondowoso are, firstly, an improvement in service quality and secondly, an improvement in academic quality. For more details, here are the results of the quality improvement from 2020 to 2025. The following is a picture of the results of the quality improvement at MI At-Taqwa Bondowoso .



D. Conclusion

Based on the results of research on Administrative Management in Improving the Quality of Academic Services at Mi At Taqwa Bondowoso , there are several conclusions according to the focus of the research as follows:

1. Planning of Administrative Management at MI At-Taqwa Bondowoso

   In an effort to improve the quality of academic services at MI At-Taqwa Bondowoso, the initial step is planning, which is carried out at the beginning of the year by holding a work meeting. The planning is carried out based on a needs analysis. The planning at MI At-Taqwa Bondowoso is obtained through several planning processes, starting from the work meeting, needs analysis, teacher proposals, TU proposals, and the vision and mission of the madrasah principal, resulting in a thorough plan.
2. Organization of Administrative Management at MI At-Taqwa Bondowoso

   The organization of administrative management at MI At-Taqwa Bondowoso is the result of pre-planning. The organizational process involves dividing tasks and responsibilities according to the institution's needs. The goal of organizing is to ensure that all planned work programs run smoothly, effectively, and efficiently.
3. Implementation of Administrative Management at MI At-Taqwa Bondowoso

   The implementation of administrative management at MI At-Taqwa Bondowoso can be categorized as very good, seen from the administration in the institution and the services received during the observation. The electronic

equipment supporting teaching and learning activities and school administration is also complete. MI At-Taqwa Bondowoso also has adequate internet access, as evidenced by the internet devices installed in the administrative staff area, in particular.

4. Supervision and Evaluation of Administrative Management at MI At-Taqwa Bondowoso

   Monitoring and evaluation at MI At-Taqwa Bondowoso are conducted once a month to identify any obstacles and problems that arise during implementation. This monitoring can take the form of monthly meetings or direct performance evaluations conducted by the head of the administration at MI At-Taqwa Bondowoso, so that administrative staff experiencing difficulties can find solutions to these problems.

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