

A Strategic Management in Encouraging Excellence of Academic Administration service at State Senior High School

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Abstract

The aims of the study are to explore why schools declined strategic management to improve educational administration quality satisfaction, and to recognize how schools practiced strategic management. A qualitative method with a case study design was applied, along with observation, interviews, and documentation. The samples were three prominent State Senior High Schools in the province-Indonesia. A Creswell model utilized a qualitative descriptive analysis of data along with the application of *Atlas.ti-9.1* applied. The findings are; Strategic management is underutilized because they perform either ordinary management or disregard service excellence in academic administration. Lack of human capital hampers the application of strategic management, such as specialists, academic administration, public service science, and a low level of administrative service quality. It also identifies barriers and deficiencies in the size of personnel service, communication facilities, and other supports. The conclusion seemed that strategic management is the management and coordination of a strategic school effort in creating adjustments and reforming the organization toward excellence and standard quality. The implication is that schools should compete with others in administrative services, such as technical skill, conceptual ability, and availability of infrastructure facilities, the competency or professionalism of service people.

Keywords: Strategic Management, Academic Administration Service, State Senior High School.

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INTRODUCTION

Schools with an amazing look require endeavors to enable instruction specialists. These endeavors are pointed at moving forward the organization's exercises in terms of conveying fabulous administrations to understudies. To realize an extraordinary school, a facilitated commitment from the demeanor of the partner components traversing from understudies, instructors, school directors, guardians, communities, and local government is required. Marmoah, *et al.*, (2017) said that Recognizing and setting up a great school culture whereas decreasing negative characteristics, quickly receiving school-based administration hones and inevitably driving to an improvement in instructive quality.

The governing system and professional resources in schools have a significant impact on educational quality. Minister of National Education rules stated that the system had been meticulously regulated and created by the government. (Permendiknas) number 19 of year 2007 concerning

"Standards for Management of Education by Primary and Secondary Education Units," whose goal is to balance and sustainably regulate a competent and professional governance structure, one of which is particularly essential in the sphere of education services (Menteri Pendidikan Nasional, 2007).

The term "excellent school" refers to a school that is preferable in all aspects along with educational administrative services; "excellent schools" are schools that are capable of generating enormous educational output from rudimentary student inputs (Safruddin Abdul Jabar, 2017). Ghani, *et al.*, (2011) agreed to create a favorable school environment, so it needed a rigorous screening of input variables of excellent school such as pupils, teachers and the total financial allocation over other types of school, and the final goal of excellent schools would achieve professional human resources in science and technology. Moreover, The analysis indicated that stable leadership appeared to be a factor in all of the improvements (Anonymous., 2011).

Nevertheless, there are still great schools in the Province that appear open to the public and less hospitality and unfriendly, or appear classy; the service should also be quite dignified. Great school culture provides courteous and pleasant service, or in other words, customer satisfaction. Students will quit schools that provide bad service, even if they are inexpensive and excellent. However, even if they provide high-reward services, schools that provide the greatest, friendliest, and most enjoyable service according to outstanding service indicators will remain a source of contention. Following this, the purpose of this study was to discover any unapplied reasons to strategic management to improve the quality of academic administration services or to recognize how to apply strategic management at the State Senior High Schools in the province.

LITERATURE REVIEW

Strategic Management

Kafel & Ziębicki, (2021) announced that the essential administration idea has two measurements. *The first* measurement is identified with the development of resulting, new essential administration ideas, which regularly look back to the past schools and approaches. Moreover, He said that this blend of different viewpoints and ways to deal with key administration, alongside the utilization of information from different disciplines, is the thing that recognizes new essential administration, which global writing employments. *The second* component of advancement applies to operationalization and change of then past ideas to the changing conditions term: *Neo-strategic* the board (Kafel & Ziębicki, 2021). According to Kafel & Ziębicki, (2021) toward the finish of the twentieth century, various new methodologies prompting the purported Organizational Excellence showed up.

Among them, there are, for instance, the idea of a new wave in Management, Process Management, Business Process Reengineering, TQM, Project Management, and Postmodernism in Management. The improvement of investigation in the field of Strategic administration inside the latest twenty years has been passionate. The survey locales depicted in his table are currently the subject of specialists' work all through the planet. For example, Sanchez, R., (2004) portrayed the new fundamental organization concerning contention and capacity. Zakrzewska-Bielawska, (2021) uncovered the pith and which method for the capacity to utilize two hands strategy thought, hence, Kosch, O., & Szarucki, (2020a, 2020b) showed an example of creating worldwide coherent facilitated exertion in the field of key organization.

In any case, Essential administration gets from the components of the words that make it up, specifically the executives and vital. Key administration deciphers as a progression of the executives choices and activities (Arranging, Coordinating, inciting, controlling) that play out all authoritative parts to accomplish the ideal hierarchical objectives. Vital administration is a progression of two words comprising of word the board and vital. Every one of which has its importance, which is then consolidated to characterize its statement meaning, which then, at that point becomes one wording and its significance. Key administration underscores and focuses on perception and assessment of chances and dangers, and shortcomings. Reinforce the inward climate of the organization or establishment. Another part of strategic management that (Warnida, *et al.*, 2019) reported on their study by paying an attention to personality types, the effectiveness of school principals' leadership and increasing teacher participation in decision making.

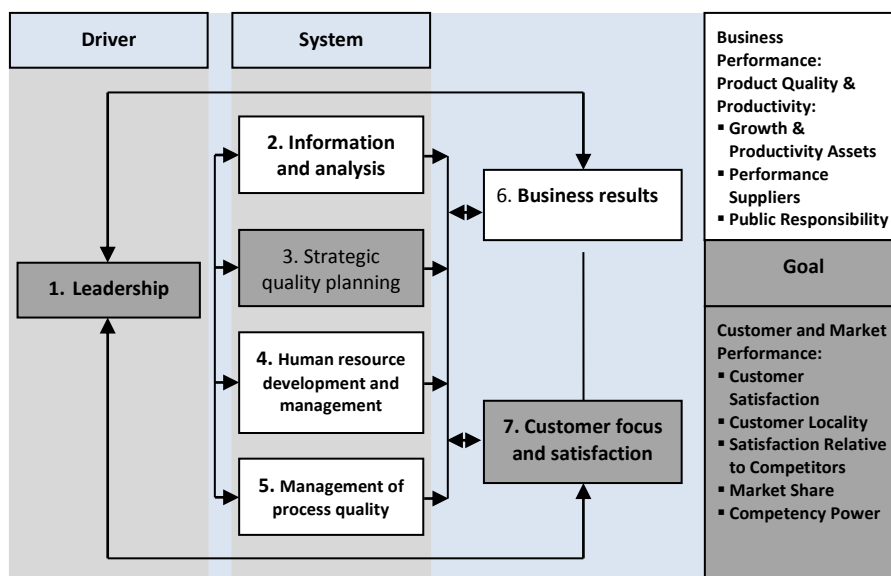


Fig-1: Adopted through Model Malcolm Baldrige Quality Award

Strategic Management towards service-oriented management focuses on customer satisfaction. (Zainal, 2015)

The excellence of Academic Administration Service

Excellent Meaning

The idea of 'excellent' is grounded in many fields of action, and the term is utilized often to allude to remarkable execution. In instruction or organization, it implies various things in various settings. Excellence might be compared with the standing many foundations, however much relies upon the view of understudy insight and the fluctuating missions of establishments. Various definitions are fitting various purposes and various spaces of value affirmation and partners' Contribution. According to Brusoni, *et al.*, (2014) excellence might be characterized generally as displaying specific attributes. In the logical setting, excellence cherishes one part of value, and, as per the conventional view, it joins quality with the outstanding. Brusce, *et al.*, (1987) explained about the meaning of excellent given by Sergioanni who discusses five leadership to excellent school; technical, human, educational, symbolic, and cultural; and Brusce claimed to excellent as "exceed the expectations necessary to be considered satisfactory" (Brusce, *et al.*, 1987). Excellence implies a striving for the highest standards in every phase of life (Gardner, 1961, p. 160) and implies that some better than others are. Beare, H., Caldwell, B. J., & Millikan, (1989, p. 202) stated that in order to demonstrate excellence, rank orders should be drawn up. Thus excellence is defined on a scale that someone selects. The ways of measuring excellence involve comparisons between individuals or comparison between oneself at one's best and oneself at one's worst (Gardner, 1961, p. 128).

Academic administration services quality

Administrations service quality is characterized as a proportion of address client issues and assumptions by the help. Thusly, administrations quality can be characterized distinction between clients' assumptions for administration and administrations got. Also, administrations quality has been characterized as "a demeanor or general judgment of clients comparable to the incomparability of an assistance" (Koozehchian., 2011). Service is producers behavior in order to meet the needs and desires of consumers for the achievement of satisfaction to consumers themselves (Kotler, 2002). Kotler, (2005) says service quality is a model that describes the condition of customers in the form of expectations for service from experience, word of mouth promotion, and advertising by comparing the services they expect with what they receive/feel. Lemay, *et al.*, (2009) suggested two main factors that affect service quality: a) customer perceptions of the real service they receive (perceived service). Quality must start from the needs of consumers and end on customer perception. This means that a good quality image is not based on the point of view or perception of the provider, but based on the point of view or perception of the customer, and b) the service actually expected (desired service). The indicator is the

individual attention of employees, always given ease in service, good communication between employees and students, employees who understand the specific needs of students (Cardoso, S., Rosa, M. J., & Videira, 2020; Chen, I. S., Chen, J. K., & Padró, 2017a).

According to Zeithaml, *et al.* (2018), service quality (SQ) is defined as an evaluation focus that reflects customer perceptions about the specific dimensions of the service provided. Five dimensions of service quality determinants: 1) *Tangibles*, 2) *Reliability*, 3) *Responsiveness*, 4) *Assurance*, and 5) *Empathy* (Zeithaml, *et al.* 2018). However, Parasuraman *et al.*, (1985) seems to fall into 10 key categories which are labeled "service quality determinants"; 1) *Reliability* involves consistency of performance and dependability, 2) *Responsiveness* concerns the willingness or readiness of employees to provide service. It involves timeliness of service, 3) *Competence* means possession of the required skills and knowledge to perform the service, 4) *Access* involves approachability and ease of contact, 5) *Courtesy* involves politeness, respect, consideration, and friendliness of contact personnel (including receptionists, telephone operators, etc.), 6) *Communication* means keeping customers informed in language they can understand and listening to them. It may mean that the company has to adjust its language for different consumers increasing the level of sophistication with a well-educated customer and speaking simply and plainly with a novice, 7) *Credibility* involves trustworthiness, believability, honesty. It involves having the customer's best interests at heart, 8) *Security* is the freedom from danger, risk, or doubt, 9) *Understanding/Knowing the Customer* involves making the effort to understand the customer's needs, 10) *Tangibles* include the physical evidence of the service. In these study only seven key categories of ten applied.

METHOD

This study applies qualitative research methods and case studies as the design. This design was chosen to find out the implementation of strategic management in Encouraging excellence academic administration services at State Senior High School in Jambi province-Indonesia. It is believed that the implementation of strategic management is different from one institution to another. Yin, (2018; 2014) mentions that each location will be single case study subject and overall subjects will become multi cases. Case study becomes the research design used in a "unified system." This unification can be in form of programs, activities, events, or a group of individuals that is bound to certain place, time, or setting. Some studies offer in- depth analysis on particular cases, like, programs, activities, events, processes, or even, group of people. Case study is bound to certain time and activity, since researchers can collect information or data in detail using various data collection procedures in

a sustained period. 2 Data collection techniques were collected through observation, interviews, and documentation, and the data analyzes with a descriptive analysis of the Creswell model while the implementation of triangulation in order to validate the data through grounded theory studies in the first state high schools, the second state high school, and the third state high school as the object of research. The sampling technique used purposive technique sampling and the research sources (informants) consisted of the principal, vice principal of curriculum.

FINDINGS

Why has state senior high school not been able to implement a strategic management in improving the excellence of academic administration services in Jambi Province?

This study reveals that the first State Senior High School has the predicate of an outstanding and excellent one. There are still numerous impediments to adopting strategic management. Strategic management execution is difficult to accomplish and necessitates seriousness and the assistance of skilled human resources. The school has a vision and a mission to encourage the changes and the challenges in competing for excellence with other schools to improve administrative services' excellence, lack of human resources in administrative services, due to the slow regeneration of education personnel. Then many staffs that are retired are still in charge as administrative service personnel, so the service is not optimal. Observation revealed principals rarely provide opportunities for educational personnel to attend training, but the majority of these opportunities teachers instead (Obs1).

The Head of Administration of the first State Senior High School stated that the school is a favorite school and already has accreditation of A score. However, the school has some obstacles such as internet access and service standards or Standard Operating Procedures (SOP) services are still limited, the lack of Human Resources or educational personnel, especially in the service sector and ISO certification is still in the certification process, and administrative service personnel is still not specialized. In addition, the education staff whose ages are above 45 to 50 and even almost retired (R1).

Interview with the head of administration of the second state senior high school Ms. LN argued that the service system that we provided at the school meets high school service requirements and even exceptional service standards, but that human resources are limited, and then we collaborate with the school committee every time we have a school committee discussion. And yet, We talked over a meeting on financial policy concerns and activities in most other subject areas, particularly in academic administration, as well as in

the area of service hours to students that we conduct during recess, so that our concentration is on delivering services to students (R3).

Interview with the principal of the second state senior high school Mr. RD conveyed many challenges relating to the performance of administrative personnel who were not following the criteria, resulting in unfavorable public perceptions of school image in relation to new student admissions (R4).

Both the Principal of the third of State Senior High School Mr. AJA, and the Head of the administration Mr. SP said that we lack personal staff who handled administration even though we provided administrative services; we carried out according to procedures or service standards. Sometimes it is difficult to serve students having to the line for too long during registration and financial payments and not being an expert in the area. We also have administrative, technological, and resource obstacles, notably in academic administration services such as computers, secure, and pleasant service places (R5 & R6).

Implementing strategic management and improving the quality of qualified employees administration services begins with *First*, establishing a solid foundation in preparing the school's vision and mission, conducting an analysis of the school environment both internally and externally. *Second*, formulating school goals based on the school vision and school, and developing a comprehensive strategy. *Third*, strategic implementation in managing remarkable schools consists of establishing a clear school organizational structure. *Fourth* making rational and relevant school policies and work programs, developing human culture, especially the educational staff who can create an atmosphere in schools that healthy, friendly, responsive, caring, and responsive by excellent service standards, namely tangible, responsive, assurance, reliability. *Fifth*, the school improved not only the Quality and Professionalism of Educators or Educational Personnel through the development of the training but also the school improved the quality of school resources, effectiveness, and facilities efficiency such as infrastructure. *Sixth*, the Involvement of school committees (Stakeholders) in educational activities in schools effectively and sustainably (R2).

How to apply strategic management at the state Senior High Schools in the Province

The findings of the study on how academic administration services at State Senior High School in the province are still high quality service: (1) prompt service (2) careful and well-organized service, (3) based on staff services (orderly), (4) courteous and friendly service (Smile, since providing excellent service is a hallmark of a reputable school.

However, the school's academic administration services are still regular, as are the tasks and activities of administrative personnel in offices, and it has not been able to differentiate itself in terms of service quality, and yet services are provided to students, and services contribute to provide the best and please students. The administration was intended to bring convenience rather than complicated and convoluted procedures. In reality, the services offered remain standard, as they should be.

Ms. LN, the head of the administration and finance division at the second State Senior High Schools, stated in an interview that the school administration services carried out tasks in accordance with the procedure, both in terms of finance and academic administrative issues., all administrative activities as the main service are provided to students directly and on time and we always make it easy for students, especially in financial and other administrative matters, that I meticulously archive incoming and outgoing correspondences according to standards, and that all incoming and outgoing letters are well-archived, and that the school administration service always offers good service to students, even when the service procedure is still queuing at recess, yet nevertheless tidy and unpretentious, and we serve services to students, or

before classes begin, and the services provided strongly support humanity's ideals (R3).

"The third state senior high school is implementing strategic management by examining and analyzing the elements of opportunities, weaknesses, and difficulties to improve the quality of academic administration services. We must improve the school's quality to become an outstanding school" (R7 & R8).

The Vice-principal of the first State Senior high School reported that in improving the excellence of the administrative services, the school management evaluated through strategic management using SWOT analysis. The goal is to review and analyze aspects of opportunities, weaknesses, and challenges. The school must build the strengths to develop and improve the quality of schools. The determination of school programs has to implement the vision and mission as the direction and objectives of the school by making strategic formulations directed to manage and develop schools in academic administration services. This formulation is under excellent service standards to students (customers) referring to the indicator about the services in schools and to public services where there are five determinants of service quality for schools (R2).

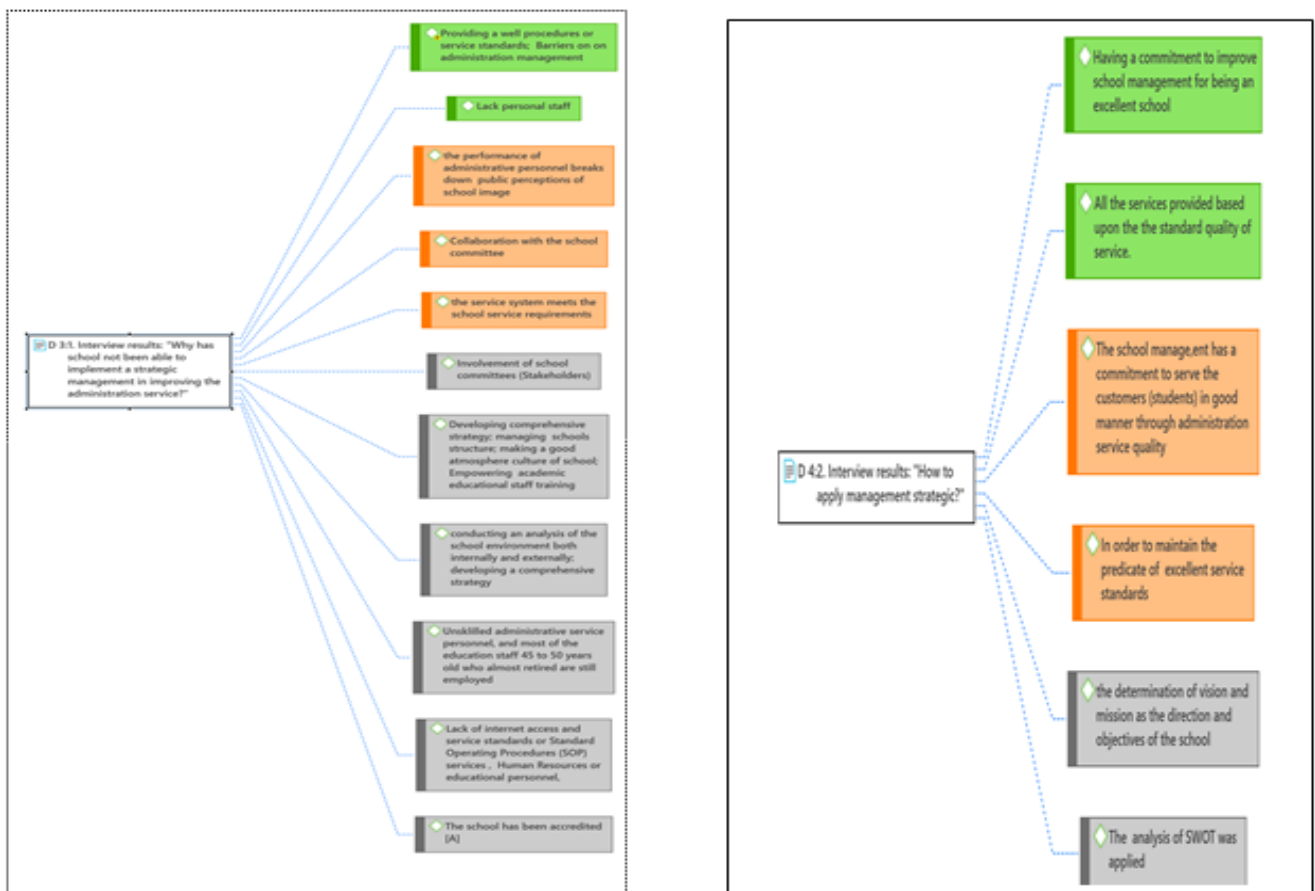


Fig-2: The result of interview coding analysis through Atlas.ti 9.1 App.(ATLAS.ti, 2020)

Table-1: Excellent Administrative Service Performance

SCHOOL	INDICATOR							Customer Satisfaction
	Tangible	Reliability	Responsiveness	Assurance	Empathy	Courtesy	Competence	
I	The school has supported administrative service, good room for working environment.	It is reliable for service personnel,	In addressing the needs of students in academic administration is very responsive.	To have a commitment and guaranteed but there are still complaints of students in administrative services.	It is good to assist and help the customer (student) with services.	Service personnel perform in good language, attitude, friendly, polite, and well dressed.	Lack of administrative service personnel, because still constrained by human resources	Adequate and Very satisfaction very satisfied
II	The school has supported administrative service, good room for working environment.	It is reliable for service personnel	In addressing the needs of students in academic administration is very responsive.	To have a commitment and guaranteed but there are still complaints of students in administrative services.	It is good to assist and help the customer (student) with services	Service personnel perform in good language, attitude, friendly, polite, and well dressed.	Lack of administrative service personnel, because still constrained by human resources,	very complete, and adequate / very satisfied
III	Obstacles such as lack of computers, comfortable service room to encourage administrative services.	It is reliable for service personnel	In addressing the needs of students in academic administration is very responsive.	To have a commitment and guaranteed but there are still complaints of students in administrative services.	It is good to assist and help the customer (student) with services	Service personnel perform in good language, attitude, friendly, polite, and well dressed.	Lack of administrative service personnel, because still constrained by human resources	quite satisfied

Table-2: Implementation of Strategic Management

INDICATOR		SCHOOL
I	<p>Having a measurable Vision, Mission, Goals and Long-Term Goals</p> <p>Having a Strong, Democratic, Flexible and Visionary Leadership</p> <p>Supporting facilities and infrastructure</p> <p>System, Effective and Efficient Governance</p> <p>HR Qualified and Professional ADM service personnel</p> <p>Building cooperation with stakeholders, and the community</p> <p>Identify outside opportunities and challenges</p> <p>Identifying strengths and weaknesses</p>	<p>Vision: "Becoming an Environmentally Minded Superior School to Produce Outstanding and Characterful Graduates"</p> <p>It is already democratic, and on the one hand, still seems exclusive, but the function of the principal has been going well.</p> <p>Existing facilities and infrastructure are complete support the learning and teaching process, especially in academic administration services.</p> <p>The system managed in the principal's policy, in organizing and managing staff and policies has been effective and efficient.</p> <p>Service personnel have not been maximal because it is always constrained by human resources or slow regeneration so that service performance is not maximal.</p> <p>Collaboration with parties both government and other educational institutions run well</p> <p>It is good in accreditation, being a favorite and excellent school in the province.</p> <p>The facility of the school is complete. The school is located in the center of Jambi city. Both students and teachers have evaluated the school. They report that the school is poor in service, lacks accountability in responding to students' complaints.</p>
II	<p>Leading the Way in Realizing Resilient Leaders"</p> <p>The leadership has been well and democratic, flexible, conduction, and visionary to realize quality schools.</p> <p>Facilities and Infrastructure are complete, and adequate, especially in the need for services.</p> <p>The system and governance runs effectively and Efficiently.</p> <p>The system and governance run effectively and efficiently.</p> <p>It has been very good, both local governments and other educational institutions, especially with school committees.</p> <p>It is good in accreditation, being a favorite and excellent school in the province</p> <p>The facility of the school is complete. The school is located in the center of the city. Both students and teachers have evaluated the school. They report that the school is poor in service, lacks human resource and service quality</p>	<p>Vision: "Excellence in Achievement and Example in Behavior and Environmental Insight</p> <p>It has been good, democratic, conducive, flexible, and visionary in carrying out functions as a principal.</p> <p>Lack of support, lack of computers facility and others especially in the service room. The system runs effectively and efficiently.</p> <p>The school runs the system effectively and efficiently.</p> <p>Service personnel are quite good and professional; it is just that there is still a slow pace in making changes to be better in the field of academic administrative services.</p> <p>Collaboration has been good both with the government and with other educational institutions.</p> <p>It is good in accreditation, being a favorite and excellent school in the province</p> <p>The facility of the school is complete. The school is located in the center of the city. Both students and teachers have evaluated the school. They report that the school is poor in service, lacks human resource and service quality</p>
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OUTPUT	Strategy & Policy as an expected goal and a school program that leads to an increase in the excellence of academic administration services that can provide satisfaction or excellent service to the students.
	The principal is expected to be able to serve well, under the function and the duties
	Each school has facilities for learning and teaching activities
	The school does not run the system quiet well
	Human resources education personnel are already qualified in providing services, the results can be felt directly by students as loyal customers in the province
	Collaboration with various parties and stakeholders. This effort for supports school programs to the quality of education, especially in improving service excellence.
	External SWOT analysis has been done
	The strength; The school conducted an External SWOT analysis through the school's vision and mission to predict and design strategically. The weakness; the schools are constrained by human resources, facilities, and infrastructure. Administrative services are still under the standard category.

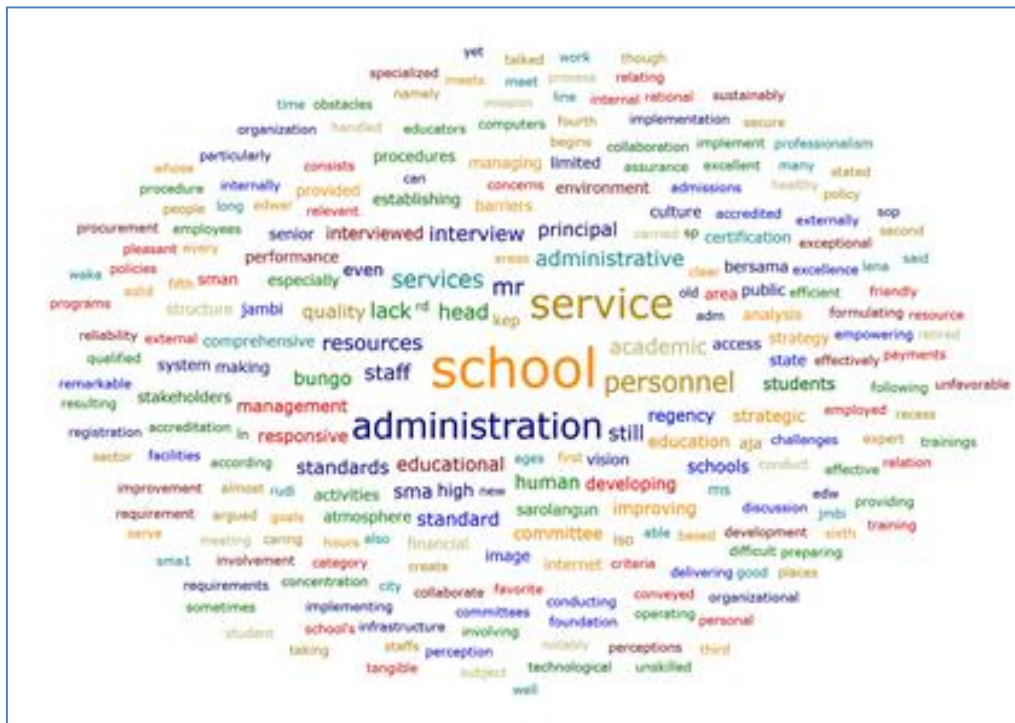


Fig-3: Words distribution

DISCUSSION

Three schools in the province have conducted their administrative Service Performances. School education is thought as a kind of service, so a school provides services to its “customers” or “consumers” (Wu, 200; Li, 2013). The analysis findings revealed that *the first* school got an “A” accreditation score, it is still having some barriers such as a lack of internet access, no standard of service, no ISO standard of service, lack of human resources, unskilled administration service personnel, and the academic staff ages mostly ranked from 45 to 50 years old. Realizing these, the school effort to develop and minimize the weakness by analyzing school environment either internal or external, Managing school organization structure,

Making a good atmosphere culture of the school, Empowering academic and educational staff by training and Involving stakeholders. In addition, *the second* school also reported a lack of human resources in providing a service to a customer (students), and the performance of administrative personnel was against the criteria, so it tends to make a bad image to the school in public. Li and Ali reported that those factors constructing school image are from the physical entity and behavior of the school which the students and their parents perceived (Li, 2013; Ali, et al., 2016). As a result, a business with good image will earn the trust of consumers and thus consumers’ purchasing intentions of its products and services will be stronger (Sung, M., & Yang, 2008; Ali, et al., 2016). To cope with this

condition, the school collaborates with the committee to solve the notions at school. On the other side, the third one performs the service for customers realized that there are some barriers such as administrative management and IT and resources. Another side lack personnel who handled administration. However, the school provided administrative services carrying out according to procedures or service standards.

One of the modern strategic management schools, genuine choices school, is the result of borrowings from the hypothesis of alternatives and back. Its agents expect that the tremendous vulnerability of the environment dispenses with any sense in seeking after any long-term ventures and wanders. Methodologies ought to be treated as steadily climbing up the stairs having at all times the conceivable choice to leave from advanced climbing (Domański, 2010). It is worth noting that the newest strategic management solutions seem to go towards examining the so-called strategic dynamic. *The first* state high school conducted the strategic management by applying SWOT analysis: in order that the school can review and analyze the aspects of opportunities, weaknesses, challenges, and strengths. In other cases, the school programs are determined by vision and mission. *The next* state senior high schools maintains the predicate of excellent service standards in actuating the procedure of service directly without delay and makes it easy to serve to customers (students). Finally, *the third* state senior high school serves the customers provides based upon the standard quality of service and keeps a commitment to improving school management for being an excellent school. However, the emphasis on different processes and problems can be noticed within each of the approaches, resulting in all of them having their enthusiasts today. Therefore, we can assume, after (Stabryła, 2000), that from the viable point of view, all (schools) together frame a commonly complementing totally, and thus, the complex nature of the investigate approach will be one of the most characteristics of the created key administration concept.

CONCLUSION

The schools have not exploited strategic management since the average State Senior High Schools number One in the province focuses on attention, increasing students' cognitive domains, or focus on the deployment of the teaching-learning activities, among other activities. However, schools have not maximized them because, in its deployment, the average State Senior High Schools with the excellent predicate in the province focuses more on improving students' cognitive domains or relying on the development of the teaching and learning process and other activities, so that they receive almost no attention in the service sector. In addition, there is a lack of oversight from the principal over the performance of human resources for education personnel, particularly

in educational management services. Administrative service personnel has not made a significant contribution to improving the quality or professionalism of education administrative functions at State Senior High School in the province respectively, Since the service represents the school that the community belief, both services will impact the community's, parents', and students' interest in State Senior High School in the province. Moreover, schools are the most prominent ones in Jambi province, so they should provide the best and most satisfying service possible (Stabryła, 2000).

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