

# Management Structural Reviewer of Performance Efficiency by Head of Administration Officer of Islamic Senior High School in Lampung Province

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**Abstract**

"Kinerja" is abbreviation for working energy kinetics whose equivalent in English is performance. The term performance is often translated in Indonesian as "performa". Also said by Wirawan, that the meaning of performance is the output produced by the functions or indicators of a work or a profession in a certain time. The performance in question according that Wirawan is oriented to the outcome of a good work done by workers who are based on certain skills (profession) and work without being based on the work with expertise. Advantages of Wirawan in the disclosure of its definition is to uncover workers who are skilled (workers who have expertise) and workers as usual without being based on certain skills. In other words performance is the appearance of the work of personnel both quality and quantity in an organization. Performance can be an individual or group appearance. The purpose of the research in this journal is to know the work of the administrative officer in the MAN of Lampung province to know how to improve the performance of Administration officer in MAN Lampung province and to know what are the obstacles in running the performance of employees in the MAN Lampung province. The research was focused on: "Management of administration performance in the administrative service in MAN in Lampung province". The focus of the research can be examined through the following research questions: (1) How is the planning of the performance in financial administration service in Public Madrasah Aliyah Lampung province? (2) How is the communication performance in the financial administration service in Public Madrasah Aliyah Lampung province? (3) How is the evaluation of the performance in the financial administration service in Public Madrasah Aliyah Lampung province? (4) How to develop the administrative's performance in the financial administration service in Public Madrasah Aliyah. This research aims to uncover the facts objectively about the management of the administration's performance in the financial administrative service in the MAN of Lampung province. This can be known from the following aspects: (1) planning of the administration performance of the financial administration service in the province of Lampung, (2) the communication of the performance of the administration in the financial services in the Province of Lampung, (3) evaluation of the performance of the administration in the service of financial administration in the MAN of Lampung province, (4) development of performance of administration in administration performance in MAN of Lampung Province. The approach used in the research in this journal is qualitative using a qualitative descriptive approach. The subject in this study is the principal, the head of administration, teachers and students. Research data collection techniques are using interviews, observations and documentation. The results of this study indicate that (a) the Planning of administrative performance in the Financial Administration Service has been in accordance with the mechanism in arrange the planning

performance management, (b) the communication of the performance of the administration in the Financial Administration service has a managerial competence with its style so that it can improve the performance of the administrative staff who serve the financial administration, (c) evaluation of the performance of administration in the financial administrative services to the supervision to evaluate the quality of work of the administration in the financial services to the head of administration, (d) the development of the performance of the administration in the financial services conducted through the motivation to improve knowledge through formal education and training held by the Ministry of Religious Affairs. Head of administration of MAN Lampung Province has shown good work in providing services, however not yet 100% but approximately 90% already working provide good service for the satisfaction of teachers, students or interested parties. For example, work on assignments and requests according to what is commanded. Administrative officers have many ways that can be done in improving performance, especially in providing services such as improving existing skills by providing and involving employees in all forms of training. Constraints faced at the time of providing services, lack of the responsiveness of employees in understanding the psychology of consumers, the number of workloads that run with a little short time and the slow response that is shown by consumers when the administration officers explain what they need.

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## INTRODUCTION

The success of an institution/school is not separated from the management of human resources in it. One is how they are performing in providing service. Especially for the head and the administrative staff who must show more performance by providing a good service.<sup>1</sup> Well-implemented performance will result in good work, including the performance of head of administration in Madrasah. Madrasah as one of the educational institutions is an institution that has a very important role, especially in creating generation who have high qualifications and competence. The activities of the people at Madrasah in grouping, arranging and organizing various activities (jobs) need to be organized to achieve educational objectives. In order to support the smooth learning process in Madrasah, needed a part that supports the part which is administration. The administration is a part of Madrasah that serves

as a supporter of the teaching and learning activities to run smoothly according to the planned and can achieve the goal as desired. They served in various fields, including: assisting the administration of teachers, student affairs, employment and education.<sup>2</sup>

Good service is how a person gives every customer satisfaction, so that with such satisfaction can give a good reputation for an institution and satisfactory in giving service signifying that the performance of someone in providing service has been good. The general problem is that rarely, the administration staff is highly qualified as bachelor degree, especially in office and financial administrative schools and they are required to work on all aspects of school administration. Like the administration staff in Public Madrasah Aliyah (MAN) Lampung province which has no graduate degree in office administration and finances even there are senior high school graduates who graduate while

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<sup>1</sup>Abdullah Taman “Analisis kualitas pelayanan terhadap kepuasan mahasiswa”. Jurnal nominal, Vol.II, No. I, 2013, page 101

<sup>2</sup>Rohmat, *Kepemimpinan Pendidikan: Konsep dan Aplikasi*, (Purwokerto: STAIN Press, 2016), page 71

completing a lecture that has no relevance to the science of administration. Given the importance of administration in the field of school finance in this case the principal should be able to see the importance, education, and training of financial administration should often be followed by the administrative staff. As the top manager, the school principal should be able to effectively streamline the performance of the administration. The administration staff also should not only wait for instruction and the school principal's wishes, but should be able to work in accordance with the description of the assignment given to him. Every work unit is always related to financial problems, as well as schools. School finance on its outline revolves around committee money, personnel welfare money, salaries, activities as well as finances that are directly related to the school's citizens.

Public Madrasah Aliyah of Lampung is a public Madrasah Aliyah which is administratively led by the head of the Madrasah and in the administration headed by a head of administration. The finance of the public Madrasah Aliyah in Lampung Province is financed by the state budget in the form of budget execution list (DIPA) of work units and school committees. This condition requires the skills of administration performance in the financial services, considering the number of schools that require good and satisfactory service. The principal is responsible for the macro-management, which is directly related to the administration of the school. Furthermore E. Mulyasa (2006:89) mentions that, the professional headmaster in the new paradigm of education management will have a positive impact and a fairly basic change in the change of education system in school. These impacts are the quality of education, strong school leadership, effective education, the quality culture of teamwork is compact, intelligent and dynamic, independence, participation of school and community, openness (transparency), the management of willingness to change (psychological and physical), evaluation and continuous

improvement, responsive and anticipatory to the needs, accountability and sustainability. Noting the fact, raises the question of how the management of administration performance in the administrative services in MAN in Lampung province? Thus it is interesting to learn about the management of the performance of the administration in the financial services in the MAN in Lampung province to be used as research material in the other units to improve the quality of service

Another problem that often occurs in an institution shows that many people are still lacking in providing a service to its customers, so that many customers are less satisfied and often give out words that are not good. There are many things that make customers not satisfied with the service provided by an institution, one of which is the unkindness of a person, feeling indifferent, no pay attention, speak with a high tone to the customer. This is very influential in achieving the institution's purpose as it gives a sense of discomfort to users of the service. In providing the best service, it takes expertise that can be used to help solve the problems that occur, the skills that are owned must be in accordance with their respective skills and according to where the person is placed, so that will create a good performance. But a performance will not run effectively without being based on the expertise, because when someone needs information that is very urgent and the service provider does not have a reliable skill in the field will cause the recipient of the service will be dissatisfied with the service provided. This will cause a good impression to the customer. Thus, to give customers a good impression and improve the quality of education, there must be efforts of ongoing improvement both from the principal and staff working in it, so that customer satisfaction will be achieved well. This problem that makes researchers feel interested to analyze, so get an accurate answer about how the administration officers in the provision of education services in MAN in Lampung province. The theory used is the things related to this research. The

definition of performance management by Armstrong in Wibowo (2011:8) also mentions "performance management as a means of getting better results from organizations, teams, and individuals by understanding and managing performance in a way that is a result, standard, and agreed attribute requirements". Thus while performance management should be seen as a system. A system shows on something that has parts or components that interact and work together to achieve the goal. Bacal in Wibowo (2018:69) posited "a performance management component consisting of (1) performance planning; (2) Continuous performance communication; (3) data collection; Observation and documentation; (4) Performance assessment meeting; (5) Diagnosis and coaching performance and; (6) Planning back. " Thus, performance management is a strategic and integrated process that supports the success of the Organization through the development of human resources. In the performance management of human resource capabilities as individual contributors and parts of the group are developed through a shared process – between managers and more individuals based on agreement than on instruction. To make it easier to understand some of the meanings in this study, will be defined some of the following important words: (1) performance management. In this research is a management style in managing performance-oriented human resources that performs an open and sustainable communication process by creating a shared vision and a strategic and integrated approach as a driving force to achieve organizational objectives, (2) administration. In this research is, activities to stringing activities, collecting, recording, manage, conduct, transmit, and store the necessary information in each cooperation, (3) Financial administration services, in this research is the service provided by the administrative staff in a process of recording and control of the school-sourced finance from the budget execution list, held responsibly, honestly, openly, orderly, thorough,

effective, efficient, and directed towards achieving the objectives of the school optimally

## THEORY

### 1. Reviewer

**Reviewer** comes from the Dutch language *Resentie* and Latin *Recensio, recensere* or also *revidere* which means reviewing again.<sup>3</sup> A reviewer is an assessment of a result. The work that is reviewed can be a book (program), work. Writing a reviewer consists of the advantages, disadvantages and information gained and conveyed to the public. Euis Sulastri reference the term of this reviewer is derived from the Dutch language, *Resentie*, which has the meaning of an critic or a discussion.

### 2. Efficiency

In the dictionary of Indonesian language (KBBI) has a general meaning divided into two. In the first definition, efficiency is interpreted as the precision of the way to run something or can be shortened in usability and accuracy. According to Mulyadi (2007; 63) suggested that efficiency is the precision of the way (effort, work) in running something by not wasting time, effort and cost. Efficiency also means the ratio between input and output or cost and profit. The efficiency here focuses on the use of minimalist inputs but still results in the desired output target.

### 3. Performance Management

According to Lloyd L. Byars & Leslie W. Rue, "refers to degree of accomplishment of the tasks that make up an individual's job. It reflects how well an individual is fulfilling the requirements of a job<sup>4</sup>". Performance refers to the degree of completion of tasks that complement the work of

<sup>3</sup>Widjono, Hs (2007). *Bahasa Indonesia (Mata Kulian Pengembangan Kepribadian di Perguruan Tinggi)*. Jakarta: PT. Grasindo. page 298-299. [ISBN 9797598217](https://doi.org/10.1016/j.isbn.2017.09.017)

<sup>4</sup>Lloyd L. Byars & Leslie W. Rue, *Human Resource Management*, Boston: Irwin Inc., 1991, page 250

a person. It reflects how well someone is carrying out the demands of a job. Relating to the understanding of the performance, in the process of learning in the classroom, the teacher's performance can be seen in its activities in planning, implementing, and evaluating the learning process whose intensity is based on the moral and professional attitudes of a teacher. Thus it can be concluded that the performance of the teacher is the quality of work, quantity of work, creativity, responsibility, cooperation, and discipline of work or loyalty that must be owned by administration head in carrying out the task in accordance with the basic duties and functions.<sup>5</sup> Performance or often also called by the performance of the etymologically is "the act of performing" or the act of displaying, working appearance, performance, carrying out a job with work behavior. Every organization or institution runs all its operational activities to achieve the objectives it has set, each organization or institution is comprised of actors/officers who have the duty of responsibility to be done on their own with the objectives to be achieved.<sup>6</sup>Natawijaya, emphasizes the importance of integrated performance by someone in performing its duties in the process of education and learning. The alignment is reflected in the integration between material mastery, process mastery, methods and strategies, mastery of the educational foundation, and the mastery of assessing learning outcomes.<sup>7</sup>One must have good ability and motivation in carrying out his duties. As Allah SWT. Explain in Qur'an surah Al-Hud verse 93:

وَيَقَوْمًا عَمَلُوا عَلَىٰ مَكَانَتِكُمْ إِنِّي عَمِلْتُ سَوْفَ تَعْلَمُونَ مَن يَأْتِيهِ عَذَابٌ يُخْزِيهِ وَمَن

<sup>5</sup>Ibid

<sup>6</sup>Ummi masitahsari, jurnal analisis kinerja pegawai di puskesmas jongaya makasar. Universitas Hasanuddin. Makasar: 2015

<sup>7</sup>Syafrudin Nurdin dan M. Basyiruddin Usman, *Guru Profesional dan Implementasi Kurikulum*, 2016, h. 80

هُوَ كَذِبٌ وَأَرْتَقِبُوا إِنِّي مَعَكُمْ رَقِيبٌ

*Meaning And: "O my people, work according to your position, indeed, I am working. You are going to know to whom will come a punishment that will disgrace him and who is a liar. So watch, indeed, I am with you a watcher, [awaiting the outcome]"<sup>8</sup>*

Someone with good performance is a person who is given the trust to perform the job trust, educate, guide, and train the objects to become a better human based on the values adopted. It is in accordance with the Word of God in surah Al-Anfal: 27 28:

يَا أَيُّهَا الَّذِينَ ءَامَنُوا لَا تَخُونُوا اللَّهَ وَالرَّسُولَ وَتَخُونُوا أُمَّتِكُمْ وَأَنْتُمْ تَعْلَمُونَ  
وَأَعْلَمُوا أَنَّمَا أَمْوَالُكُمْ وَأَوْلَادُكُمْ

فِتْنَةٌ وَأَنَّ اللَّهَ عِنْدَهُ أَجْرٌ عَظِيمٌ

*Meaning: "O you who have believed, do not betray Allah and the Messenger (Muhammad) or betray your trusts while you know [the consequence]"<sup>11</sup>*

#### 4. Administration Service

Discussing about the administration explained by the opinion of the Mill and Standingford (1982) as follows: eight administrative activities i.e., (1) writing letters, (2) reading, (3) copying (doubling), (4) counting, (5) examining, (6) sorting (classifying and uniting), (7) storing and compiling indexes and (8) conducting communications (verbal and written). In the Indonesian Dictionary: "Tata Usaha/administration" is the maintenance of writing (finance and so on) in companies, countries and so on, while "penata usaha/ administrator staff is" the person who conducts the administration. In a narrow sense, "administration" can also be interpreted as an activity to conduct the recording and drafting of information, so that the information

<sup>8</sup>Alqur'an dan Terjemah, *Kementrian Agama RI*, direktorat, *Direktorat Jendral Bimbingan Masyarakat Islam* (Indonesia: PT Adhi Aksara Abadi, 2011), h. 6

can be used directly as an informational material for the leadership of an organization concerned and also by anyone who needs it.<sup>9</sup> The administration is systematically a management part, which is the science and the arts regulating the process of utilization of human resources and other resources effectively and efficiently to achieve a certain purpose.<sup>10</sup> In general administration is a typical process consisting of planning, organizing, mobilization, and controlling actions to determine and achieve objectives through the utilization of human resources and others.<sup>11</sup> Administration as a control process. The manager can be regarded as a controller employing a closed loop process, how he can monitor the behaviour of the system and how he communicates with parts of the system and with his fellow controllers.<sup>12</sup> The school's administration is a series of work organization management activities performed by a person or group of people systematically and regularly to achieve an institutional purpose.<sup>13</sup> The essence of the financial administration is the achievement of efficiency and effectiveness. Pursuant to Law No. 17 of 2003 and Law No. 1 of 2004, the financial statements required to be compiled and presented by at least working units include budget realization reports, balance sheet, cash flow statement, and notes on financial statements. The four financial statements are compiled and presented in accordance with Government Accounting Standards (SAP) which have been stipulated by Government Regulation (PP) Number 24 year 2005. The activity of financial administration is a process of recording and control of the school's finances that are implemented responsibly, honestly, openly, orderly, meticulously,

effectively, efficiently, so directed towards achieving the aim of the school optimally. The school's financial administration primarily concerns school tips for digging funds, school tips for managing funds, financial management associated with the school's annual program, how to administer school funds, and how to conduct supervision, control and inspection.

## 5. Services

Service is an activity or a series of activities that are invisible (untouchable) that occur as a result of interactions between consumers and employees or things provided by service companies that are intended to solve consumer/customer problems.<sup>14</sup> The concept of service is the responsibility of government or institutions, both central and regional or private.<sup>15</sup> At this time service performance is already a measure of the performance of any institution. The community demands a more responsive service for the needs and organizers of service management in every activity that is transparent, participatory and accountable.<sup>16</sup> To respond to these challenges and problems, in order to support the improvement of services will be focused efforts to the development of service capacity that concerns aspects, namely: (1) increased the effectiveness of service organizing. (2) The development of simple, precise and transparent service procedures. (3) Improvement of quality and capability of service provider personnel. (4) Development of supportive policy.<sup>17</sup> Service improvement was developed to address the challenge of the service problem. The criteria of Hajj and Umrah services must hold the principle among others (1) simplicity. (2) Clarity. (3) certainty and

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<sup>9</sup>Sigit Purnomo, *Pengertian Tata Usaha*, juni 2019, diakses pada tanggal 2 Desember 2019 dari situs: [Http://http://tata-usaha.blogspot.co.id/2010/06/pengertian-tata-usaha.html](http://tata-usaha.blogspot.co.id/2010/06/pengertian-tata-usaha.html)

<sup>10</sup>Surin Bachtiar, *Terjemah dan Tafsir Alqur'an huruf arab latin*, Fa. Sumatra ,

<sup>11</sup>Anton Athoillah, *Dasar-dasar Manajemen*, (Bandung: Pustaka Setia, 2010), page16.

<sup>12</sup>Eilon Samuel, *Management Control*, Pergamon Press, h 135

<sup>13</sup>*Ibid*

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<sup>14</sup>Wina Martiana, *Pengaruh Mutu Pelayanan Pendidikan dan pelatihan terhadapKepuasan Peserta Pendidikan dan Pelatihan di Asentra Pendidikan BRI Bandung*, *JurnalAdministrasi dan Manajemen Pendidikan*, Vol. 1, Desember 2013, page 4

<sup>15</sup>Ishak Farid, *Ibadah Haji Dalam Filsafat Hukum Islam* (Jakarta: PT Rineka Cipta, 2016), page51-52

<sup>16</sup>Abdul Chaliq, *Manajemen Haji dan Wisata Religi*, 2017, page 39

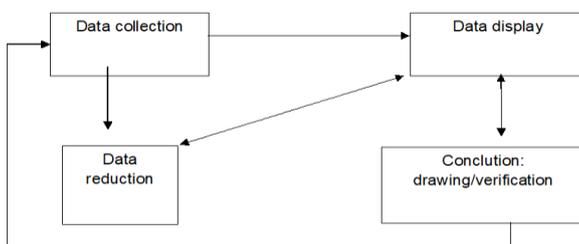
<sup>17</sup>*Ibid*, page 40

timeliness. (4) Accuracy. (5) Not discriminatory. (6) responsibilities. (7) Completeness of facilities and infrastructure. (8) Ease of access. (9) Honesty. (10) accuracy. (11) Discipline, politeness and friendliness. (12) Safe and convenience.<sup>18</sup>

## METHOD

This research was conducted through a naturalistic/qualitative approach by using a case study research type. As the object of research was a natural condition that was involved in the performance management of head and staff of the administration in the service of financial administrative in Public Madrasah Aliyah Lampung province. This research was conducted in the Public Madrasah Aliyah in Lampung province. The determination of data sources in this study was done by purposive sampling techniques and snowball sampling. The data source in this study was the head of the Madrasah, head of the administration, administrative staff and teachers. Procedure data collection was done through two phases in a systematic, namely the preparation stage and data collection stage. As previously mentioned, data collection techniques were conducted through in-depth interviews, nonparticipant observation, and documentation studies. Data analysis was done through an interactive model with components as shown in the following illustration:

Illustration.1 Interactive Model Data Analysis of Miles & Huberman



Source: Sugiono, 2016: 338

The data analysis Model showed that in conducting data analysis in this study carried out data reduction, data presentation, drawing conclusions and

verification in a process, which was done interactively and persistently until complete, so that the data became saturated. Data validity checking was done by checking the degree of reliability by using triangulation, member check, and further observation extension conducted the examination of Transferability(dependability), and Certainty (conformability).

## RESULTS AND DISCUSSION

Based on the research that has been done, the results obtained were as follows: **(1) Planning Performance of the Head of Administration in Financial Administration Services**; The headmaster did not work alone to make plans but together with the head of administration and administrative staff who served the financial administration. Head of MAN Lampung Province conducting performance planning in the financial administration services conducted by analyzing the data of financial administration services covering the areas of administration together with the head of administration and administrative staff. In arranging the performance planning of the administration in the financial services in the province of Lampung in accordance with the procedure, systematically, directed, clear and realistic so that the administrative staff provide financial administration services to all employees in accordance with the standards of operational services. The important role in the preparation of performance planning in the financial administration services has a standard procedure improvement of administrative service system that is phasing according to the agreed and documented regulations. **(2) Performance Communication of Administration in the Financial Services**; The school's principal performance communication in the field of financial administration services efforts to improve the performance of the administrative staff were very attentive to the psychological aspects of the staff of administration. The Madrasah principal differentiates communication with Junior and senior administration staff. Head of MAN Lampung Province has managerial competence in conducting

<sup>18</sup>Abdul Kadir, *dasar-dasar Pendidikan*, (Jakarta, Kencana Prenada Media Grup, 2012), page 59

performance communications to the administrative staff who serve the financial administration, which is the technical implementer of the Administration and information system in the Madrasah. To realize the system of administration and good information in the province MAN Lampung headmaster performs the communication performance with his style so as to improve the performance of the administration staff. In the communication performance of the head of MAN Lampung province use various ways, with the number of personnel staff in small amount but able to manage the administration well, among others able to establish a level communication in accordance with the organization of the level of organizational structure in the MAN Lampung province. Thus, MAN head of Lampung province as the top manager in implementing a performance management system that was capable of conducting communication on the staff of the administration to improve the quality and professionalism namely by always growing the belief that any activity was always believed to be other than duty but also worship. **(3) Evaluation of the Administrative Performance in the Financial Administration Service;** Performance evaluation conducted by the head of MAN Lampung Province can be when working, weekly, monthly, quarterly or yearly. Because evaluation was actually to see the weak point and strong point in the implementation of activities. Head of MAN Lampung province directs each administration staff to evaluate themselves to improve the quality of their work. Head of MAN Lampung province directly check with the service object that was done by the administrative staff who serve the financial administration. The head of the MAN of Lampung province also performs functions as a supervisor of financial administration. Additionally delegate supervision to authorized officials to conduct performance evaluation on the administration staff. With the delegation of responsibilities and the authority of the headmaster to the head of administration show in MAN Lampung Province has implemented a performance management process, because the school principal

was unlikely to implement its own evaluation duties and will not succeed without involving technical officials, considering the scope and responsibilities of the principal was very large and complex. By conducting a performance evaluation in the field of administration either directly or indirectly in the financial services of the school principal can be said to understand the importance of performance evaluation for service object satisfaction and to know the quality of performance in the service of financial administration. **(4) Development of Administration Performance in the Financial Administration Services;** Development of performance in the financial administration services in Lampung province conducted by the headmaster by providing motivation to improve knowledge through the education of formal and training conducted by Ministry of Religious Affairs both in the province and in the capital city. Similarly, the education of formal which was previously part of the administration staff both the civil servants and the average high school graduates have completed the bachelor degree in college and Open University. Although the formal education followed by the staff of the administration was irrelevant to the daily work. Thus the activities and performance of human resources were very important in their role in an organization, including institutions such as schools that also require effective human resource management in improving organizational performance through the development of an individual performance that works in it.

## CONCLUSION

The results of the analysis and discussion above can be concluded, among others: (a) The planning of the head of administration's performance in the Finance administration service is in accordance with the mechanism to develop planning in the management of performance, (b) the communication of the head of administration in performance of the financial administration service has a managerial competence with its style so that it can improve the performance of the administrative staff who serve

the financial administration, (c) evaluation of the performance of head of administration in the administration of the financial services to delegate supervisory for evaluate work performance of administration in financial administration service to the head of administration, (d) the development of the performance of the head of administration in the financial services conducted through motivation members to improve knowledge through formal education and training conducted by the Ministry of Religious Affairs.

### SUGGESTIONS

Based on findings and research conclusions there are some suggested things as follows: (a) head of MAN Lampung Province to try to add employees both civil servants and honorees with qualifications in accordance with the existing work and include training to employees so as to improve the quality of performance, (b) to the Head and personnel administration of MAN Lampung Province to be able to continue to improve the understanding of the field of administration through the education , (c) to researchers will come to focus on other aspects of the school's performance management research in the field of administration that has not been researchers thorough in this journal.

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