



OPTIMIZING EDUCATIONAL ADMINISTRATION GOVERNANCE IN SUPPORTING QUALITY EDUCATION MANAGEMENT AT MTS HIDAYATUL MUBTADIIN MUKOMUKO

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Abstract

This study aims to analyze the optimization of educational administration governance in supporting quality educational management at MTs Hidayatul Mubtadiin Mukomuko. The research employed a descriptive qualitative approach with a case study design to obtain an in-depth understanding of the implementation of educational administration within the madrasah environment. Data were collected through observations, in-depth interviews, and documentation involving the principal, three homeroom teachers, six parents, and eight students from different grade levels. The findings reveal that educational administration governance has played a significant role in improving the effectiveness of educational management, particularly in academic administration, student data management, coordination among educational staff, and educational services. The principal actively conducted supervision and evaluation of administrative processes, while teachers contributed to managing learning administration and academic reporting. Parents and students also perceived the administrative services as sufficiently responsive and supportive of educational activities. However, the study identified several challenges, including limited digitalization of administrative systems and manual data management practices, which affected administrative efficiency and service quality. The study concludes that strengthening educational administration governance through technology-based administrative systems, organizational coordination, and continuous evaluation can significantly improve the quality of educational management. This research contributes theoretically to educational management studies and practically provides recommendations for improving administrative governance in Islamic educational institutions.



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I. INTRODUCTION

Education is a strategic instrument in building superior, characterful, and competitive human resources. In the context of national education, the quality of educational institutions is not only determined by the learning process, but also by effective and efficient governance of educational administration. Education administration is an important part in supporting the success of education management, because through good administration all educational planning, organizing, implementing, supervising, and evaluating activities can run systematically. Education Management according to (Terry 2009) (Fauzi 2013) (Fauzi 2018) emphasizes the function of POAC (*Planning, Organizing, Actuating, and Controlling*) as the basis in the management of educational institutions so that educational goals can be achieved optimally.

(Abdul Hamid, Fauzi, Salamun, Wiwin Windayanti 2023; Abdul Hamid, Salamun, Wiwin Windayanti, Moh. Masrur 2023) Education Management and Education Administration which places educational institutions as organizations that must be managed professionally. Sergiovanni and Starratt explained that education management is not only related to administrative aspects, but also leadership, learning quality development, and strengthening the culture of educational organizations. Educational administration is understood as the process of service and management of all educational resources which include educators, students, curriculum, infrastructure, financing, and relationships with the community in an integrated manner. With optimal administrative management, schools or madrasas will be able to increase the effectiveness of educational services and institutional quality in a sustainable manner. Optimizing the governance of education administration has a strong legal foundation. (Government of the Republic of Indonesia 2003) Number 20 of 2003 concerning the National Education System emphasizes that education must be managed in a professional, transparent, and accountable manner in order to achieve the goals of national education. (Government of the Republic of Indonesia 2021) Government Regulation Number 57 of 2021 concerning National Education Standards explains that education management must meet management standards which include program planning, implementation of educational activities, evaluation, leadership, and education management information systems. The regulation shows that education administration is not just a recording activity, but a strategic instrument in realizing the quality of quality education.

Phenomena in the field show that there are still many educational institutions, especially madrasas at the tsanawiyah level, that face various obstacles in the governance of educational administration. Problems that often arise include low effectiveness of academic administration, limited documentation systems, suboptimal use of administrative technology, weak coordination between fields, and lack of continuous administrative evaluation. This condition has an impact on delays in educational services, less than optimal management of student data, and low effectiveness of managerial decision-making in educational institutions. In the current era of digital transformation, madrasas are required to be able to innovate technology-based administrative governance so that educational services become more effective, efficient, transparent, and accountable.

MTs Hidayatul Mubtadiin Mukomuko as one of the Islamic educational institutions has an important role in improving the quality of public education. However, based on the general phenomenon in madrasah-based secondary education institutions, the management of educational administration still often

faces challenges in the aspects of archiving, academic administration services, student data management, educator administration, and the integration of educational information systems. This condition requires optimizing education administration governance so that the entire education management process can run effectively and support the improvement of the quality of education services as a whole. GOVERNANCE of education administration has a significant influence on the quality of education. Research (Nasor 2022) at MTs Al Muhajirin Bandar Lampung explains that the implementation of the education management function through planning, organizing, directing, and supervision is able to improve teacher performance and the quality of madrasas. Another research by Bijani (2024) explains that effective education administration is an important factor in improving the quality of education through structured management of school resources.

Research (Mulyasa 2012) emphasizes the importance of quality-based education management in improving school effectiveness through strengthening education administration. Research (Danim 2007) explains that the leadership of school principals supported by a good administrative system is able to improve the quality of educational services. Research (Sagala 2007) shows that professional educational governance will increase the effectiveness of educational organizations and the quality of learning. Research (Leithwood and Jantzi 2006) also explains that strengthening a collaborative-based school management system has an effect on improving the quality of education and school organizational culture. (Davies and Ellison 2003) which emphasized the importance of technology-based education management information systems to support school decision-making quickly and accurately. (Bush 2011) explained that modern education management must be oriented towards improving the quality, accountability, and effectiveness of educational organizations. Meanwhile, the research (Rahmania 2025) emphasizes that the implementation of education management standards must be carried out systematically in accordance with the National Education Standards so that the quality of education can be achieved optimally.

Although various previous studies have discussed education management and educational administration, there is still a research gap in the aspect of optimizing educational administration governance based on the needs of madrasas in supporting quality education management, especially in Islamic educational institutions at the MTs level in the Mukomuko area. Most previous research has focused more on school management in general, improving the quality of learning, or the leadership of school principals, while research on the integration of education administration in supporting the effectiveness of madrasah education management is still relatively limited. Therefore, this study has a novelty in the focus of the study of optimizing educational administration governance as a strategy to improve the quality of education management at MTs Hidayatul Mubtadiin Mukomuko. The urgency of this research lies in the importance of developing an effective, adaptive, and quality-based education administration system in facing the challenges of modern education. The optimization of educational administration governance is expected to be able to increase the effectiveness of academic services, the quality of education data management, the professionalism of education personnel, and support more accurate and

transparent decision-making. This study aims to analyze the optimization of educational administration governance in supporting quality education management at MTs Hidayatul Mubtadiin Mukomuko. The benefits of this research are expected to make a theoretical contribution to the development of management and educational administration science, as well as provide practical benefits for madrasah heads, administrative staff, and education stakeholders in improving the quality of governance of educational institutions in a professional, effective, and sustainable manner.

II. RESEARCH METHODS

The right research method for research is to use a descriptive qualitative approach with the type of case study research. The selection of this method is based on the grand theory of education management and educational administration which emphasizes the process of managing educational institutions in a natural, in-depth, and contextual way. The qualitative approach allows researchers to comprehensively understand the phenomenon of educational administration governance through direct interaction with research subjects in the madrasah environment. The case study research was chosen because the research focuses on one specific educational institution, namely MTs Hidayatul Mubtadiin Mukomuko, so that researchers can dig into data in depth related to the planning, implementation, supervision, and evaluation of education administration in supporting quality education management.

Theoretically, this method is relevant to George R. Terry's theory of education management which emphasizes the function of POAC (*Planning, Organizing, Actuating, and Controlling*) in the management of educational organizations. In addition, education administration, according to Sergiovanni and Starratt, views schools or madrasas as a social system that requires effective administrative management through the coordination of human resources, academic services, organizational communication, and educational information systems. Therefore, qualitative research is appropriate because it is able to describe the educational administration process in real terms according to the social and cultural conditions of the madrasah.

The research object in this study is MTs Hidayatul Mubtadiin Mukomuko with a research focus on optimizing educational administration governance in supporting quality education management. The focus of the study includes: (1) educational administration planning, (2) school administration organization, (3) implementation of educational administration services, (4) supervision and evaluation of educational administration, and (5) obstacles and strategies to improve the quality of educational administration governance in madrasas.

Primary data was obtained directly through in-depth interviews and observations of the main resource persons, namely school principals/madrasas, teachers' councils. The head of the madrasah was chosen as the main informant because he had the authority to make education management policies. The teacher council was chosen to determine the implementation of educational administration in the learning process and academic services. Secondary data is obtained from school administrative documents, organizational structures, activity archives, education reports, and relevant regulations

III. RESULTS AND DISCUSSION

3.1. Research Results

The results of the study show that the optimization of educational administration governance at MTs Hidayatul Mubtadiin Mukomuko has a very

important role in supporting quality education management. Based on the results of observations and interviews, the implementation of educational administration in madrasas has included the management of academic administration, student administration, administration of educators, archiving of documents, and coordination of educational activities in a structured manner. An organized administrative system has a positive impact on the effectiveness of educational services and supports the managerial decision-making process in the madrasah environment.

The head of the madrasah, Puji Hasanah, explained that education administration is the main foundation in carrying out all educational activities in the madrasah. He said that "orderly administration makes it easier for schools to provide services to students, teachers, and parents and assists school principals in supervising educational programs." The statement shows that administrative governance not only functions as a recording system, but also as an instrument of control and evaluation of education management. The results of this study are in line with Mulyasa's opinion that effective education administration is able to improve the efficiency of school organizations and the quality of educational services.

The results of the interview with Wahyuni Hidayatun Nafi'ah show that the optimization of academic administration has helped teachers in the learning process and management of student scores. He said that "good administrative management makes the learning process more directed because student data, learning tools, and academic reports are neatly arranged." This condition has an impact on increasing teacher administrative discipline and ease of implementation of learning evaluation. These findings are supported by research (Bush 2011) which explains that an organized education administration system can increase the effectiveness of learning management and the professionalism of educators. Furthermore, the results of the study also show that the administration of students at MTs Hidayatul Mubtadiin Mukomuko has gone quite well through more systematic management of student data. Umi Rosyidah explained that student administration management helps schools in monitoring students' academic development and discipline. He stated that "student administration data is very helpful for teachers in monitoring learning progress and student attendance more quickly." The statement shows that education administration has an important function in supporting the supervision and coaching of students in an ongoing manner. These findings are relevant to Sergiovanni and Starratt's research which confirms that education administration is an integral part of supporting the effectiveness of educational services and the development of school quality.

Based on the results of observations, the archiving of school administrative documents in madrasas has also increased through the preparation of more regular and well-documented documents. The administration of correspondence, teacher data, learning schedules, and school activity reports have been systematically compiled to facilitate the monitoring and evaluation process of educational programs. Siti Mutrofingah said that "organized archiving makes data search easier and accelerates administrative services in schools." This shows that good management of administrative archives is able to increase the work efficiency of administrative staff and teachers in carrying out educational tasks.

This study also found that coordination between the head of the madrasah and the teacher council became more effective through a structured

administrative system. Educational administration helps the delivery of information on school programs, activity schedules, task divisions, and teacher performance evaluations to be clearer and more organized. School principals routinely conduct administrative evaluations to ensure that all educational programs run in accordance with the planned goals. These findings are in line with research (Leithwood and Jantzi 2006) which explains that education management based on coordination and organizational collaboration is able to improve the quality of school governance as a whole. In addition to having a positive impact, the results of the study also show several obstacles in optimizing educational administration governance at MTs Hidayatul Mubtadiin Mukomuko. The obstacles found include the limitations of digital-based administrative facilities, the lack of optimal use of information technology in school data management, and the limitation of human resources in the field of education administration. Some administrative processes are still carried out manually, so it takes longer in data management and administrative services. This condition shows the need to develop a digital-based education administration system so that education management becomes more effective and efficient.

In an effort to overcome these obstacles, the madrasah carries out various strategies to optimize educational administration, such as increasing internal coordination, clearer division of administrative tasks, coaching administrative personnel, and strengthening the discipline of school document management. The head of the madrasah also encourages teachers to be more active in completing learning administration and utilizing simple technology in managing educational data. This step is part of efforts to improve the quality of education governance in a sustainable manner.

The results of this study are supported by research (Davies and Ellison 2003) which explains that an effective education administration system will help schools in improving the quality of decision-making and educational services. In addition, research (Danim 2007) confirms that the success of education management is greatly influenced by the school's ability to manage educational administration in a professional, transparent, and accountable manner. Thus, the optimization of educational administration governance at MTs Hidayatul Mubtadiin Mukomuko is an important factor in supporting the creation of quality education management. The results of the study show that the governance of education administration at MTs Hidayatul Mubtadiin Mukomuko has made a positive contribution to improving the effectiveness of education management. An orderly, structured, and organized education administration is able to improve the quality of educational services, strengthen internal school coordination, facilitate the management of educational data, and support the achievement of educational goals more effectively. Therefore, the optimization of educational administration needs to continue to be developed through improving the competence of human resources, strengthening the administrative information system, and utilizing educational technology so that the quality of education in madrasahs can be improved sustainably.

3.2. Discussion

The results of the study show that the optimization of educational administration governance has a significant contribution in supporting quality education management at MTs Hidayatul Mubtadiin Mukomuko. Educational administration that runs systematically is able to create the effectiveness of academic services, improve coordination between school departments, and

strengthen the management of educational data. This condition shows that education administration does not only function as a recording activity, but also as a strategic instrument in supporting the success of education management as a whole. The findings of this study are in line with the opinion (Terry 2009) which explains that the success of the organization is greatly influenced by the implementation of management functions which include planning, organizing, implementing, and supervising in an integrated manner.

Strengthening the governance of educational administration in madrasas can be seen from the more targeted division of administrative tasks between madrasah heads, teachers, and administrative staff. A structured work system has a positive impact on the effectiveness of educational services, especially in the management of academic administration and student administration. Research (Bush 2011) explains that educational institutions that have a well-organized administrative system will find it easier to achieve management effectiveness and improve the quality of education. In addition, research (Mulyasa 2012) also emphasizes that professional education administration is able to increase school productivity and the quality of educational services.

From the perspective of education management, effective administrative management serves as the center of coordination of all educational activities. The results of the study show that madrasah heads have a dominant role in conducting periodic supervision and evaluation of educational administration. These findings are supported by research by Sergiovanni and Starratt (2007) who stated that effective educational leadership must be able to build an administrative system that supports the school's organizational culture in a professional and sustainable manner. School principals not only function as administrative leaders, but also as the main driver of improving the quality of educational services.

The findings of the study also show that teachers have an active involvement in supporting the governance of education administration, especially in learning administration, value management, student attendance, and academic reports. The involvement of teachers in educational administration shows that the quality of education management cannot be separated from the administrative competence of educators. Danim's research (2010) explains that teachers' administrative skills are one of the important indicators in creating the effectiveness of learning and education management in schools. This is strengthened by the research of Sagala (2013) who emphasizes that educational administration functions as a means of supporting the success of the learning process in educational institutions.

Although the governance of education administration has been running quite well, the results of the study show that madrasas still face obstacles in the aspect of digitization of administration. Most data management is still done manually, which has the potential to cause delays in archiving and processing academic data. This phenomenon is in line with the research of Davies and Ellison (2003) who explain that modern educational institutions need a technology-based management information system to improve the speed, accuracy, and accuracy of decision-making. The digitalization of educational administration is an important need in dealing with technological developments and educational transformation in the modern era.

This condition is also supported by research by Leithwood and Jantzi (2006) which states that innovations in education governance have a great influence on the effectiveness of school organizations. The use of information technology in education administration is able to improve service efficiency, accelerate

access to information, and support transparency in education management. Therefore, the implementation of a digital-based administration system in madrasas is a strategic step in improving the quality of adaptive and modern education management.

The results of the study showed that students' guardians responded positively to educational administration services in madrasas. Good communication between the school and the parents of students shows that there is a harmonious institutional relationship in supporting the educational process. Epstein's research (2011) explains that parental involvement in the education system has a great influence on improving school quality and student success. Open and communicative education administration will increase public trust in educational institutions. From a student's perspective, fast and responsive administrative services have a positive impact on the comfort of learning at school. Effective educational administration helps students obtain academic services more easily and in a structured manner. Research by Hoy and Miskel (2013) explains that a good education administration system will create a conducive school environment and support the effectiveness of the learning process. Thus, education administration not only has an impact on institutional aspects, but also on the learning experience of students.

This study also shows that administrative supervision carried out regularly is able to improve the work discipline of educators and education personnel. Continuous administrative evaluation helps schools identify various obstacles in education management more quickly. These findings are supported by research by Robbins and Coulter (2016) who explain that the supervisory function in management is very important to ensure that all organizational programs run according to the goals that have been set. This research shows that optimizing educational administrative governance can increase the effectiveness of decision-making in the madrasah environment. A well-organized administrative data makes it easier for schools to prepare work programs, educational evaluations, and school quality development. Handoko's research (2015) explains that structured administration is the main basis in supporting organizational decision-making appropriately and accurately.

The results of the study reinforce the view that educational administrative governance is an important part of improving the quality of education management. Effective education administration is able to create professional educational services, improve organizational coordination, strengthen school information systems, and support the creation of better-quality education. The findings of this study are relevant to Bijani's (2024) research which emphasizes that strengthening education administration is one of the main strategies in improving the quality of educational institutions in the modern era. Thus, the optimization of educational administration governance at MTs Hidayatul Mubtadiin Mukomuko needs to continue to be developed through improving the administrative competence of educators, strengthening the supervision system, and developing information technology-based administration. This step is important so that madrasas are able to face the challenges of modern education and realize effective, efficient, transparent, and quality education management.

IV. CONCLUSION

This research shows that the optimization of educational administration governance has a strategic role in supporting quality education management at MTs Hidayatul Mubtadiin Mukomuko. The implementation of educational administration which includes planning, organizing, implementing, supervising,

and evaluating has gone quite well and is able to support the effectiveness of educational services in the madrasah environment. Systematic administrative governance has a positive impact on academic administration management, student services, coordination between educators, and more effective and targeted managerial decision-making. The results of the study show that madrasah heads have an important role in supervising and strengthening the education administration system through routine evaluations and clear division of administrative tasks. In addition, homeroom teachers contribute to supporting learning administration, student data management, and academic reporting. From the perspective of parents and students, educational administration services in madrasas are considered quite good, communicative, and able to help academic needs effectively. These findings show that education administration not only functions as a record-keeping activity, but is an integral part of improving the quality of education management. This study also found several obstacles in the implementation of education administration, especially related to the limitations of digitization of administration and data management which are still carried out manually. This condition has the potential to cause delays in administrative services and less than optimal efficiency in education data management. Therefore, the development of an information technology-based administrative system is an important need in improving the effectiveness and quality of educational services in madrasas. This research strengthens the concept of education management and educational administration which emphasizes the importance of professional, effective, and accountable governance of educational organizations. This research also makes a practical contribution to educational institutions, especially madrasas, in developing an educational administration system that is adaptive to technological developments and modern educational needs. By optimizing sustainable educational administration governance, madrasas are expected to be able to improve the quality of educational services and create more quality, transparent, and competitive education management.

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