
THE LEADERSHIP ROLE OF SCHOOL PRINCIPALS IN FOSTERING THE SOCIAL COMPETENCE (EXCELLENT SERVICE) OF PUBLIC PRIMARY SCHOOL ADMINISTRATIVE STAFF IN SIMPANG KEURAMAT SUB-DISTRICT

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ABSTRACT

This study aims to determine the leadership role of school principals, the social competence of school administration personnel's excellent service, the supporting factors inhibiting the implementation of excellent service and the inhibiting factors of the principal's leadership role in fostering the social competence of school administration personnel's excellent service in Simpang Keuramat District Primary School. The research method is qualitative. Sample selection obtained 3 principals and 3 school administration personnel. The instruments used are interview guidelines and observation sheets. The results of the data analysis show that the school administration personnel of Public Primary School 1, Public Primary School 3, Public Primary School 7 have carried out their duties in accordance with the standards governing the implementation of their duties in permen no 24 of 2008. The results of observations of the development of school administration personnel for each of Public Primary School 1, Public Primary School 3 and Public Primary School 7 are also still categorised as good. The results of the behavioural assessment of school administration personnel from each of the 2 informant schools based on the observed indicators were also categorised as good. Most of the administrative staff carry out as well as possible and the principal has an important role in fostering administrative staff by providing attention, guidance and training in order to improve the insight of these administrative staff.

Keywords: Principal's Leadership Role, School Administrative Staff, Primary School

ABSTRAK

Penelitian ini bertujuan untuk mengetahui peran kepemimpinan kepala sekolah, kompetensi sosial pelayanan prima tenaga administrasi sekolah, faktor penunjang penghambat pelaksanaan pelayanan prima dan faktor penghambat peran kepemimpinan kepala sekolah dalam membina kompetensi sosial pelayanan prima tenaga administrasi sekolah di Sekolah Dasar Kecamatan Simpang Keuramat. Metode penelitian yang dilakukan adalah kualitatif. Pemilihan sampel didapat 3 orang kepala sekolah dan 3 orang tenaga administrasi sekolah. Instrumen yang digunakan berupa lembar pedoman wawancara dan lembar observasi. Hasil analisis data menunjukkan bahwa tenaga administrasi sekolah Sekolah Dasar Negeri 1, Sekolah Dasar Negeri 3, Sekolah Dasar negeri 7 telah melaksanakan tugas sesuai dengan standar yang mengatur pelaksanaan tugas mereka dalam permen no 24 tahun 2008. Hasil observasi pembinaan tenaga administrasi sekolah untuk masing-masing Sekolah Dasar Negeri 1, Sekolah Dasar

negeri 3 dan Sekolah Dasar negeri 7 juga masih dikategorikan baik. Hasil observasi penilaian perilaku tenaga administrasi sekolah dari masing-masing sekolah 2 informan berdasarkan indikator yang diamati juga dikategorikan baik. Sebagian besar tenaga administrasi melaksanakan dengan sebaik mungkin dan kepala sekolah memiliki peranan penting dalam membina tenaga administrasi dengan cara memberikan perhatian, bimbingan dan pelatihan dalam rangka meningkatkan wawasan tenaga administrasi tersebut.

Kata Kunci: Peran Kepemimpinan Kepala Sekolah, Tenaga Administrasi Sekolah, Sekolah Dasar

INTRODUCTION

Quality public services or what is commonly referred to as excellent service are the best services that meet service quality standards. Service standards are benchmarks that are used as guidelines for service delivery and references as obligations and promises of service providers to the public in the context of quality, fast, easy, affordable and measurable services¹.

A very important thing in managing an educational institution is providing excellent service to school customers such as stakeholders, student guardians, teachers, students, and principals. These parties are all called customers². Therefore, excellent service should be a serious concern for the school because it will show whether the school is good or not in the eyes of the community and besides that it also shows the quality of human resources owned by the school, the development can be by means of self-regulated.³

Some studies explain that one of the indicators involved in an institution or agency is service capability which is a characteristic of an institution related to speed / courtesy, competence, convenience, and satisfactory handling of complaints.⁴ Some studies say that every organisation must compile and develop services to customers

¹Muhammad Sawir, *Birokrasi Pelayanan Publik Konsep, Teori, Dan Aplikasi* (Deepublish, 2020); Febriana Wulandari, Harianto, dan Endang Murti, "Kualitas Pelayanan Publik Pada Pembelajaran Daring Di Masa Pandemi Covid-19," *JURNAL SOSIAL Jurnal Penelitian Ilmu-Ilmu Sosial* 24, no. 1 (2023): 22–29, <https://doi.org/10.33319/sos.v24i1.197>.

²Nimadeyuerna Tanuriasari, "Upaya-Upaya Dalam Meningkatkan Kualitas Pengelolaan Pendidikan di Indonesia," *PAKAR Pendidikan* 19, no. 1 (2021): 106–23, <https://doi.org/10.24036/pakar.v19i1.216>; Kholifah Nur Jannah dan Mohammad Zakki Azani, "Upaya Peningkatan Kualitas Lembaga Pendidikan Islam Nonformal," *JIIIP - Jurnal Ilmiah Ilmu Pendidikan* 7, no. 1 (2024): 715–25, <https://doi.org/10.54371/jiip.v7i1.2646>; Devi Hadriani, "Upaya Meningkatkan Penjaminan Mutu Pendidikan dalam Pengajaran di Lembaga Pendidikan Islam," *Multiverse: Open Multidisciplinary Journal* 1, no. 2 (2022): 94–97, <https://doi.org/10.57251/multiverse.v1i2.597>; Mudiyo Mudiyo, "Upaya Lembaga Pendidikan Islam dalam Pengembangan Manajemen Mutu Pendidikan Islam di Madrasah," *Tasyri': Jurnal Tarbiyah-Syari'ah-Islamiah* 29, no. 2 (2022): 57–66, <https://doi.org/10.52166/tasyri.v29i02.177>.

³Fajar Dwi Mukti dan Ayu Sholina, "Level of Self-Regulated Learning of Students at Takhasus Elementary School Al-Qur'an Kalibeber Wonosobo," *Southeast Asian Journal of Islamic Education* 4, no. 2 (20 Juni 2022): 209–20, <https://doi.org/10.21093/sajie.v4i2.4363>.

⁴Muhammad Ramli, "Tujuan Pendidikan dalam Perspektif Al-Qur'an dan Implementasinya dalam Sebuah Lembaga Pendidikan," *Journal of Islamic Education El Madani* 1, no. 2 (2022), <https://doi.org/10.55438/jiee.v1i2.29>; Muhammad Komarun dan Moh Bisri, "Tipe Kepemimpinan dalam Lembaga Pendidikan Islam," *Jurnal LENTERA: Jurnal Studi Pendidikan* 6, no. 1 (2024): 71–82, <https://doi.org/10.51518/lentera.v6i1.168>; Binti Nasukah dan Endah Winarti, "Teori Transformasi dan Implikasinya pada Pengelolaan Lembaga Pendidikan Islam," *Southeast Asian Journal of Islamic Education Management* 2, no. 2 (2021): 177–90, <https://doi.org/10.21154/sajiem.v2i2.43>.

including systems, rules, decisions, procedures and procedures for services and complaints to make it easier to implement service standards and be useful in conveying the products or services of an institution⁵. The role of TAS is very important in supporting the success and smooth running of school administration, especially in providing good service to customers.

The above explanation can be found in the decision of the minister of national education Number 053/U/2001 concerning guidelines for the preparation of minimum service standards for primary and secondary education stating that school administration personnel are human resources in schools that are not directly involved in teaching and learning activities but are very supportive of their success in school administration activities and can improve professional human resources is coaching⁶. Some research suggests that coaching is all efforts made by institutions in maintaining personnel to remain in the organisational environment and strive for the dynamism of their skills, knowledge and attitudes so that the quality of their work can be maintained.⁷

Some studies say that the services found in schools today are still slow, not on time, less friendly, less communicative, and even the use of language that does not reflect an educated person⁸. The same thing is also expressed by several other studies, that when service users need fast service from officers, but officers are actually less

⁵FAKHRIAH FAKHRIAH, "SUPERVISI MANAJERIAL DALAM MENINGKATKAN MUTU LEMBAGA PENDIDIKAN ISLAM," *MANAJERIAL : Jurnal Inovasi Manajemen dan Supervisi Pendidikan* 2, no. 3 (2022): 280–87, <https://doi.org/10.51878/manajerial.v2i3.1597>; Nur Rahmi Sonia, "Strategi Pengembangan Mutu Lembaga Pendidikan di Era Globalisasi," *EDUKATIF : JURNAL ILMU PENDIDIKAN* 4, no. 3 (2022): 4429–43, <https://doi.org/10.31004/edukatif.v4i3.2961>; Mulyono, "Strategi Pengelolaan Program Unggulan dalam Meningkatkan Daya Saing SMP Al-Falah sebagai Lembaga Pendidikan Berbasis Pesantren," *EduFalah Journal* 1, no. 2 (2024): 155–66, <https://doi.org/10.71259/7c73sb02>; Fitri Musliha Simatupang dkk., "Strategi Pengelolaan Lembaga Pendidikan Islam di Pesantren Al Kautsar Al Akbar Medan," *EDU SOCIETY: JURNAL PENDIDIKAN, ILMU SOSIAL DAN PENGABDIAN KEPADA MASYARAKAT* 1, no. 3 (2023): 300–305, <https://doi.org/10.56832/edu.v1i3.136>.

⁶Abdul Haris, "Dinamika Kelompok Pendidikan di Lembaga Pondok Pesantren Jaisyul Quran Nagreg," *Tadbir: Jurnal Manajemen Pendidikan Islam* 9, no. 1 (2021): 45–59, <https://doi.org/10.30603/tjmpi.v9i1.1923>; Muhammad Roihan, "Konstruksi dan Implementasi Pendidikan Agama Islam Berbasis Pembinaan Akhlak di Lembaga Pendidikan Formal," *Hikmah* 20, no. 2 (2023): 249–60, <https://doi.org/10.53802/hikmah.v20i2.262>; Oviaana Yuni Saputri dan Darsinah Darsinah, "Manajemen Supervisi Akademik pada Lembaga Pendidikan Anak Usia Dini," *Murhum : Jurnal Pendidikan Anak Usia Dini* 4, no. 2 (2023): 28–39, <https://doi.org/10.37985/murhum.v4i2.276>; Mukhlison Effendi, "Pengembangan Sumber Daya Manusia dalam Meningkatkan Citra Lembaga di Lembaga Pendidikan Islam," *Southeast Asian Journal of Islamic Education Management* 2, no. 1 (2021): 39–51, <https://doi.org/10.21154/sajiem.v2i1.40>.

⁷Jannah dan Azani, "Upaya Peningkatan Kualitas Lembaga Pendidikan Islam Nonformal"; FAKHRIAH, "SUPERVISI MANAJERIAL DALAM MENINGKATKAN MUTU LEMBAGA PENDIDIKAN ISLAM"; Khairunnisa Khairunnisa, Achmad Wahyudin, dan Anis Zohriah, "Analisis Pengembangan Karir Pegawai Pada Lembaga Pendidikan," *El-Idare: Jurnal Manajemen Pendidikan Islam* 9, no. 2 (2023): 87–95, <https://doi.org/10.19109/elidare.v9i2.19964>.

⁸I Ketut Wijana dan Ria Tri Harini Dwi Rusiawati, "Tingkat Kepuasan Mahasiswa terhadap Mutu Pelayanan Pendidikan," *Mimbar Ilmu* 26, no. 2 (2021): 268–268, <https://doi.org/10.23887/mi.v26i2.34538>; Mardesah Mardesah dan Rabin Ibnu Zainal, "KUALITAS PELAYANAN ADMINISTRASI KEPEGAWAIAN DINAS PENDIDIKAN PROVINSI SUMATERA SELATAN," *MBIA* 20, no. 2 (2021): 123–40, <https://doi.org/10.33557/mbia.v20i2.1408>; Ira Patriani, "Tata kelola pemerintahan dinamis pada implementasi kebijakan inovasi pelayanan," *JPPI (Jurnal Penelitian Pendidikan Indonesia)* 10, no. 1 (2024): 567–567, <https://doi.org/10.29210/020242622>; Galeh Aprilia, "Persepsi Mahasiswa Melalui Dialog Prodi Terhadap Peningkatan Kualitas Pelayanan Pendidikan," *Journal of Comprehensive Science (JCS)* 3, no. 11 (2024): 5165–79, <https://doi.org/10.59188/jcs.v3i11.2888>; Asna Aneta, Yanti Aneta, dan Novianty Djafri, "Pengembangan Manajemen Berbasis Pelayanan Administrasi Publik pada Tingkat Pendidikan Anak Usia Dini," *Jurnal Obsesi : Jurnal Pendidikan Anak Usia Dini* 6, no. 4 (2022): 3669–79, <https://doi.org/10.31004/obsesi.v6i4.2478>; Zeny Ernarningsih, "Pelayanan Pendidikan Sekolah Dasar dan Pemetaan Potensi Desa Karangduwet," *Jurnal Atma Inovasia* 1, no. 3 (2021): 417–23, <https://doi.org/10.24002/jai.v1i3.3948>.

responsive, and coupled with complicated bureaucracy that is difficult to understand by all service users .⁹

From the various descriptions above, it can be seen that excellent service is quite important in an institution or agency. But in reality, researchers found many cases in the field where there are still many schools that have not provided good or excellent service to school customers, as reported by Suara.com, there are various kinds of blurry portraits of public services in Indonesia, one of which is that there are still service-giving agencies that have not used facilities and infrastructure that are feasible and in accordance with the times, this is also a cause of reduced effectiveness and efficiency of public services.

A simple case example that is often encountered in the field is when service users only find out the requirements that must be met after visiting the agency, and also the completion time related to administration is not clear depending on the intended service. Another finding encountered in the field is that TAS officers do not have sufficient competence or are still low in carrying out their duties, especially in the field of excellent service to students, student guardians, and the community in terms of good communication and friendly attitude of TAS to them. As revealed by several researchers, the competence of school administrative staff is still low, there are still many administrative staff who do not have adequate abilities and skills in carrying out their duties. The performance, discipline, loyalty and responsibility of school administration personnel are also still low. Excellent service to students, guardians and the community has not been seen.

This study aims to determine the leadership role of school principals, the social competence of school administration personnel, the supporting factors inhibiting the implementation of excellent service and the factors inhibiting the leadership role of school principals in fostering the social competence of school administration personnel in Simpang Keuramat District Primary School.

RESEARCH METHODS

This type of research is qualitative research, qualitative research is research that intends to interpret the phenomena experienced by research subjects such as behaviour, perceptions, motivations, actions, etc., holistically, and by means of descriptions in the form of words and language, in a special natural context and by utilising various natural methods. The discussion in this thesis uses a descriptive method, namely: a method that examines a condition, thought or an event in the present, which aims to make a descriptive picture or painting systematically, factually, and accurately about the facts, characteristics and relationships between the phenomena being investigated. The

⁹Anita Ilyas dan Bahagia Bahagia, "Pengaruh Digitalisasi Pelayanan Publik terhadap Kinerja Pegawai pada Masa Pandemi di Lembaga Pendidikan dan Pelatihan," *EDUKATIF : JURNAL ILMU PENDIDIKAN* 3, no. 6 (2021): 5231–39, <https://doi.org/10.31004/edukatif.v3i6.1173>; AL AMIN, "EFEKTIVITAS PELAYANAN PUBLIK PENDIDIKAN MELALUI PTSP DI MTS NEGERI 4 KOTA SURABAYA," *JISP (Jurnal Inovasi Sektor Publik)* 2, no. 3 (2023): 82–96, <https://doi.org/10.38156/jisp.v2i3.157>; Samson Laurens dan Jodi Salauddin, "Implementasi Konsep Smart City dalam Peningkatan Kualitas Pelayanan Publik Perkotaan," *JIIIP - Jurnal Ilmiah Ilmu Pendidikan* 7, no. 11 (2024): 13130–37, <https://doi.org/10.54371/jiip.v7i11.6291>.

description above is based on the fact that descriptive research is research that is intended to investigate circumstances, conditions or other things¹⁰. This theory is also supported by several researchers who argue that descriptive qualitative research is a study that is intended to reveal an empirical fact objectively scientifically based on scientific logic, procedures and supported by strong methodological and theoretical according to the scientific discipline being pursued.

The place and time of the research were State Elementary School 1, State Elementary School 3, and State Elementary School 7, Simpang Keuramat sub-district, North Aceh. The research time from January ended in March 2024. Subjects in this study were 3 school principals and 3 administrative staff in each school. The research instruments were principal interview sheet, administrative staff interview sheet, observation sheet, and documentation.

RESEARCH RESULTS AND DISCUSSION

. Based on the results of the research, data has been obtained regarding the results of interviews, observations of school principals and administrative staff. The following analysed results can be seen in Table 1.

Table 1. Observation Results of Coaching School Administrators

No.	Observed indicators	Category	
		Available	None
1.	Education personnel discipline development		
	a. <i>Self-concept</i>		
	1). be empathetic	√	
	2). receive	√	
	3). warm	√	
	4). open	√	
	b. <i>Communication skills</i>		
	1). accept feelings/complaints		√
	2). fluency of communication	√	
	3). polite	√	
	c. <i>Natural logical consequences</i>		
	d. <i>Values clarification</i>		
	e. <i>Leader effectiveness training</i>		
	1). giving punishment		
	2). giving threats		
	f. <i>Reality therapy</i>		√
	1). be positive		√
	2). responsible		
		√	
		√	
2.	Providing motivation	√	

¹⁰Suharsimi Arikunto, *Manajemen Penelitian* (Jakarta: Rineka Cipta, 2019); Suharsimi Arikunto, *Prosedur Penelitian Suatu Pendekatan Praktik* (Jakarta: Rineka Cipta, 2014).

3. Rewards

√

Based on Table 1 above, we can see that the results of the observations observed show good results from the three schools, namely Public Elementary School 1, Public Elementary School 3 and Public Elementary School 7, each of which has 2 informants and the results are on average the same, these results are in accordance with research conducted by several studies showing that, the social competence of administrative staff at SMP Negeri 10 Palu is quite good because they have good communication and always work together to facilitate their work.

In addition, they also have a sense of sympathy that is quite good because they always contribute in the form of donating funds if one of the employees is hit by a disaster, and if an employee falls ill they will give advice so that the employee always maintains good health. In terms of role, the principal has played a role in improving the social competence of administrative staff, this is indicated by the principal often taking the time to just chat with administrative staff so that there is no awkwardness or barrier between the principal and administrative staff, besides that the principal also often holds training for teachers and administrative staff so that cooperation and communication between the principal, teachers and administrative staff will always be well established.

The implication of this research is that it can be seen that the principal, teachers, and administrative staff are an inseparable unit, therefore good cooperation and communication between the three elements are expected so that there is no conflict that will damage their respective performance.

The same research was also conducted by several other researchers who stated that school administration personnel generally carried out their duties in accordance with the standards governing the implementation of their duties in Permen No. 24 of 2008. It can be said that most of the administrative staff carry out points as well as possible and the principal has an important role in fostering administrative staff by providing attention, guidance and training in order to improve the insight of these administrative staff.

Furthermore, several studies found that the Head of Madrasah performs the role of Interpersonal Role in improving the performance of school administration personnel. In this role, the head of Madrasah as a manager is also a leader. The Head of Madrasah conducts interpersonal relationships with those led. Performing its main functions including leading, motivating, developing and controlling school administrative staff.

Table 2: Behavioural Assessment Results of School Administrators

No.	Observed indicators	Category	
		Available	None
1.	Friendly service	√	
2.	Be polite and respectful	√	
3.	Appear confident/confident	√	
4.	Gives a cheerful impression		√

5.	Well-groomed	√
6.	Happy to get along	√
7.	Easy to forgive	√
8.	Happy to learn from others	√
9.	Enjoys things that are ethical and reasonable	√
10.	Good at pleasing others	√

Based on the results of the observer's assessment of the behaviour of school administrative staff, the results are very good because they cover all the indicators observed. From these answers, the researcher can conclude that the administrative staff has fulfilled the candy criteria in each aspect that regulates neat appearance, occupies appointments, is polite, friendly, pleases others, is easy to contact and communicative such as having a commitment to work.

Try to be communicative and use language that is easy to understand. In line with the results of several other researchers, it shows overall that officers have been disciplined and are required to look neat when providing services. Furthermore, the results show that fostering the social competence of school administration personnel in terms of working in teams is in the good category, providing excellent service is in the good category, communicating effectively is in the good category, courtesy and neat appearance are in the good category.

CONCLUSIONS

This conclusion is obtained based on the research that has been carried out and has obtained results and discussions to get answers to the problem formulations contained in the Introduction Chapter. The following conclusions are obtained from this research: School administration personnel of Public Primary School 1, Public Primary School 3, Public Primary School 7 have carried out their duties in accordance with the standards governing the implementation of their duties in permen no 24 of 2008. The results of observations of the development of school administration personnel for each of Public Primary School 1, Public Primary School 3 and Public Primary School 7 are also still categorised as good. The results of the behavioural assessment of school administration personnel from each of the 2 informant schools based on the observed indicators were also categorised as good. Most of the administrative staff carry out as well as possible and the principal has an important role in fostering administrative staff by providing attention, guidance and training in order to improve the insight of these administrative staff.

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