

The Role of The Administrative Head in Improving Administrative Services at MTs Negeri 4, Serang Regency

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Abstract

This study aimed to analyze the role of the head of administration as a manager and administrator in improving administrative services at Madrasah Tsanawiyah Negeri (MTsN) 4 Serang Regency, describe the implementation of administrative tasks, identify the obstacles encountered, and analyze the efforts undertaken to overcome these challenges. The research employed a qualitative approach, with data collected through interviews, observations, documentation, and data triangulation. The research informants included the head of the madrasah, the head of administration, administrative staff, teachers, and students. Data analysis was conducted using the Miles and Huberman model, which consists of data reduction, data display, and conclusion drawing. The results showed that the head of administration played a crucial role in managing, coordinating, supervising, and evaluating the implementation of school administration, thereby improving the effectiveness and efficiency of administrative services. The implementation of administrative duties was carried out effectively through a clear division of responsibilities, efficient coordination, and the utilization of information technology in administrative management. The challenges encountered included limited human resources with information technology competencies, disruptions in digital-based administrative systems, and delays in document submission. Efforts to address these challenges were carried out through regular briefings, staff competency development and training, as well as continuous monitoring and evaluation. This study concluded that the role of the head of administration contributed significantly to improving the quality of administrative services at Madrasah Tsanawiyah Negeri (MTsN) 4 Serang Regency.

INTRODUCTION

Educational administration, as a management system involving the coordination of human resources, infrastructure, finance, and information, is a key factor in supporting an effective and efficient learning process. The head of administration, as the primary administrator at the operational level, plays a strategic role in planning, organizing, supervising, and implementing information technology to improve the overall quality of administrative services. According to Sismawati and Armida, education is one of the main pillars of national development in Indonesia because it plays an important role in producing high-quality, innovative, and competitive human resources in the era of globalization. Amid

these challenges, Islamic educational institutions have a significant responsibility to provide education that focuses not only on academic achievement but also on the development of Islamic character and values. These dual expectations—academic excellence and character formation—create additional demands for effective administrative services in madrasahs (Ali et al., 2026; Haningsih et al., 2026; Hasan et al., 2025; Mu'alimin et al., 2026; Prasetyo et al., 2026; Zhahra & Husni, 2024).

According to Hasanah and Islam, without strong leadership from the head of administration, educational institutions may experience significant obstacles, including inefficiencies in document management, suboptimal human resource management, and inadequate services for students, parents, and staff, which may ultimately affect the overall quality of education. Based on initial field observations, the challenges identified include the limited availability of competent administrative personnel, restricted budgets for infrastructure development, and the need to integrate modern information technology to accelerate administrative processes (Avianto et al., 2022; David et al., 2023; Prachumrasee et al., 2025; Wujarso et al., 2025; Yermachenko et al., 2023; Zia et al., 2025).

According to Soekanto in Yare, roles represent dynamic aspects of social positions. When an individual exercises their rights and fulfills their obligations according to their position, they perform a role. In essence, roles can be understood as a series of behaviors arising from a particular position. An individual's personality also influences how a role is performed.

According to Hasanah and Islam, the role of the head of administration is highly significant in managing the administration of an organization or institution. The head of administration is responsible for coordinating, controlling, and improving the effectiveness and efficiency of administrative processes, as well as ensuring the smooth implementation of various administrative activities within the organization. According to Hasanah and Islam, internal obstacles, such as ineffective staff coordination, and external obstacles, such as changes in government policies related to Islamic education, further complicate administrative management. Therefore, the role of the head of administration as an administrator is not limited to routine tasks but also requires the ability to innovate in managing archives, finance, and public services to ensure that the institution achieves its vision and mission of providing quality education. Law No. 20 of 2003 concerning the National Education System emphasizes the importance of effective administration as a foundation for achieving national education goals, including within madrasah environments that integrate Islamic values into various aspects of management.

According to Hasanah and Islam, the performance of the head of administration and administrative staff has not been fully aligned with established administrative service standards. This condition is reflected in inadequate coordination and supervision of the administrative system, which has affected the timely management of student and personnel data. Furthermore, the existing administrative services have not fully met the expectations of school stakeholders, including students, teachers, and parents, indicating limited stakeholder satisfaction. This condition is influenced by the suboptimal role of the head of administration in improving service quality, developing staff professionalism, and designing, implementing, and evaluating administrative service procedures effectively and efficiently, resulting in service processes that remain slow and unsystematic.

This study aimed to analyze the role of the head of administration as an administrator in improving the quality of administrative services at Madrasah Tsanawiyah Negeri (MTsN) 4 Serang Regency by identifying supporting and inhibiting factors, task implementation, and strategies for overcoming various challenges. The research problem focused on the suboptimal performance of the head of administration and administrative staff in meeting service standards, the effectiveness of administrative service management, and the utilization of information technology to support school administration. Through this study, an overview was provided regarding the role of the head of administration as a manager and administrator, the outcomes achieved in improving administrative services, and strategies that could be applied to optimize service quality. In addition to contributing to the development of education management studies, particularly in the field of school administration, this research was expected to provide practical recommendations for MTsN 4 Serang Regency and similar educational institutions in improving administrative service quality to support the achievement of educational goals effectively and efficiently.

METHOD

Place and Time of Research

This research was conducted at MTsN 4 Serang Regency, located in Serang Regency, Banten, Indonesia. The research site was selected based on its relevance to the research objectives, particularly in examining the role of the head of administration in improving school administrative services. Data collection was conducted from November 2025 to June 2026, covering the research preparation, data collection, analysis, and thesis completion stages.

Research Approach

According to Bogdan & Biklen in Syaefi, Qualitative research is a method that emphasizes the understanding of the meaning given by individuals to their life experiences, particularly in the social and cultural context in which they find themselves. This approach does not aim to deduce findings statistically, but to explore the complexity and depth of a phenomenon according to the participants' experiences. Researchers using this method seek to understand the subject's behavior, values, and worldview authentically, without changing the environment or situation being studied. In the field of education, qualitative research is often applied to investigate the personal experiences of students, teachers, principals, and education policymakers in a school, university, or other educational institution setting. This technique allows researchers to capture social interactions, teaching practices, and educational barriers through intensive interviews, direct observations, and document examinations. Thus, the core of qualitative research is not numerical data, but stories, meanings, and interpretations that are in-depth and contextual.

Population and Research Sample

According to Sugiyono in Mardhiyahd kk, a population is a whole of individuals or objects that have special characteristics and are used as objects to generalize research findings. Define a population as a generalized area formed from an object or subject with certain qualities and characteristics that the researcher sets to study and conclude. In the scope of educational research, the population can include students, teachers, schools, educational policies, or specific learning methods. The population of this study is the head of administration, administrative employees, teachers and students.

Samples are pieces of the population that are clearly studied and are expected to represent the attributes of the population as a whole. Arikunto (2010) stated that if the research subjects are more than 100 people, the researcher should take a part of the population as a sample to make the research more efficient and effective. Therefore, accurate sample selection is essential to maintain the external validity or generalizability of research results. In the sampling technique, the researcher took the purposive sampling technique. Purposive sampling is a sampling technique with certain considerations.

Data Collection Techniques

Data collection techniques are the most strategic step in research, because the main purpose of a research is to collect data. The data collection techniques carried out include the following:

1. Interview Technique: Maidiana explained in her research that personal interviews are techniques that involve researchers directly going into the field. The researcher conducted the interview in person using pre-made interview guidelines. This interview method will be used to obtain information related to the professionalism of the head of planning, administrative services or other matters related to the professionalism of the head of administration in MTsN 4 Serang Regency.
2. Observation Technique: Quoting from Hasanah's study, qualitative observation is a research process that collects data or information through a subjective approach. Where qualitative observation involves five main senses: hearing, measurement, smell, sight, and taste. Qualitative observation techniques excel in the aspects of specification, imitation process, and generalization. These observations can be traced to the strength of the theoretical roots of symbolic interactionist methods, because when collecting data, researchers can simultaneously interact with their research subjects.
3. Documentation Techniques: According to Jailani et al, it is explained that documentation is the process of collecting data from various documents, archives, or other written materials related to the phenomenon being studied. These documents can be in the form of notes, reports, letters, books, or other official documents. Through documentation studies, researchers can obtain an overview of the historical context, policies, events, and dynamics related to the research object.
4. Data Triangulation: Data triangulation is a method to combine information from various sources as a form of verification (Sugiyono, 2015:83). According to Wijaya (2018:120–121), triangulation is carried out by checking data through various sources, using different techniques, and at different times. Triangulation can be applied by paying attention to data collection techniques, data sources, and collection times.

Data Sources and Types

This research utilizes two categories of data sources, namely primary and secondary. Primary data was obtained through direct observation and interviews with the principal and three education staff. Meanwhile, secondary data was collected from books, journals, archives, and school documentation. The type of data used is in the form of qualitative data, including non-numerical information such as descriptions of administrative performance, school history, vision-mission, and goals of MTs Negeri 4 Serang Regency. All of these data provide an in-depth understanding of the conditions, the administrative process, and the assessment according to the direction of the research.

Data Analysis Techniques

Qualitative data analysis is carried out through the process of organizing and interpreting data in a structured manner to find the meaning of the phenomenon being studied. Analysis activities began before the data was collected and continued throughout the study. Based on the Miles and Huberman model, the analysis includes three main stages, namely data reduction, data presentation, and conclusion drawing that is carried out in a sustainable manner. The Miles & Huberman model includes three main steps:

1. Data reduction — selecting, simplifying, and grouping raw data.
2. Data presentation — organizing information into the form of narratives, matrices, graphs, or charts.
3. Conclusion drawn/verification — identifies important patterns, relationships, or findings continuously over the course of the study.

RESULTS AND DISCUSSION

Description of Research Results Data

The Role of the Head of Administration as a Manager and Administrator in Improving Madrasah Administration Services

Based on the results of the interview with the Head of Administration of MTsN 4 Serang Regency, information was obtained that the head of administration always planned and distributed tasks to each staff in accordance with their respective fields and responsibilities. In addition, the head of administration also coordinates and supervises the implementation of administrative work so that it can run well and on time.

As a manager, the head of administration is responsible for regulating, coordinating, and evaluating staff performance to improve the quality of school administrative services. Meanwhile, as an administrator, the head of administration plays a role by managing correspondence, archiving, documents, student data collection, report preparation, and various other administrative services so that the needs of school administration can be met properly.

Thus, the role of the head of administration as a manager and administrator makes a significant contribution in improving the effectiveness and efficiency of administrative services in MTsN 4 Serang Regency. Based on the results of an interview with Agus Suherman as the Head of the Madrasah, it is explained that:

"The role of the head of the school system as a manager and administrator is very important because he manages all administration in the school, not only taking care of the administration but also helping to coordinate the administration of personnel, student affairs, infrastructure, correspondence, and including the administration of the head of the madrasah, so it must be in line with the head of the madrasah so that everything can run smoothly"

Based on the statement of the head of the madrasah, the alignment of roles between the head of administration and the head of the madrasah is a determining factor for the success of administrative management. This indicates that harmonious collaboration between the two will create an orderly and well-coordinated administrative flow.

This is strengthened by the results of an interview with Kurnia as the Head of Administration of MTsN 4 Serang Regency, it was explained that:

"As the head of administration, I am in charge of regulating and coordinating the work of administrative staff so that administrative services run well. I also supervise the

implementation of the duties of each staff. In addition, I am responsible for the management of correspondence, garnishment, student data collection, and the preparation of school administration reports so that all administrative activities can be carried out in an orderly manner and in accordance with applicable regulations."

Based on the results of the interview, it can be understood that the head of administration has extensive responsibility in managing the administration of the madrasah. The head of administration not only plays the role of an administrative implementer, but also as a coordinator and supervisor who ensures that all administrative services run effectively and according to procedures.

This is also strengthened by the results of an interview with Ruyatul Awaliyah as the administrative staff of MTsN 4 Serang Regency, it was explained that:

"The head of administration is very helpful in directing the work of the staff. Each task has been divided according to their respective fields so that work becomes more organized. He also always gives direction if there are difficulties in administrative work."

Based on this statement, it can be seen that the head of administration has an important role in coordinating and monitoring the work of administrative staff. The existence of direction and supervision from the head of administration makes the implementation of administration more orderly and effective.

This is also in line with the results of an interview with Agus Salim as a teacher of MTsN 4 Serang Regency, it was explained that:

"In my opinion, the role of the head of administration is very important because it is directly related to administrative services for teachers and students. For example, in the management of letters, personnel data, and learning administration needs, all of which are assisted and coordinated well by the administration department."

Based on the results of the interview, it can be seen that the head of administration plays a role in providing administrative services that support the smooth running of teachers' duties in madrasahs. Good service shows that there is coordination and administrative management that runs optimally.

Overall, the results of interviews from the head of the madrasah, the head of administration, administrative staff, and teachers show that the head of administration has a strategic role in administrative management in MTsN 4 Serang Regency. The head of administration is not only responsible for the implementation of administration, but also plays the role of coordinator, supervisor, and liaison in creating administrative services that are effective, orderly, and support the smooth running of educational activities in madrasahs.

In the context of MTsN 4 Serang Regency, the head of administration has an important role in the management of madrasah administration. The head of administration not only carries out administrative duties, but also regulates the division of duties, supervises the work of staff, and coordinates administrative activities so that they run well. With regular administrative management, activities in madrasahs can run more effectively and optimally.

Implementation of the Duties of the Head of Administration in Improving Administrative Services

The implementation of the duties of the head of administration in improving the quality of administrative services in MTsN 4 Serang Regency in general has shown positive

developments and is running systematically. This is reflected in the implementation of an organized task division system, where each administrative staff carries responsibilities according to their respective competencies and fields of work, such as financial management, student affairs, handling correspondence, and personnel administration. The pattern of task division is designed to encourage work effectiveness and efficiency, so that every administrative activity can be completed optimally, on time, and according to the standards set by the madrasah.

As a leader in the field of administration, the head of administration plays a very strategic role in moving, directing, and monitoring the implementation of the duties of all his staff. In addition, the head of administration also actively provides continuous guidance and encourages staff morale, to ensure that every administrative process runs in accordance with the procedures and provisions that apply in the madrasah.

Based on the results of an interview with Agus Suherman as the Head of the Madrasah who explained that:

"The implementation of the duties of the head of administration has gone well because administrative services at schools are more organized. Every administrative need of teachers and students can be processed quickly because of the clear division of tasks between administrative staff."

The statement shows that the implementation of the duties of the head of administration has a positive impact on the smooth administration in the madrasah. Good coordination and task management make administrative services more effective and orderly.

Based on the results of an interview with Kurnia as the Head of Administration, it was explained that:

"The division of tasks is in accordance with the job description, there are finance, student, correspondence and personnel sections, so each staff already has their own duties, and works according to the responsibilities given."

The statement shows that the work system implemented has referred to a clear division of duties, so that it becomes the main supporting factor for the smooth running of administrative services in madrasahs. In its implementation, administrative staff not only focus on completing administrative tasks alone, but also strive to provide optimal service by paying attention to the needs and satisfaction of teachers and students as service users.

This is strengthened by the results of an interview with Ruyatul Awaliyah as an administrative staff who stated that:

"Administrative services to teachers and students are in accordance with applicable procedures, and we try to serve as much as possible according to the needs proposed."

The statement shows that administrative services have been carried out in accordance with existing standard operating procedures. The administrative system at MTsN 4 Serang Regency has been running quite systematically, characterized by the management of student data and personnel that is structured manually and digitally. The use of information technology also contributes to increasing the efficiency and accuracy of madrasah administrative data.

This is also strengthened by the results of an interview with Agus Salim as a teacher of MTsN 4 Serang Regency who stated that:

"The administrative services provided by the administration are quite good, especially in helping teachers' administrative needs such as assignment letters, personnel data, and

learning administration. The process is also faster than before."

The statement shows that the implementation of the duties of the head of administration is able to improve the quality of administrative services for teachers. Fast and organized service provides convenience in supporting learning activities in madrasas.

However, there are still a number of obstacles in its implementation, such as delays in file collection and application system disruptions that have an impact on less than optimal administrative services. As an improvement step, the head of administration implements routine briefing activities to strengthen coordination, facilitate communication between staff, and find joint solutions to the problems faced.

Overall, the implementation of the duties of the head of administration in improving administrative services has been quite effective. This can be seen from the clear division of duties, more organized administrative services, and good coordination between staff. Nevertheless, continuous improvement is still needed, especially in service efficiency and optimization of the use of administrative technology in madrasas.

Obstacles in the Role of the Head of Administration

In carrying out his duties, the head of administration of MTsN 4 Serang Regency faces various obstacles both internal and external that have an impact on the effectiveness and efficiency of administrative services. One of the main obstacles faced is the limited number of competent administrative personnel in the field of information technology, even though the demands of a digital-based administrative system in the current era are increasingly unavoidable.

Based on the results of an interview with Agus Suherman, the Head of the Madrasah, it was explained that:

"The existing obstacle is the lack of administrative personnel with an IT background or computer bachelor's degree, because now the administration is digital-based, so it really needs experts in this field".

In addition to human resource constraints, there are also technical constraints related to the use of technology-based administrative systems. Disruptions to servers or applications are often an obstacle in the service process, causing delays in administrative completion.

This is also strengthened by the results of an interview with Kurnia as the Head of Administration who stated that:

"Currently, the administration has used a lot of digital systems, so staff who understand information technology are needed. In addition, the limited number of staff also means that the work has to be done in turn."

The statement shows that obstacles in the implementation of administration are not only related to capabilities in the field of technology, but are also influenced by the limited number of existing administrative personnel.

In addition to human resource constraints, there are also technical constraints related to the use of technology-based administrative systems. Disruptions to servers or applications are often an obstacle in the service process, causing delays in administrative completion.

This is strengthened by the statement of Ruhyatul Awaliyah as the following Administrative Staff:

"The problem is that sometimes the server or application is an error, so the work cannot be completed immediately, we have to wait until the system is normal, so that the service

becomes a little hampered."

In addition, another obstacle that was also found was the delay in collecting files from teachers and students. This delay causes the administrative process to be hampered because each stage of work is interrelated with each other.

This is also strengthened by the results of an interview with Agus Salim as a teacher, who stated that:

"The service is relatively fast depending on the busyness and completeness of the file submitted, if the file is incomplete, it is usually delayed."

From this statement, it can be understood that obstacles in administrative services do not only come from the administration, but are also influenced by service users, such as teachers who have not completed files on time.

Thus, it can be concluded that the obstacles in the role of the head of administration in MTsN 4 Serang Regency include limited human resources, technical obstacles in the administrative system, and delays in the collection of files from the use of services. However, these obstacles can still be overcome with good cooperation between the administration, teachers, and students, so that administrative services can still run quite well.

Efforts to Overcome Obstacles in Administrative Services

In overcoming various administrative service constraints, the head of administration together with the madrasah has implemented a number of systematic and continuous improvement efforts, with the aim of improving the quality of services to be more effective and efficient. One of the efforts taken is the implementation of routine briefings, which function as a forum for coordination between staff to discuss the obstacles faced as well as formulate solutions together, so that every problem in the implementation of administrative tasks can be followed up immediately.

Based on the results of the interview with Agus Suherman as the Head of the Madrasah, it was explained that:

"The efforts made by the school are coordinating, then involving the ministry of religion to provide guidance and training as well as periodic monitoring of performance."

The statement shows that the madrasah continues to strive to improve the quality of administrative services through coordination, coaching, and supervision of the implementation of administrative staff duties.

This is strengthened by the statement of Kurnia as the Head of Administration which stated that:

"The efforts made are regular briefings, then we also take part in trainings, both carried out by the Ministry of Religion and from other agencies to improve our capabilities."

The statement shows that in addition to strengthening internal coordination, improving the competence of human resources is also a top priority in efforts to improve administrative services. This is realized through training and technical guidance activities organized by the Ministry of Religion at the district, provincial, and central levels, covering aspects of technology-based administrative management, digital archiving, and improving public service capabilities.

The training has an important role in building the professionalism of administrative staff to be able to adapt to the modern administrative system, so that the services provided can take place more quickly, precisely, and accurately in line with the development of information

technology that continues to develop.

This is also strengthened by the results of an interview with Ruhyatul Awaliyah as an administrative staff who stated that:

"With the briefings and training, the work becomes more targeted and we better understand the use of digital-based administrative systems."

The statement shows that briefing and training activities have a positive impact on improving the ability of administrative staff to carry out administrative services.

This is also in line with the results of an interview with Agus Salim as a teacher who stated that:

"Administrative services are now better because the administration is faster in providing services and coordination is also more regular."

The statement shows that the efforts made by the administration have a positive impact on improving the quality of administrative services which are felt directly by teachers.

Another effort taken is the implementation of periodic monitoring and evaluation of the performance of administrative staff, in order to measure the extent to which the implementation of tasks is running and identify aspects that need improvement. Through this continuous evaluation, it is hoped that the quality of administrative services at MTsN 4 Serang Regency can continue to improve, existing obstacles will be minimized, and all madrasah residents can get better and satisfactory services

The Results of the Role of the Head of Administration in Improving Administrative Services

Based on the results of the study, the role of the head of administration in improving administrative services in MTsN 4 Serang Regency has had a real positive impact, reflected in the increase in service effectiveness, ease of administrative process, and satisfaction of teachers and students as service users. A clear task sharing system and good coordination between staff also support the creation of organized and optimal services.

Based on the results of an interview with Agus Suherman as the Head of the Madrasah who stated that:

"As a result, administrative services in madrassas have been running well because of the directed management of the head of administration."

This is strengthened by the statement of Kurnia as Head of Administration as follows:

"A clear division of tasks makes the service more effective because each part of the administration has been directed according to its responsibilities. With a clear division of tasks, each section already has its own tasks so that the work can be completed faster and more directed."

The statement shows that an organized work system is an important factor in improving the quality of administrative services in madrasahs.

This is also strengthened by the results of an interview with Ruyatul Awaliyah as the Administrative Staff who stated that:

"Administrative services in madrasahs are quite good because the head of administration is able to coordinate all work so that services become more regular and quickly handled."

The statement shows that the role of the head of administration in coordinating work has a positive impact on the smooth running of administrative services in madrasahs.

This is strengthened by Agus Salim as a teacher as follows:

"The administrative services provided are good, helping to support teachers' duties, especially in terms of administrative management, so that work becomes easier and more helpful."

The statement shows that the administrative services provided are very helpful for teachers in supporting the smooth running of tasks in the madrasah. The teacher also assessed that the services provided were quite fast and as needed, so that the administrative process ran more effectively.

Meanwhile, from the student side, administrative services are considered quite good because they are friendly, helpful, and facilitate administrative management. This shows that the service does not only focus on completing tasks, but also pays attention to the convenience of service users.

Based on the results of the interview, most of the students stated that the service was good, fast, easy, and if they experienced difficulties, they were always assisted by the administration so that they felt comfortable when taking care of the administration.

This is also strengthened by the statement of Kafka Kamala as a 7I grade student who stated that:

"If you take care of the administration, you usually get helped, so you don't feel any difficulties and the process is not long either."

The same thing was also conveyed by Ms. AS-syifa as a student of class 8G who stated that:

"The administrative services in the madrasah are quite good because the administrative staff provide explanations in a friendly manner and help students when they experience problems in the administration."

In addition, Syahira Nur Putri class 9 B, as a student revealed that:

"In my opinion, administrative services at schools have been running well because the process of handling letters and other needs is carried out quickly."

A similar sentiment was also expressed by Zuina Kamilla Syafa class 9 B as a student who stated that:

"The service to students is good so that students feel comfortable when they need administrative assistance in administration."

Furthermore, Novit Dewi class 7I, as a student said that:

"The administrative services provided are quite satisfactory because the administrative staff always help and provide the information students need clearly."

However, there is still input from students regarding the need to improve communication between the administration and students, so that efforts to improve services need to be carried out on an ongoing basis.

Overall, the role of the head of administration has made a significant contribution to improving the quality of administrative services in MTsN 4 Serang Regency, which is reflected in the improvement of service quality, ease of administrative process, and satisfaction of teachers and students. In the future, improvements, especially in the communication aspect, are still needed so that administrative services can continue to develop more optimally.

Discussion of Research Results

The Role of the Head of Administration in Administrative Management

The role of the head of administration in MTsN 4 Serang Regency is very important in supporting the smooth running of madrasah administrative activities. The head of administration is not only in charge of running the administration, but also coordinating all activities so that they run effectively, efficiently, and according to the rules. In addition, the head of administration functions as a liaison between the head of the madrasah and the administrative staff so that orderly and directed work is created.

The head of administration is also responsible for ensuring that the administration of personnel, student affairs, infrastructure, and correspondence runs properly and in an orderly manner. With good management, administrative services in madrasahs can run more smoothly and support educational activities optimally.

In line with the opinion of Riani et al, who stated that "school administrative staff are educational personnel who are in charge of providing administrative service support for the implementation of the education process in schools. In addition, without the support of good and orderly administrative services, the goals of education will be difficult to achieve".

Based on the results of interviews with the head of the madrasah, it is known that the head of administration has a very important role as a leader in the field of madrasah administration. The head of administration plays a role in assisting in the management of personnel administration, student affairs, facilities and infrastructure, correspondence, to the administration of the head of the madrasah so that all administrative activities can run in an orderly and organized manner.

The statement shows that the head of administration has a fairly broad responsibility in managing the administration of the madrasah. It is not only limited to document management, but also covers various administrative aspects that support the operational activities of the madrasah as a whole.

This was reinforced by Muli Prima Alsi et al., who stated that "The head of administration as the person in charge of administrative operations, is responsible for coordinating all administrative and financial activities of the school. At the practical level, the head of the administration department leads and coordinates all staff activities. The Head of the Administration Section is responsible to the Head of the Madrasah in the affairs of the madrasah administration. The head of administration has 3 roles that have all of them, namely the role of the head of administration as a leader, the role of the head of administration as a coordinator, and the role of the head of administration as the manager of madrasah administrative affairs."

The findings of this study are in line with the theory of management functions according to George R. Terry which states that in an organization there are functions of planning, organizing, actuating, and controlling.

The head of administration at MTsN 4 Serang Regency has carried out the function of organizing, directing, and supervising madrasah administrative activities. These tasks are carried out through the division of work to staff, providing direction in the implementation of administration, and supervision so that all activities run according to the rules. This role is also in accordance with Soerjono Soekanto's role theory which states that role is the implementation of a position in the organization.

The success of madrasah administration is inseparable from the cooperation between the head of administration and the head of the madrasah in creating an orderly and effective administrative system. Although the administrative services have run quite well, there are still several obstacles such as limited technological capabilities, system disruptions, and delays in file collection. Therefore, it is necessary to improve the ability of human resources, use more optimal technology, and administrative discipline so that the quality of service in madrasahs is better.

Implementation of the Duties of the Head of Administration in Improving Administrative Services

The implementation of the duties of the head of administration in MTsN 4 Serang Regency shows the existence of an orderly and organized work system. This can be seen from the clear division of tasks to each staff according to their respective fields, so that staff can understand their duties and responsibilities well. With the division of duties, administrative services to teachers and students can run more effectively and in accordance with applicable procedures.

In addition, good coordination and communication between staff helps to complete work more systematically and reduces obstacles in administrative services. The supervision carried out by the head of administration also has a positive impact on the discipline and responsibility of staff, so that work can be completed according to the provisions and produce more optimal administrative services.

This is in line with the theory of division of labor according to Henri Fayol which states that division of work is an important principle in organizations to improve work efficiency and effectiveness. With a clear division of tasks, each individual can work more in a more targeted manner according to his or her skills and responsibilities. In addition, these conditions also show the effectiveness of work in the implementation of administrative tasks. This is in accordance with the opinion of Stephen P. Robbins who stated that work effectiveness can be achieved if each member of the organization is able to carry out his or her duties well in accordance with the roles and responsibilities that have been determined.

This is strengthened by the results of research which states that good administrative management, including clear and structured division of tasks, can improve the quality of administrative services in schools because every activity is carried out systematically and according to procedures.

According to Tolib Hasan, the administration serves the implementation of an operative work by providing various necessary information. This information facilitates the achievement of the desired goals or allows the completion of the operative work in question better. Based on the description above, we can conclude that administration is a whole series of activities of collecting, recording, organizing, duplicating, sending and storing various information materials for the purposes of an organization.

The implementation of the duties of the head of administration at MTsN 4 Serang Regency has been running quite effectively, as seen from the clear division of duties, good coordination between staff, and fast and timely service to teachers and students. The supervision carried out also helps improve the overall performance of the staff. However, the use of technology and the development of human resource capabilities still need to be improved. With continuous improvement, it is hoped that administrative services in madrasahs

can be more effective, efficient, and support educational activities optimally.

Obstacles in the Role of the Head of Administration

In carrying out his role, the head of administration of MTsN 4 Serang Regency still faces several obstacles that affect the quality of administrative services, such as limited personnel who have information technology capabilities, disruptions in the application-based administration system, and delays in collecting files from service users. The limited technological capabilities of some staff also make the adaptation process to the modern administrative system slow, so that work tends to rest on certain staff and the workload becomes uneven.

In addition, administrative systems that are not yet fully stable still often experience disruptions in the process of data input, archive search, and other administrative completions. On the other hand, the awareness of service users also needs to be increased so that file collection can be done on time and in a more orderly manner. Therefore, improvements are needed through staff training, strengthening the administrative system, and socialization to service users so that the administrative process can run more smoothly and effectively.

The findings of this study are in line with the theory of service quality according to A. Parasuraman which states that service quality is influenced by the competence of human resources, the reliability of the service system, and the availability of supporting facilities and infrastructure. In this case, the limited technological capabilities of administrative staff and disruptions in the administrative system are factors that affect the quality of administrative services in madrasahs. In addition, according to Philip Kotler, the quality of service is highly determined by the ability of officers to provide services, the speed of service, and the support systems used. Therefore, delays in file collection and technical obstacles that occur can have an impact on the effectiveness of administrative services.

This is strengthened by the results of research by Dwi Asri et al, who stated that "there are still several problems, such as a shortage of labor and inadequate technological facilities. From a stakeholder point of view, administrative services are quite responsive, but information must be provided more quickly and precisely. Therefore, it is necessary to improve the ability of human resources, information technology-based systems, and better communication."

The obstacles faced by the head of administration show the need for continuous improvement efforts, including improving the competence of human resources, improving technology systems, and strengthening discipline in file collection. Improving coordination between staff is also an important factor so that each job can be completed in a directed manner and there is no overlap of tasks.

In addition, the optimization of the use of information technology needs to be continuously developed to support faster, more accurate, and systematic data management. With these various efforts, it is hoped that the quality of administrative services at MTsN 4 Serang Regency can continue to improve and be able to meet the needs of all madrasah residents in a better and more responsive manner.

Efforts to Overcome Obstacles in the Role of the Head of Administration

To overcome various obstacles, the head of administration together with the madrasah has made several improvement efforts, such as improving coordination through routine briefings, holding training to improve staff competence, and conducting periodic monitoring and evaluation. Through briefings, every problem can be discussed together so that the right

solution is found, while the training aims to improve the ability of staff, especially in the use of information technology.

The existing obstacles have an impact on the slow process of administrative services, such as the limitation of technological capabilities in some staff which makes some work still done manually, disruptions in the application-based administration system, and delays in collecting files from service users. Therefore, continuous improvement is needed through staff training, improvement and maintenance of digital systems, and increased awareness of service users so that the administrative process can run more smoothly, effectively, and efficiently.

The findings of this study are in line with the theory of human resource development according to Gary Dessler which states that training and development is a process to improve the abilities, skills, and knowledge of employees so that they can work more effectively and efficiently. In this case, the implementation of training carried out by the madrasah is the right step in improving the quality of administrative staff performance. In addition, monitoring and evaluation activities that are carried out periodically also show that there are continuous improvement efforts in the organization. Performance evaluation allows the madrasah to find out the shortcomings in the implementation of tasks and determine the necessary improvement steps.

This is strengthened by the results of Al-ilham's research which states that training and human resource development is one of the important efforts in improving the quality of employee performance, especially in the field of administration. Through training activities, employees can improve their abilities, skills, and understanding of the tasks carried out. In addition, periodic performance evaluations are also needed to determine the level of success in the implementation of tasks and as a basis for improving and improving the quality of administrative services.

In addition, other research also shows that the use of information technology supported by adequate training can increase the effectiveness and efficiency of administrative services in schools, so that services become faster, and more precise.

Efforts to improve the quality of administrative services are not only carried out through internal training and evaluation, but also supported by the implementation of a planned and technology-based administrative management strategy. In educational institutions, the head of administration has an important role in regulating, coordinating, and improving the quality of administrative services so that they can run effectively and efficiently. Improving the quality of administrative services requires innovation, development of administrative personnel competencies, and continuous evaluation of the work system implemented.

This is strengthened by the results of Ferliana Maysaroh's research in the journal *Strategy of the Head of Administration for Improving the Quality of Administrative Services of Madrasah Tsanawiyah Negeri 1 Malang City* which states that improving the quality of administrative services is carried out through the implementation of workshops, the use of digital applications, routine evaluations, and strengthening work coordination between staff. The research shows that the training and competency development of administrative personnel is able to improve the quality of service so that the administrative process becomes faster, more effective, and more efficient. In addition, periodic evaluation and the use of information technology also help improve the administrative work system in madrasahs.

The efforts of the head of administration in overcoming administrative service obstacles are appropriate, namely through improving staff competence, strengthening coordination and communication, and regular performance evaluation. Improved competencies help staff cope with technological developments and increasingly complex work demands, while good coordination allows any problem to be resolved quickly without interrupting services. In addition, performance evaluation is used as material for continuous improvement so that administrative services at MTsN 4 Serang Regency can run more optimally, responsively, and according to the needs of madrasah residents.

The Results of the Role of the Head of Administration in Improving Administrative Services

The results of the study show that the role of the head of administration has a positive impact on improving administrative services in MTsN 4 Serang Regency. This can be seen from the increase in the quality of service felt by teachers and students, such as the ease and speed of administrative management, as well as a friendly and helpful service attitude. Improving staff discipline, utilizing adequate facilities and infrastructure, and an increasingly organized administrative system also support the smooth running of services, so that teachers and students feel more comfortable and helped in the administrative process.

In addition, the satisfaction of service users is also influenced by the professional attitude of administrative officers in providing polite and solution-solving services. The head of administration also plays a role in conducting periodic evaluations and improvements to improve the quality of services in a sustainable manner. Coupled with good communication between staff and service users, the administrative process becomes more effective, has fewer errors, and is able to better meet the needs of madrasah residents.

The findings of this study are in line with the theory of quality of educational services according to Zeithaml which states that the quality of service is determined by the ability of service providers to meet the needs and expectations of users appropriately and consistently. In this case, the fast, easy, and friendly administrative service shows that the services provided have met the expectations of users.

This is strengthened by the results of research by Meilinda Putri et al. (2025) which states that: The quality of academic administration services has a great effect on student satisfaction. Fast, precise, and tailored services can increase student satisfaction. In addition, the friendly, responsive, and professional attitude of officers is also important in creating good service. Thus, the better the quality of administrative services, the higher the student satisfaction.

The results of the study show that the quality of administrative services has an important role in creating satisfaction of service users, both teachers and students. Good service not only simplifies the administration process, but also provides comfort and trust to service users.

In line with this, Hermansyah and Desy Eka Citra Dewi (2024) emphasized that school administration is the spearhead of educational services that directly handle internal and external school services. Furthermore, both stated that: school administration is the spearhead of educational services of an institution that directly handles internal and external school services. Administration has the task and function of serving the implementation of operative work to achieve organizational goals, providing information for leaders to make the right decisions, and helping the smooth development of the organization as a whole.

The results of the study show that administration plays a very important role as the spearhead of administrative services in educational institutions. Effective and efficient administrative management not only facilitates school operational activities, but also contributes directly to improving the quality and quality of services felt by all madrasah residents.

The role of the head of administration at MTsN 4 Serang Regency has been running well and has a positive impact on the satisfaction of service users. This can be seen from easier, faster, and responsive service, supported by a clear division of tasks and good coordination. However, improvements are still needed in the use of technology, staff capacity development, and work discipline so that administrative services in madrasas can continue to be better and optimal.

CONCLUSION

Based on the research findings regarding the role of the head of administration in improving administrative services at MTsN 4 Serang Regency, it was concluded that the head of administration played a strategic role as a manager and administrator in supporting effective madrasah administration. This role was demonstrated through the planning, organizing, coordinating, supervising, and evaluating of administrative activities, enabling services for teachers, students, and all madrasah stakeholders to be delivered more effectively, efficiently, and systematically.

The implementation of the head of administration's duties was carried out effectively through a clear division of responsibilities according to respective areas of work, efficient coordination among administrative staff, and the utilization of information technology in administrative management. However, several challenges remained, including limited human resources with information technology competencies, disruptions in digital-based administrative systems, and delays in document submission by service users. To address these challenges, the head of administration, in collaboration with the madrasah, implemented various efforts, including regular briefings, staff competency training and development, as well as periodic monitoring and evaluation.

Overall, the role of the head of administration contributed significantly to improving the quality of administrative services at MTsN 4 Serang Regency. This contribution was reflected in improved service effectiveness, better organization of administrative systems, and increased satisfaction among teachers and students as service users. Therefore, continuous improvement in human resource competence, coordination mechanisms, and information technology utilization should be maintained to ensure the sustainable development of administrative service quality and support the achievement of educational objectives in madrasahs.

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