Service Orientation, Integrity and Commitment to Students; Administrative Performance Management in Madrasah

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Abstract:

This study aims to understand service orientation, integrity, and commitment in the performance management system of the head of administration within the scope of students in Madrasah Aliyah Negeri in Lampung Province. This study uses a phenomenological qualitative approach, where the researcher uses interviews, observations, and documentation to obtain data. The data analysis refers to the interactive data analysis model from Milles & Huberman, namely data reduction, data presentation, conclusion drawing, and verification. The results showed that service orientation, integrity, and commitment in the administrative performance management system at Madrasah Aliyah Negeri Lampung Province were carried out in a planned and systematic way through various varied activities to be able to provide good service to students. This research has implications for improving the quality of administrative resources in providing optimal services to students and stakeholders.

Keywords: *Service, Integrity, Commitment, Performance Management, Administration, Students*

Abstrak:

Penelitian ini bertujuan untuk memahami tentang orientasi pelayanan, integritas dan komitmen dalam system manajemen kinerja kepala tata usaha dalam ruang lingkup peserta didik di Madrasah Aliyah Negeri se-Provinsi Lampung. Penelitian ini menggunakan pendekatan kualitatif jenis fenomenologi, di mana peneliti menggunakan interview, observasi dan dokumentasi untuk mendapatkan data. Analisis datanya mengacu pada model interaktif analisis data dari Milles & Huberman, yaitu reduksi data, penyajian data, penarikan kesimpulan dan verivikasi. Hasil penelitian menunjukkan bahwa orientasi pelayanan, integritas dan komitmen dalam system manajemen kinerja tata usaha di Madrasah Aliyah Negeri Provinsi Lampung dilakukan secara terencana dan sistematis melalui berbagai kegiatan yang variatif, sehingga mampu memberikan pelayanan yang baik terhadap peserta didik. Penelitian ini memberikan implikasi tentang pentingnya peningkatan kualitas sumber daya tata usaha dalam memberikan pelayanan optimal kepada peserta didik dan stake holders

Kata Kunci: *Pelayanan, Integritas, Komitmen, Manajemen Kinerja, Tata Usaha, Peserta Didik*

INTRODUCTION

The success of an institution/school cannot be separated from the management of human resources in it (Chiedozie et al., 2018; Tumwesigye et al., 2020). One of them is how they provide services (Papanthymou & Darra, 2018; Imhangbe et al., 2019). Especially for the head and administrative staff who have to show more performance by providing a good service. Performance that is adequately implemented will result in good work (Klasik & Hutt, 2018), including the performance of the head of administration at the *madrasah.*

Madrasah as an educational institution have a vital role, especially in producing a high qualifications and competencies generation. The activities of people in *madrasah* in classifying, compiling, and organizing various activities (work) need to be organized to achieve educational goals. In order to support the smooth teaching and learning process in *madrasah*, a part that supports this is needed, namely administration. The administration is a part of the *madrasah* that supports teaching and learning activities so that they run smoothly as planned and can achieve the desired goals (Lester et al., 2020). They work in various fields, including assisting the administration of teachers, student affairs, staffing, and education. Therefore, good performance is needed from the administrative section (Santos & Miguel, 2020).

This research was motivated by preliminary research on performance submitted by Elly & Soraya (2020) and Muhassanah (2020) said that a good teacher's performance was determined by the leadership of the principal in it. Kandiyah & Diwanti (2020) state that human resource development has a dominant influence on employee performance. Furthermore, Baharun (2016) said that performance management that is managed in a planned, systematic manner and commitment to quality would increase the competitive advantage of educational institutions. According to Suherman et al., (2018), educators' performance was influenced by personality and dedication, professional growth, teaching abilities, inter-relationships, communication, work atmosphere, discipline, welfare, and community relations.

Good service as part of a person's performance is a person's activity in providing satisfaction to every customer, so that satisfaction can give an institution a good name and provide excellent service, which indicates that a person's performance in providing service has been good (Gorospe et al., 2021). The problem that often occurs in *madrasah* educational institutions, in general, is that it is rare for administrative staff to have a bachelor's qualification, let alone a bachelor's degree in office administration or educational management. They are required to work on all aspects of madrasa administration. Such as administrative staff at Madrasah Aliyah Negeri (MAN) or State Madrasah Aliyah throughout the province of Lampung, who do not have a bachelor's degree in education administration and management, and some even graduate from high school while completing college that has no relevance to administrative administration.

Given the importance of administration in the field of madrasa administration, particularly about services to students as the focus of the study in this research, in this case, the principal must be able to see the importance of

executive education and training, which should be frequently followed by administrative staff. As a top manager, the principal should streamline organizational performance (Hee et al., 2020). Administrative staff should also not only wait for the instructions and wishes of the principal but must be able to take the initiative to work by the job description given to them. Each work unit is always in contact with students so that excellent service is needed to them so that the vision and mission of the madrasa are achieved.

MAN throughout the province of Lampung is *madrasah* which is administratively led by the head of the madrasa and administratively headed by a head of administration. Learners, as part of an essential component in educational and learning activities, need to get a touch of excellent service to carry out learning activities well and according to the expectations of all parties. The conditions and expectations of this community require administrative performance skills in student administration services, considering that many school members need excellent and satisfying services.

The principal is in charge of macro-management in this situation, closely tied to school administration (Imhangbe et al., 2019; Kalangi et al., 2021). Professional school principals will have a beneficial impact and will be a reasonably necessary change in transforming the education system in schools in the new paradigm of education administration (Abowitz & Kathleen, 2019). Quality of education, strong school leadership, effective management of academic staff, a compact, intelligent, and dynamic culture of teamwork, independence, participation of school and community members, openness (transparency), management of willingness to change (psychological and physical), evaluation and continuous improvement, responsiveness and anticipatory to needs, accountability, and sustainability are just a few of these impacts (Gian & Bao, 2020).

Paying attention to this fact raises the question of how organizational performance management is in administrative services for students in MAN throughout the province of Lampung? Thus, it is interesting to learn and understand administrative performance management in student administration services at MAN in Lampung province to be used as study material in other work units to improve service quality.

Another problem that often occurs in an institution shows that many people are still lacking in providing services to customers so that many customers are not satisfied and often say unkind words to them. Many things make customers dissatisfied with the services provided by an institution, one of which is someone's unfriendliness, feeling indifferent, not caring, speaking in a high tone to customers (Bakar & Hasanah, 2021). This is very influential in achieving the institution's goals because it makes users of these services feel uncomfortable (Purnomo et al., 2021).

In providing the best service, expertise is needed that can be used to help solve the problems that occur; the expertise possessed must be by their respective expertise and by where someone is placed, so that it will create a good performance (Lafuente & Szerb, 2021). However, performance will not run effectively without being based on the expertise possessed because when

someone needs very urgent information, and the service provider does not have reliable expertise in his field, it will cause service recipients to feel dissatisfied with the services provided. This will create a wrong impression on customers.

Thus, to give a good impression to customers and improve the quality of education, continuous improvement efforts are needed from both the principal and the staff working in it to achieve customer satisfaction adequately (Dudin et al., 2017; Braithwaite et al., 2021). This problem makes researchers interested in analyzing so that they get accurate answers about how the performance of administrative employees in providing services to students in MAN throughout the province of Lampung. This research focuses on how service orientation, integrity, and commitment in the administrative performance management system within the scope of students in Madrasah Aliyah Negeri Lampung Province?

RESEARCH METHODS

This research was conducted through a naturalistic/qualitative approach using phenomenological research. The object of the research is the natural conditions that occur in the performance management of the head and administrative staff in administrative services for students at Madrasah Aliyah Negeri throughout the province of Lampung, which include; Madrasah Aliyah Negeri 2 Bandar Lampung, MAN 2 Tulang Bawang, MAN 1 South Lampung, MAN Simpang Pematang Mesuji.

Purposive and snowball sampling techniques determined this study's data sources. The data sources in this study were the head of the madrasa, the head of administration, administrative staff, and teachers. The data collection procedure was systematically carried out in two stages, namely the preparation and data collection stages. As previously stated, in-depth interviews, observation, and documentation studies were used as data collection methodologies. Milles & Huberman (2014) interactive data analysis model was used to conduct the analysis. The data analysis model demonstrates that when conducting data analysis in this study, data reduction, data presentation, conclusion drawing, and verification are all interactive processes that continue until the data is saturated. The veracity of the data is checked via triangulation, member check, and extension of observation to determine the degree of trustworthiness. The level of transferability, dependability, and confirmability is next assessed.

RESULTS AND DISCUSSION

The service orientation, integrity, and commitment in the administrative performance management system at Madrasah Aliyah Negeri Lampung Province are as follows;

Service Orientation

As for making it easier for researchers to get information about the administrative form of students in *madrasahs* throughout Lampung Province, the form of service can be identified based on the scope of student management. In this case, the school administration has a service function; one of these is student administration (Ford et al., 2020). Service orientation is carried out by the head of administration at Madrasah Aliyah Negeri throughout Lampung Province to carry out tasks according to their primary duties and functions. This can be seen in the administrative service activities of students at the time of acceptance and coaching.

The first thing that the school does before students start learning activities is planning activities. According to Krajenbrink et al., (2020), student planning is an activity to think in advance about things that must be done regarding students at school, whether students will enter or graduate from school. Planning for students in *madrasah* is carried out by a special committee appointed together at the pre-admission meeting for new students. The committee consists of teachers and school administrators so that all planning activities, including technical matters, are the committee's responsibility. Students' administrative services include data services, correspondence services, and documentation services (Lester et al., 2020).

The administration of students at Madrasah Aliyah Negeri in Lampung Province relates to recording data and arrangements regarding matters relating to students from entry to exit of the student from a school. The form of student administration, according to AAW, is related to secretarial, correspondence, information, and information. As for the form of student administration services at the acceptance stage, it will be seen what school administrative officers provide forms of student administrative services during admission activities.

Furthermore, AP said that administration in *madrasah* has a task in student planning. The administration still keeps the registration file; if it is needed, it can be requested from them for specific purposes. After accepting new students, the administration is in charge of providing complete data based on the report on the acceptance of new students that the committee has given. After documenting student data, the administration also makes a Student Identification Number for new students, written in the student master book.

This was also reinforced by the statement of another administrative officer, namely DHL, that the administration was involved in the committee for the admission of new students, starting from the socialization and promotion of *madrasah* to the input of new student data. Implementation of the acceptance of new students is the responsibility of the special committee in this case, including administration, but at the time of acceptance, administrative services for students are still provided by administrative officers.

This statement is supported by data documentation conducted on April 10, 2020, regarding the administration of students at Madrasah Aliyah Negeri in Lampung Province. Based on the results of the document study, it was found that the madrasa administration managed the new student admission

documents at the time of admission. Researchers obtained target data for madrasa promotions, which contained data on *madrasah* in the Bandar Lampung area and the complete addresses of each school used as the location for promotion purposes by visiting the madrasa for socialization and distribution brochures for each madrasa. There are 72 school promotion targets for *madrasah* in the neighborhood.

At the coaching stage, there are services to students provided by school administrative officers to support the implementation of student development. As for the form of administrative services for students at the time of coaching, DHL conveyed that for the development of students, the first was the introduction of the environment to students through Student Orientation Period activities. These activities are carried out and managed by a special committee. Second, coaching learning in the classroom, but administration only provides services related to administration, if the student discipline development is the responsibility of the subject teachers and Counseling Guidance teachers. The fostering of talent interests is in extracurricular activities but is managed by the student sector.

However, the madrasa administration has the task of providing administrative services for students that support the implementation of coaching. This was stated by AYT, who said, "In classroom learning activities, the administration only provides services related to administration, for example, in the form of student attendance forms and other forms needed by students. The administration only provides mail services if the teacher asks for them. For student discipline development, the administration only provides assistance in making summons or the like if there is a request from the Counseling Guidance teacher. The scholarship application is served by administration starting from information, collecting files or requirements, and submitting student data".

The informant's scope of education management includes student planning, coaching, learning evaluation, and student transfer (Iskandar, 2017; Nurdiansyah, 2021). At the same time, the form of administrative services at the time of fostering students includes data services in the form of scholarship recipient data and student achievement data. In addition, there are correspondence services in the form of letter submission forms, activity permits for students, student recommendation letters, student certificates, and notification letters. In applying for a scholarship, the school administration, as the administrative service task, provides services in the form of information regarding the requirements for applying for a scholarship.

Integrity

Integrity is acting consistently by the values and policies of the organization and the professional code of ethics, even in difficult circumstances to do this (Rosyati et al., 2020). Integrity itself is something new for us in education, but integrity has the meaning of consistency or firmness that cannot be shaken in upholding the values of beliefs and principles (Mubin, 2018). In other words, integrity is a concept that shows consistency or firmness of actions

with values and principles (Harris et al., 2019). At the ethical level, the meaning of integrity is the truth and honesty of disciplinary actions taken by someone (Heiser & Mcarthur, 2020; Umar et al., 2021).

In this aspect of integrity, the form of administrative services for students in State Madrasah Aliyah throughout Lampung Province can be seen during the learning evaluation. At this stage, it will be seen what school administrative officers provide forms of student administrative services during the learning evaluation activities (Hefniy et al., 2019; Zamroni & Qatrunnada, 2021). Before looking at the form of administrative services for students, first know the form of activities carried out during the evaluation of student learning. Learning evaluation activities according to the narrative of ED as the head of an administration that: "Learning evaluation activities are managed together in the form of mid-semester and end-semester evaluations but are the responsibility of the teacher and the learning evaluation committee and this is similar to the administrative narrative at Madrasah on April 9, 2020, which states that the evaluation of students is in the form of mid-semester examinations, end-of-semester examinations, Expertise Competency Tests and national examinations, all of which are managed by a special committee, in this case, the administration also participates in the committee.

Administration provides administrative services for students that support learning evaluation activities. This was stated by DHL, who said that "In student evaluation activities, the administration also helps, for example, documenting the results of the grades will also be stored, but the teacher is the one with the more authority. If there are any activities, a report is usually made to be stored later by the administration, including the learning evaluation activity."

AD as the administration stated, "At the time of evaluation, such as the Mid-Semester Examination, Final Semester Examination, and Grade Promotion Examination, the administration became part of the examination committee, such as starting from making exam cards, installing test card numbers, preparing a file of questions and test answer sheets and help organize the results of the tests to be given to teachers in their respective fields of study to be corrected. Other administrative tasks include making *madrasah* student ledger books, recording and archiving *madrasah* national exam scores, reporting student activity results to the homeroom teacher, creating and entering student data to become test takers.

Based on the results of the document study, there are various types of student administrative documents related to the implementation of learning evaluation activities. The document includes: 1) Student data on evaluation participants contains a list of students along with student identities, both in the form of formative evaluation activities and summative evaluations; 2) The normative data of the national exam contains a list of students along with their identities who will take the National Examination in a format that conforms to the rules made by the central committee for administering the national exam; 3) The data on the value of the results of the national exam contains data on the value of the results of the national exam of each student which is stored at each

graduation period; 4) Blank student grades data or blank report cards containing student identities and a draft list of student grade recapitulation lists per semester that are recorded while the student is at the school; 5) The student ledger book is in the form of a book that contains a collection of student scores for one academic year (2 semesters). The following is the format for the student ledger book notes; 6) Report on the results of student learning evaluation activities in the form of data and information on the implementation of learning evaluation activities carried out by a special committee as a form of accountability.

In addition, the form of administrative services for students is also carried out at the time of transfer to facilitate the mutation implementation procedure for students. In this study, researchers tried to dig up information about the administrative services provided by administrative officers to support the implementation of student transfers. According to the head of school administration and school administration officers on April 4, 2020, the implementation of mutations in *madrasah*: "Mutations are transfers out and mutations in." Thus, the implementation of student transfers includes outgoing and incoming mutations.

According to the DJ, "In mutation activities, for example, for outgoing transfers, the Administration provides correspondence services regarding making certificates or recommendations for students who want to leave. Then, when it comes to mutations, we will also document why and when the mutation was carried out. Likewise, entry mutations are also recorded and recorded by the Administration. ADL said: "There are two kinds of mutations: incoming mutations and outgoing mutations. If there are rare incoming mutations, many outgoing mutations Mrs. Now the task of TU is to receive a letter of application for transfer of student resignation to be given to a new place, then TU writes the transfer of students in the student transfer book in collaboration with the waka student and BK ".

This is also carried out by cross-checking with a study of student administrative documents available at the implementation of the outgoing transfer for students. The terms of the study of the document are as follows; 1) Exit mutation data in the form of student data who transfers out of *madrasah* accompanied by the relevant reasons for leaving the school; 2) Blank letter submission in the form of a sheet that must be filled out by the student when he/she is going to apply for a letter; 3) A student recommendation letter is a letter containing a student's recommendation to change schools; 4) A certificate containing a statement regarding the student's condition or a letter stating that the student in question is currently or has been studying at *madrasah*.

DHL, as the school administration stated: "At the time of graduation, the Administration is in charge of making a graduation certificate that can be used to continue to college before the original diploma is issued and ratified. Then the Administration makes an invitation letter to the student's guardian to receive the graduation results. The Administration cooperates with the Curriculum Waka to make a temporary test result certificate. Another administrative task is to write diplomas assisted by other teachers who have

beautiful writing skills, attach photos of students, ask for the headmaster's signature and stamp them. Moreover, finally, the Administration also serves to take a diploma.

The results of the document study conducted by researchers regarding the administrative documents of students at the time of graduation and after graduation are as follows: first, there is a certificate of graduation given to students through their parents; second, there is a certificate of interim national exam results given to students before the original diploma and certificate of national exam results are issued and ratified; third, graduation documents in the form of evidence of having studied at *madrasah*. In addition, there are documents containing learning achievements obtained during education in *madrasah*.

Administrative services for students are provided when the person concerned is still a student at a school. The needs of students when they are going to continue to a higher level or to enter the world of work will not be separated from their previous school background. Therefore, school administration is considered necessary to provide administrative services for students at the time of graduation and after graduation.

Commitment

Commitment is understood as an individual's pledge or commitment to actions related to behavior or behavior determination (Tumwesigye et al., 2020). The commitment of the Head of Administration in carrying out tasks at the time of Planning/Receiving. Acceptance of students is the first thing done to provide services to students before they can participate in learning activities at school. At the time of acceptance of students, the fulfillment of the need for matters in the form of administration is the responsibility of the school administration office. In the presentation of the data from the results of this study, it will be known how the implementation of student administration services is carried out by school administrative officers at the time of student acceptance.

Implementation of student administration services in the form of data at the time of student acceptance as stated by AYD: "For the implementation of planning activities, especially PPDB activities, administration helps in socializing or promoting and distributing PPDB brochures *madrasah* by the tasks assigned by the committee PPBD. Both teachers and employees took part in promoting and distributing the brochure. Then tomorrow, April 29, 2020, at the *madrasah*, there will be a Try-Out UN for *madrasah* whose purpose is a UN training event, aiming to promote *madrasah*. In this case, TU helped prepare the required files, such as doubling the Try Out UN questions, preparing answer sheets, and preparing door prizes and prizes for winning students. Based on the PPDB activity report from the committee, TU has the task of providing complete data on students who have been accepted, but getting complete and valid data cannot be done quickly because waiting for the complete form to be returned from students is also sometimes not immediately collected".

The same thing was also stated by the school administration officer on April 9, 2020, as follows: "Administrative services for students as previously discussed that first, usually from TU it only helps for school promotions by providing school data for promotion targets. TU has complete data on which *madrasah* will be targeted for promotion. After the acceptance of new students is complete, the TU saves the PPDB report and will receive the names of students in the form of student personal data received from the PPDB committee. This data is used to make student personal data in the main book, student attendance list, and an empty list of grades. Then, for scholarship application data, it is sometimes asked for new students at the beginning of the school year, yes, but that will wait for notification, ma'am".

The results of the study of documents in the form of data provided at the time of student planning indicate that the data services that have been implemented are in the form of data services for school promotion targets, lists of enthusiasts, data for new students, data for all students and data on scholarship applications. Statistical services for the development of the state (number) of students each year cannot be carried out by school administrative officers. This is because school administrators do not yet know the importance of these statistics.

Based on observations in the student's master book, all student self-data is permanently recorded in the main book manually based on the student's year of entry. Documentation services in the form of reports on the implementation of new student admissions are stored with a storage and maintenance system that is not yet good. This makes it challenging to find the report book again if there is a request from other parties so that the services provided are less than optimal.

It is no different from the implementation of student planning when coaching students also requires student administrative services. School administrative officers provide administrative services for students how the implementation of administrative services will affect the continuity of student development activities. The following is data from research results regarding the implementation of student administration services during student development in *madrasah*.

The existence of commitment will motivate and force someone to take further action because the nature of the bond will affect the individual's response to the forces that compel them to do something (Tumwesigye et al., 2020). With high organizational commitment, employees will work more optimally, and the performance generated by employees will also increase positively in their organization (Cilek, 2019). Organizational commitment is the identification and involvement of a relatively strong person in the organization (Meutia & Husada, 2019). That is, an employee who has a high commitment has a strong desire to maintain his membership in the organization and is willing to work hard to achieve organizational goals (Onia, 2021).

CONCLUSION

From some of the explanations mentioned above, it can be concluded that the service orientation of the administrative head at Madrasah Aliyah Negeri in Lampung Province in carrying out tasks is by their primary duties and functions, which include; recording data and arrangements regarding matters relating to students starting from entry to exit of these students from a school. Analysis of the form of student administration services at the time of acceptance includes; student planning activities. Aspects of student administration services include; data services, mail services, and documentation services. Integrity The administrative head's services include orientation activities for new students, class management, student discipline development, and talent interest development. The commitment of the head of administration in carrying out tasks by the main tasks and functions can be seen in the learning evaluation activities of students, both curricular, co-curricular, and extracurricular. Furthermore, student administration services are carried out when students make outgoing and incoming mutations.

AKCNOWLEGMENT

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