

The Role of School Administration Personnel in Improving the Quality of Service at SD Negeri 004 Palembang

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A B S T R A C T

School administration personnel are an integral part of the education management system whose role is to ensure that school governance runs in an orderly, effective, and sustainable manner. However, in practice, the existence of administrative personnel often receives less attention than educators and tends to be seen as limited to carrying out technical tasks. This study aims to analyze the role of administrative personnel in improving the quality of educational services at SD Negeri 004 Palembang by focusing on aspects of the implementation of duties, responsibilities, competencies, and obstacles faced. The research uses a descriptive qualitative approach with data collection techniques through observation, in-depth interviews with administrative staff, principals, and teachers, as well as documentation studies of school administrative archives. The results of the study show that although the number of administrative personnel is not ideal and the workload is relatively high, their contribution is very significant in data management, information services to school residents and parents, infrastructure management, and the preparation of institutional reports. The ability to master information technology and good internal coordination also improves service quality. Improving service quality can be done through the arrangement of task divisions, competency training, and strengthening the digital-based management system on an ongoing basis.

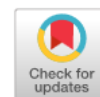
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INTRODUCTION

Education is one of the aspects that has an important role in improving the quality of human resources. Through quality education, it is hoped that the next generation of the nation will be born who are intelligent, characterful, and able to compete in global life (OECD, 2021). Schools as formal educational institutions have a great responsibility in realizing these goals. In its implementation, schools not only involve teachers as educators, but also education personnel who have administrative duties, one of which is school administration personnel (TAS) (Smith & Brown, 2022). School administration personnel have a strategic role in supporting the smooth process of service, management, and implementation of educational activities in schools.

According to Permendiknas Number 24 of 2008 concerning Standards for School/Madrasah Administrative Personnel, school administration personnel are education personnel who are in charge of carrying out non-learning administration professionally so that the educational process can run in an orderly, effective, and efficient manner (Ministry of Education and Culture, 2008). This means that the existence of administrative personnel is not only a complement to the school organizational structure, but has a direct contribution to the quality of school services which has an impact on the quality of education as a whole.

Several previous studies have shown that the quality of school administration services affects the satisfaction of school residents and the effectiveness of education

management. Previous studies have generally highlighted the competence of administrative personnel, the implementation of school-based management, and the effect of administrative digitalization on work efficiency (Johnson & Lee, 2020; Chen et al., 2021). The results of the study show that improving competence and the use of information technology can improve the administrative service system and accelerate school data management (Kumar & Verma, 2022). However, most of the research still focuses on managerial aspects in general or at the secondary education level, so it has not specifically explained the strategic role of elementary school administrative personnel in the context of comprehensively improving service quality.

In addition, previous research has tended to place administrative personnel as system supporters without elaborating in depth on how the implementation of tasks, responsibilities, coordination patterns, and the real obstacles they face in daily practice (Lopez & Singh, 2023). In other words, there is still a research gap related to empirical analysis of the concrete contribution of elementary school administration personnel to the quality of education services, especially in the context of public schools at the local level.

SD Negeri 004 Palembang as one of the state basic education institutions has an organizational structure that includes school administration personnel who are tasked with supporting the implementation of education. The presence of administrative staff in this school is urgently needed in the management of student data, teacher data, reporting to the education office, management of infrastructure, and general services to school residents. However, reality shows that there are still several obstacles such as a lack of understanding of the digital-based administrative system, suboptimal division of tasks, and coordination that is not optimal between administrative staff and teachers and principals (Putra & Rahman, 2024).

In improving the quality of education services, school administration personnel need to have adequate competence both in terms of knowledge, skills, and professional attitudes. The quality of service is greatly influenced by the quality of human resources who provide these services (Dewi & Santoso, 2023). If administrative personnel have good competence, then the administrative process will run effectively, quickly, precisely, and directed. In addition, the quality of school services is also related to services to the community, especially parents and students. As a public service agency, schools are required to provide friendly, responsive, transparent, and accountable services, where administrative staff are at the forefront of building a positive image of the school.

Based on this description, this study aims to examine and describe in depth the role of school administrative staff in improving the quality of service at SD Negeri 004 Palembang, as well as identifying supporting and inhibiting factors. This research is important to fill the gap in previous studies as well as provide an empirical picture of optimizing the role of administrative personnel at the elementary school level. The results of the research are expected to provide strategic recommendations for schools in improving competence, clarifying the division of tasks, strengthening coordination, and developing a more effective and digital-based administrative work system, as well as being a reference for further research and development of education policies.

METHOD

Respondents

This research was conducted at SD Negeri 004 Palembang, located on Jl. Ogan, Bukit Lama Village, Ilir Barat I District, Palembang City, during May-August 2025. The study respondents included school principals, administrative staff (administration and school operators), teachers, and students/parents as supporting informants. The selection of informants is carried out purposively, with a focus on parties directly involved in school administration and service activities.

Instruments

The main instrument of this research is the researcher himself as a key instrument, with the help of observation guides, semi-structured interview guidelines, and documentation sheets. The instrument is used to obtain in-depth data on the role of administrative personnel in improving the quality of education services.

Procedures

This study uses a qualitative approach with a descriptive method that aims to understand in depth the role and contribution of school administration personnel in improving the quality of educational services. The qualitative approach was chosen because it allows researchers to explore social phenomena in a natural setting and emphasize the meaning, process, and interpretation of participants' experiences (Creswell & Creswell, 2023). The descriptive method is used to systematically describe the facts, characteristics, and relationships between the phenomena studied without manipulating variables.

The research procedure begins with the pre-field stage which includes the preparation of the research design, determination of the focus of the study, and the management of research permits. Furthermore, the researcher conducts the stage of data collection in the field by acting as the main instrument (human instrument) that directly interacts with the research subject.

The data collection technique is carried out through three main methods. First, passive participatory observation, which is the researcher observes school administrative activities without being directly involved in these activities to obtain a clear picture of the implementation of administrative staff's duties, coordination patterns, and service dynamics in schools. Observation in qualitative research serves to understand social behavior and interaction in its context (Merriam & Tisdell, 2022).

Second, in-depth interviews are conducted in a semi-structured manner to school principals, teachers, and school administration staff as the main informants. This interview aims to explore comprehensive information about roles, responsibilities, obstacles, and efforts to improve the quality of administrative services. This technique allows for a broader exploration of participants' subjective experiences and perspectives (Brinkmann & Kvale, 2021).

Third, documentation is carried out by examining school archives, administrative reports, planning documents, and other supporting data that are relevant to the focus of the research. Document analysis serves as a secondary data source to strengthen and verify the results of observations and interviews (Bowen, 2020).

The validity test of the data is carried out through source triangulation and method triangulation, which is comparing data from observations, interviews, and documentation to ensure the consistency and credibility of the information. Triangulation is an important strategy in qualitative research to increase the validity of findings (Creswell & Creswell, 2023).

Data Analysis

Data analysis is carried out interactively and continuously from the beginning of data collection to the conclusion stage. This process follows the interactive analysis model proposed by Miles, Huberman, and Saldaña (2014), which consists of three main components: data reduction, data presentation, and conclusion/verification.

The first stage is data reduction, which is the process of selecting, simplifying, coding, and grouping data according to the research theme. At this stage, the researcher organized the raw data into categories such as the role of administrative personnel, forms of services, obstacles, and quality improvement strategies. Data reduction aims to focus information to be more targeted and meaningful.

The second stage is data presentation, which is compiling information that has been reduced in the form of descriptive narratives, matrices, or thematic tables to make it easier for researchers to understand patterns and relationships between categories. Data presentation helps researchers identify trends, differences, and relationships between findings.

The third stage is conclusion drawing and verification. At this stage, the researcher interprets the meaning of the data to answer the research focus on the strategic role of administrative personnel in improving the quality of school services. The conclusions obtained are not final before the verification process is carried out continuously through re-checking data in the field or confirmation to informants (member checking).

The entire analysis process is carried out in a reflective and iterative manner, meaning that the researcher constantly interprets, compares data between sources, and relates the

findings to theories and previous research results. Thus, this analysis not only produces factual descriptions, but also an in-depth understanding of the contribution of administrative personnel in supporting the quality of educational services at SD Negeri 004 Palembang.

FINDINGS AND DISCUSSION

Findings

The results of the research were obtained through observations, interviews, and documentation at SD Negeri 004 Palembang, as well as an analysis of the role of school administrative staff in supporting the quality of educational services. To provide a clear and in-depth picture of the phenomenon being studied, the discussion in this chapter is compiled based on the results of research in the field. The analysis is carried out by considering the research objectives so that the findings can provide an in-depth and relevant understanding of the research subject. SD Negeri 004 Palembang was established on January 1, 1970 and is located on Jl. Ogan, Bukit Lama, Ilir Barat I, Palembang. This school has 545 students divided into 19 study groups and supported by 29 educators, consisting of teachers with civil servant, PPPK, and honorary status, as well as 4 education staff. The condition of the infrastructure, such as 11 classrooms, principal's room, teacher's room, prayer room, TU room, and sanitation facilities, is in good condition and suitable for use. In general, the condition of SD Negeri 004 Palembang is in quite good condition, according to the results of data collection carried out through the documentation method. This can be seen from the various elements that are the focus of the research. This includes the location of the school, the availability and quality of teachers and education personnel, the number and conditions of students, and the availability of learning support facilities and infrastructure. The school supports teaching and learning activities because of its strategic location and easy access.

In terms of human resources, the school's employees, including teachers and education staff, meet the necessary qualifications to support educational activities. The number of students is also well managed and appears to be active in school activities. However, schools are considered to have adequate and suitable facilities and infrastructure, including classrooms, learning facilities, and supporting equipment. Thus, SD Negeri 004 Palembang shows that they are ready and feasible to carry out a high-quality basic education process. This also shows the school's commitment to providing the best educational services for all students. The main findings of the study show that the role of administrative personnel is vital in maintaining the smooth operation of schools, especially in the fields of correspondence, student data, and archiving. The limitation of administrative human resources has an impact on the lack of work specialization, so that the effectiveness of services has not been maximized. Professional training and coaching are an urgent need to improve the competence and work ethic of administrative staff. Collaboration between administrative staff, teachers, and school principals is a key factor in realizing efficient education management. The results of the research findings can be seen in table 1 below.

Table 1. Research Findings

Yes	Sub Focus	Findings
1.	The Role of School Administration Personnel in Improving the Quality of Service at SD Negeri 004 Palembang	Planning that is still common and not well recorded Lack of coordination between educators and administrative staff in the planning process Less than optimal performance of administrative personnel
2.	Form of Contribution of School Administration Personnel in Improving Service Quality	There is a poorly understood understanding of tupoksi In daily performance, there is still a lack of efficiency and effectiveness Service flow to undirected tasks Responsiveness to the tasks carried out has not been maximized

Yes	Sub Focus	Findings
3	Supporting Factors for the Performance of School Administration Personnel	Administrative Personnel who have a suitability on a diploma Attractive appearance Energetic attitude of school administration staff and school operators
	Factors Inhibiting the Performance of School Administrative Personnel	Incomplete administrative data, limited working time. Miscommunication between employees often occurs School Administration Personnel (TAS) who will be trained Periodic Evaluation has not been carried out
4.	Strategies of Administrative Personnel in Facing Service Challenges	Coordination between employees, Task completion with time and data constraints Effort, and show a friendly attitude. In addition, they continue to strive to provide the best service to their students and begin to adjust to the demands of digitalization, although the results are not yet ideal.

Discussion

Research Findings on the Role of Administrative Personnel in Efforts to Improve Service Quality at SD Negeri 004 Palembang

The researcher conducted direct observations at the location to find out the role of administrative personnel in school service planning at SD Negeri 004 Palembang. In addition to real practices observed during the research process, informants convey data in the form of stories or oral explanations. As explained earlier in the research process, documentation, interviews, and observations are used to collect data. Depending on the situation and the needs of the field, all three techniques can be applied flexibly, either simultaneously or separately. This method allows researchers to gain a broader and deeper understanding of how administrative personnel assist in the design and implementation of educational services in the school environment in a contextual and real way. Administrative staff play an active role in compiling and supporting school activities such as SPMB for the 2025/2026 school year, data management, and student data collection. Although their involvement is quite high, planning is still top-down, as decisions are mostly made by the principal without the full participation of administrative personnel. This condition shows the need for a more participatory approach so that administrative personnel can be involved in strategic decision-making.

The results of the research on the role of administrative personnel in providing services in schools, which were obtained through the process of data collection, observation, and interviews with related respondents. The description of the results was systematically prepared to illustrate the extent of the contribution of administrative personnel in supporting the smooth running of school operational activities. In addition, the discussion was carried out by relating field findings with relevant theories and the results of previous research. The main focus in this analysis is the effectiveness, quality, and challenges of the services provided by administrative staff, as well as the competency development efforts that have been carried out. Through this chapter, it is hoped that a more comprehensive understanding of the strategic position of administrative personnel in supporting the achievement of educational goals can be obtained, as well as being the basis for the formulation of policy recommendations and the improvement of administrative performance in the school environment.

The results of interviews with various resource persons about program planning show that SD Negeri 004 Palembang must actively participate and be consistently involved in every program implemented, no matter the situation or condition. This continued participation shows a sense of responsibility and appreciation for the support of the surrounding

community. By entrusting their children to attend the school, residents show confidence in the quality of existing education. Therefore, educational institutions must continue to develop their best programs to maintain and repay that trust through high-quality and sustainable educational services.

Contribution of Administrative Personnel in Improving Service Quality

Administrative staff carry out daily administrative services such as filing, correspondence, attendance, and staffing. However, obstacles are still found such as weak coordination, uneven division of tasks, and lack of use of information technology. Teachers also complained about service delays due to the manual work system. However, the administrative staff shows a high commitment in providing the best service and continues to strive to improve efficiency through cooperation with school principals and teachers. Administrative personnel are primarily responsible for non-educational services such as archiving, correspondence, and student data management. The results of field research show that many challenges still lie in the way of completing these tasks. Inadequate understanding of the main tasks and functions (tupoksi), as well as the workflows that should be carried out, are the main obstacles. In addition, the use of information technology has not been optimal, which reduces work efficiency. In addition, the problem that must be solved immediately is the uneven division of tasks among administrative employees. This condition shows that school administrative personnel need capacity building and more systematic work arrangement.

Supporting and Inhibiting Factors for the Performance of Administrative Personnel

The results of the interviews showed that the availability of adequate facilities, such as computers, laptops, and printers, greatly helped the administrative process at SD Negeri 004 Palembang run smoothly. In addition, the administrative service process that runs is better thanks to the help of various parties, such as school principals, teachers, and the surrounding community. These factors create a pleasant work environment and help administrative staff work more efficiently. Based on these findings, the researcher concluded that adequate facilities and active involvement of all school parties are two important components that support the successful and sustainable implementation of various types of administrative services in the school. The main supporting factors are the availability of adequate work facilities (computers, laptops, printers), the support of principals and teachers, and a conducive work environment. Meanwhile, the inhibiting factors include limited administrative human resources, technical problems (internet and electricity), and lack of understanding of duties and professional training. In addition, there are several challenges faced in daily service, as shown by administrative staff. Filling out the daily activity book and making certificates are the main challenges. Limited time and a lack of materials often hinder this process. In addition, there are elements that come from outside sources that are difficult to predict, such as sudden power outages and weak internet signal interference. These conditions hampered the school's administrative operations. Therefore, to ensure that services continue to operate properly despite facing technical and non-technical challenges, anticipatory measures and better management are needed.

According to Makawimbang, (2011) there are ten factors that determine the realization of a quality education process, two of which are the participation and sense of responsibility of teachers and staff as well as programmatic staff development. School administrative staff are education personnel who are in charge of providing administrative service support for all school residents in terms of administrative technicalities (typing, binding, wrapping, and inventory), archiving and correspondence.

Strategies to Face Challenges

The administration implements strategies to improve ICT competence, work ethics and professionalism, efficient time management, and cross-role collaboration. The principal also emphasized the importance of periodic training and regular evaluation so that the quality of service is better and more sustainable. In dealing with various service issues, management employees can use a number of successful approaches. First, improving capabilities in ICT is essential to support task performance. Second, to maintain quality and trustworthy service, it

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is necessary to improve work ethics and professionalism. Third, efficient time and workload management helps prevent overtasks that can hinder performance. In addition, good collaboration with principals and teachers is essential to align common goals and efforts. Finally, the effective implementation of the main tasks and functions (tupoksi) is very important to ensure that every aspect of service is provided as expected. The Strategy of Administrative Personnel in Facing Service Challenges at SD Negeri 004 Palembang is an effort to improve Information and Communication Technology (ICT) Competence for administration, Strengthening Work Ethics and Professionalism for administrative staff and also school operators, Efficient Time and Workload Management, Collaboration with Principals and Teachers, and Deep Understanding of Tupoksi so that the quality of services provided is sustainable in the future and then the day.

Implications and Reflections

The findings show that the administrative system at SD Negeri 004 Palembang has not been fully organized. The absence of a written TUPOKSI, a digital archive system, and a clear division of labor leads to overlapping tasks. Even so, administrative personnel have great potential to become a driver of service quality if given coaching, firm division of labor, and strong managerial support. Overall, the physical evidence found during the observation strengthened the interview data on planning, implementation, and also evaluation/supervision, including: (1) The absence of a written TUPOKSI. (2) The lack of a digital filing system. (3) Lack of documentation of work order and clear task structure. (4) Irregularity in the flow of administrative services. (5) Absence of evaluation records or minutes of administrative personnel development. (6) Evidence of the non-involvement of administrative personnel in school activity planning meetings. This data shows that the administrative management system in schools still needs to be thoroughly revamped so that the role of administrative staff can be improved optimally.

Overall, the results show that the administrative staff at SD Negeri 004 Palembang made a significant contribution, but it is still not optimal. The main factors that lead to low-quality administrative services include a lack of involvement in the planning process, the execution of tasks that are not clearly organized, and a lack of a consistent supervision and coaching system. Due to this circumstance, the administrative services cannot meet the expected quality standards. To achieve this, it is necessary to improve management, division of roles, and develop a more directed work system. This will allow the administrative staff to maximize their potential and help the school run better.

The results of data analysis at SD Negeri 004 Palembang show that the role of school administration personnel (TAS) contributes significantly to improving the quality of educational services, even though the implementation is not optimal. Based on observations, interviews, and documentation, it was found that the implementation of administration is still conventional, with undocumented planning, weak coordination, and limited involvement of administrative personnel in the school managerial process. The results of this study support the view that at SD Negeri 004 Palembang, the effectiveness of services is still constrained by the limited number of administrative personnel. However, the work spirit and support of the principal have been a positive factor in maintaining the stability of the service. Reorganizing the administrative structure and strengthening the competence of human resources will increase efficiency, transparency, and quality of services to school residents.

The results of the research at SD Negeri 004 Palembang show that school administration personnel (TAS) have a significant contribution in supporting the quality of educational services through the management of archives, correspondence, student data collection, and support for the implementation of school programs, even though the implementation still faces obstacles in the form of a conventional work system, top-down planning, limited human resources, and the lack of optimal use of information technology. These findings are in line with research that confirms that the effectiveness of school administrative management has a direct effect on the quality of educational services and stakeholder satisfaction (Sari & Nugroho, 2022; Pratama et al., 2023). Other studies also show that the digitization of administration and strengthening the competence of education

personnel are key factors in increasing the efficiency, transparency, and accountability of school services (Hidayat & Lestari, 2021; Rahmawati, 2024). In addition, the participatory leadership of school principals has been proven to be able to increase the involvement of administrative personnel in the strategic planning and decision-making process so that it has an impact on improving the quality of services in a sustainable manner (Putra & Wahyuni, 2020). Thus, the results of this study reinforce the previous findings that the arrangement of a clear work structure, the preparation of written assignments, the development of ICT competencies, and a continuous evaluation system are important prerequisites in optimizing the role of administrative personnel as an integral part of the education quality assurance system in elementary schools.

CONCLUSIONS

This study emphasizes that optimizing the role of administrative personnel is an important element in improving the quality of school services. Although the administrative function has been running and contributed to the smooth operation of the school, strengthening the managerial and systemic aspects is still needed to make the role more strategic and participatory. Wider involvement in school program planning, capacity building through ongoing training, and targeted supervision support are important steps in improving the professionalism of administrative staff. In addition, strengthening internal coordination and the effective use of information technology can encourage the creation of a more efficient, transparent, and accountable service system. With these improvements, administrative staff not only function as technical implementers, but also as strategic partners in supporting quality and sustainable school governance.

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