The Role Of School Principals In Enhancing Job Satisfaction Of Administrative Staff At SMAN 3 Batanghari

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Abstrak

Penelitian ini membahas tentang peran kepala sekolah dalam meningkatkan kepuasan kerja staf administrasi di SMAN 3 Batanghari. Tujuan penelitian ini adalah untuk mendeskripsikan tindakan yang dilakukan kepala sekolah serta kendala-kendala yang dihadapi kepala sekolah serta metode atau solusi yang digunakan kepala sekolah dalam upaya meningkatkan kepuasan kerja staf administrasi sekolah SMAN 3 Batanghari. Metode penelitian yang digunakan adalah kualitatif dengan melibatkan kepala sekolah, dan kepala bagian tata usaha sebagai responden. Data dikumpulkan melalui wawancara, observasi, dan dokumentasi. Hasil penelitian menunjukkan bahwa kinerja di SMAN 3 Batanghari cukup positif dilihat dari pekerjaan, gaji, rekan kerja, atasan, kemajuan dan lingkungan kerja di SMAN 3 Batanghari, Hambatan yang dilakukan kepala sekolah dalam meningkatkan kepuasan kerja tenaga administrasi sekolah adalah Kurangnya Staf PNS yang Berkualitas Solusi yang dilakukan kepala sekolah untuk meningkatkan kepuasan kerja staf administrasi SMAN 3 Batanghari adalah memberdayakan masyarakat dan lulusan pendidikan dengan kualifikasi profesional di bidang manajemen. Sekolah mengontrol pengelolaan dan penggunaan sumber daya yang tersedia di sekolah, dan meningkatkan pelatihan untuk meningkatkan keterampilan staf administrasi.

Kata kunci: Kepuasan kerja, kepala sekolah, staf administrasi

Abstract

This research discusses the role of school principals in enchancing job satisfaction of administrative staff at SMAN 3 Batanghari. The aim of this research is to describe the actions taken by principals as well as the obstacles encountered by principals and the methods or solutions used by principals in their efforts to enhance job satisfaction of the administrative staff of SMAN 3 Batanghari school. The research method used is qualitative, involving the school principal, and head of administrative ffairs as respondents. Data were collected through interviews, observations, and documentation. The results of the research indicate that the at SMAN 3 Batanghari is quite positive, looking by job, salary, colleagues, superiors, advancement and working environment in SMAN 3 Batanghari, The obstacles by school principals in increasing the job satisfaction of school administrative staff are the lack of qualified civil servant staff The solution by school principals improving the job satisfaction of the administrative staff of SMAN 3 Batanghari is empower the community and the grad education with professional qualifications in the field of management. The school controls the management and using of available resources in the school, and enhances training to improve the skills of administrative staff.

Keyword: Job satisfaction, school principal, administrative staff

1. INTRODUCTION

The success of the school principal can be seen that the principal is the main pioneer of the success of a school. This means that it can be concluded that "the success of a school is the success of the principal and all components in the school. School administrative staff have standards of ability or competency that must be achieved, including personality, social, technical and managerial competencies, this is in accordance with Permendiknas No. 24 of 2008. Educational personnel according to the National Education System Law (RI Law No. 20 of 2003 concerning the National Education System. 2003, p. 3)

are members of the community who dedicate themselves and are appointed to support the implementation of education. Meanwhile, educators are qualified educational personnel as teachers, lecturers, counselors, tutors, lecturers, tutors, instructors, facilitators, and other designations appropriate to its specialty, as well as participating in. providing education.

Job satisfaction of members of an organization is an important target in human resource management, because employees who have high job satisfaction can bring a positive aura to their work and can benefit and make their organization successful. Likewise, someone with low job satisfaction will have low work morale and negative feelings, Robbins (2015, p. 6). Employee job satisfaction has several factors that influence it, including fair and appropriate remuneration, placement that is appropriate and appropriate to their skills, the severity of the work, as well as a friendly atmosphere and environment, the availability of equipment that supports the work, the leader's attitude in leadership, the monotonous nature of the work. or not, Hasibuan (2013, p. 203).

Furthermore, job satisfaction according to Sinambela (2012, p. 258) is a person's feelings towards his work which are produced by his own efforts (internal) and which are supported by things from outside himself (external), regarding work conditions, work results and work. itself. Sinambela in Gusmarany (2016) stated that there are many theories that discuss job satisfaction in various literature, including: Two Factor Theory, Value Theory, Equity Theory, Disrepancy Theory , Need Fulfillment Theory and Social Reference Group Theory. The job satisfaction indicator chosen in this research is Badeni's version because, as previously explained, job satisfaction can be shown by how satisfied an employee is based on the indicators required to be met. The operational concept of job satisfaction developed in Badeni (2017) includes; the job itself, salary, coworkers, superiors, promotions, and work environment SMAN 3 Batanghari provides curriculum-based education, and is currently accredited A. Of course, this accreditation is not easy to achieve if all the people in SMAN 3 Batanghari, starting from students, teaching staff and educational staff, do not have a good work spirit. SMAN 3 Batanghari has many employees both from teaching staff and educational staff, one of whom is an employee in the field of school administration or administrative staff who takes care of all forms of school administration services. SMAN 3 Batanghari has a total of 11 educational staff, 3 of whom are civil servants while 7 of them are non-civil servants or contract employees. The various backgrounds of the Batang Hari 3 Public High School educational staff, starting from high school/vocational school level to undergraduate level. Meanwhile, the job description of the Batang Hari 3 State High School educational staff includes 1 head of affairs and includes civil servant employees, 6 school administrative staff, 1 of whom is a civil servant employee, 2 office boys, 1 including civil servant employees and 1 honorary employee, and 2 security officers are honorary employees.

One of the problems that often occurs is regarding attendance, especially in terms of tardiness, which also occurs among SMA N 3 Batang Hari employees. Based on initial observations made at SMA N 3 Batang Hari from 22 October to 26 October 2019, the principal said that there were still school administrative staff who were late, this indirectly indicated that the level of discipline of the school administrative staff was still lacking. Employees with high job satisfaction will carry out work with positive feelings, responsibility and will continue to be motivated to try to improve their performance. Meanwhile, employees who do not feel job satisfaction tend to neglect their work. However, According to Gusmarany (2016) in his research entitled "Factors that Determine Job Satisfaction in Employees of Al-Kautsar Foundation High School Bandar Lampung". The research was conducted on 45 employees of Al-Kautsar Foundation High School Bandar Lampung. This research shows that there are several factors that determine job satisfaction among Al-Kautsar Foundation High School employees, these factors are self-development factors, compensation factors, work involvement factors, task supervision factors, and promotion factors. According to Emely (2013) in her research entitled "Analysis of Factors that Influence Employee Job Satisfaction at the Pangeran Beach Hotel Padang". This research was conducted on 162

employees at the Pangeran Beach Hotel Padang. This research shows that 63.8% of salary factors determine job satisfaction, and 71,

In general, none of the research above discusses the same indicators specifically. Moreover, there is a lack of review of the factors that determine job satisfaction among school administration staff. Researchers also find it difficult to find previous research on this matter. So what differentiates previous research from the research that the author will carry out lies in the research object, where this research will focus on knowing the factors that determine job satisfaction in school administration staff at SMAN 3 Batanghari and also no similar research has been found regarding This research was in the Batanghari Regency area.

2. METHOD

The research method used in this research is research with a qualitative descriptive approach to analyze data phenomenally. The reason for using the phenomenological approach is because this problem occurred at SMAN 3 Batanghari. According to Cresswel (2013, p. 267-268) there are several types of data collection procedures, one of which is interviews, it is stated that researchers can conduct interviews face to face, therefore researchers are allowed to conduct individual interviews and researchers will meet the principal and chief of staff. administration of SMAN 3 Batanghari. The researcher used the results of this interview to obtain information by directly meeting the person concerned or the principal of SMAN 3 Batanghari and other parties involved in the research. So this direct interview method can be used to print, complete and perfect the interview data. Observation is a data collection technique that is carried out by systematically observing and recording the symptoms being studied. Observations were carried out directly in the field by observing a number of objects found in the research. Using this method, researchers explored in depth the information and situations that occurred at SMAN 3 Batanghari.

According to Creswell (2013, p. 4) qualitative research is a method for exploring and understanding meaning by a number of individuals or groups of people which are ascribed to social or humanitarian problems. The approach used in this research is a qualitative descriptive approach. The qualitative descriptive method is essentially observing people in everyday life in natural situations, interacting with them, conducting interviews and trying to understand language, habits and behavior related to the research focus. According to Creswell (2013, p. 350) The research approach used in this research, namely the phenomenological approach, is a qualitative strategy where the researcher identifies the essence of human experience regarding phenomena expressed by a participant in a study. The researcher chose phenomenology because if he chose ethnography it would not be in accordance with the research objectives because ethnography focuses more on a cultural group. Therefore, the problem of this research concerns the phenomena experienced by a person. The reason for using the phenomenological approach is that this problem occurs by the School Administrative Staff. Therefore, the problem of this research concerns the phenomena experienced by a person. The reason for using the phenomenological approach is that this problem occurs by the School Administrative Staff. Therefore, the problem of this research concerns the phenomena experienced by a person. The reason for using the phenomenological approach is that this problem occurs by the School Administrative Staff.

The data source is the origin from which the data source was obtained. In order to obtain data that is truly valid and relevant to the problems in this research, the data that will be taken is primary data and secondary data. Researchers obtained data by conducting research at SMAN 3 Batanghari.

Primary data is data obtained directly from informants in the field, namely through interviews and in-depth observations with the School Principal and Head of Administration which were carried out 3 times from 4 to 15 November 2021. Then the interviews were conducted using interviewers, then

interviews were conducted using interview protocols face to face and in person, therefore the researcher looked at the criteria of the informants who would be studied.

Secondary data, namely written document data obtained from SMAN 3 Batanghari, namely in the form of written data such as school profile, organizational structure, list of educators and education staff, number of students, study groups, facilities and infrastructure, as well as teacher learning schedules who teaches, and so on. According to Cresswel (2013, p. 267-268) there are several types of data collection procedures, one of which is interviews, it is stated that researchers can conduct interviews face to face, therefore researchers are allowed to conduct individual interviews and researchers will meet the principal and chief of staff. administration of SMAN 3 Batanghari. The researcher used the results of this interview to obtain information by directly meeting the person concerned or the principal of SMAN 3 Batanghari and other parties involved in the research. So this direct interview method can be used to print, complete and perfect the interview data.

Observation is a data collection technique that is carried out by systematically observing and recording the symptoms being studied. Observations were carried out directly in the field by observing a number of objects found in the research. Using this method, researchers explored in depth the information and situations that occurred at SMAN 3 Batanghari.

A data collection method that has a very important place in qualitative research is the documentation method. In documentation, researchers use documentation studies with the aim of collecting data relating to attendance lists for teaching and education staff, award certificates, achievement trophies, and other organizations and data that can support this research at SMAN 3 Batanghari.

The interviews that will be conducted in this research are used to reveal data through questions and answers. Interview guidelines are used by researchers as a reference in conducting interviews with research subjects. The interview grid for this subject was developed based on the 2017 Badani version of job satisfaction indicators.

Job satisfaction

1. the job
a. Feel comfortable doing the job
b. Work according to abilities and interests
c. Have freedom when carrying out work
d. Get feedback in carrying out work
e. Complete work on time

2. Financial/Salary
a. The amount of income is in line with expectations
b. Get regular salary increases
c. Get rewards after carrying out tasks

3. Work colleague
a. Help each other in problem solving
b. There is no conflict in daily life
c. Have pleasant colleagues
d. Work with responsible people

4. Superior
a. Convey suggestions using smooth language
b. Have leaders who are easy to interact with

c. Leaders provide grades according to performance
d. Leaders like to dictate teacher assignments
e. The leadership does not give freedom of opinion

5. Promotion
a. Get the opportunity for promotion
b. Get the opportunity to be one of the committee members in an activity
c. Get the opportunity to take part in training

6. Work environment
a. Comfort gained at work
b. Availability of various facilities needed to carry out work
c. Maintained cleanliness in the workplace
d. Has a friendly atmosphere
Get rewarded in small things

Observation Guidelines
1. Headmaster
The attitude of the school principal and administrative staff in carrying out the work of the school principal to resolve problems and interact with administrative staff. Suitability of the number of administrative staff with the existing workload.
2. State of the School Environment
School Conditions, School Environment.
3. Work environment
A work environment that supports school activities.

3. RESULTS AND DISCUSSION

The research was carried out at SMAN 3 Batanghari which is located on JL. Muaro. Tembesi – Sarolangun Km. 24, Muara Jangga sub-district, Batin XXIV sub-district, Batang Hari district, Jambi Province. Researchers chose this place as a research location by considering that the location met the research criteria. The reason for choosing this location is because SMA N 3 Batang Hari is the school where the researchers come from which makes it possible to carry out research, apart from that the school is also the oldest school in the Dalam XXIV sub-district and there is a change in the principal's leadership which is carried out every 4 years in accordance with regulations issued by the Minister of National Education Number 28 of 2010 are expected to increase the quality of performance that occurs,

Table 1. Research Objects

No.	Object of research	Amount
1.	Headmaster	1
2.	Head of Administrative Affairs	1

In this research the author uses qualitative research data, at this stage the author will carry out data processing and analysis of data that has been obtained from the results of the research conducted. Where the author obtained this data through the interview method as the main method to obtain an objective

decision and can function as a fact. Apart from that, the author also uses the observation method as a support to complete the data that the author has obtained through the documentation method.

In carrying out this data analysis, the author uses data reduction, data presentation, and draws conclusions. In the process of analyzing this data, the author must first sort and select the data that is the main data so that this research will produce a clearer picture of the data and make it easier for the author to carry out the next stage. In the next stage, the author is able to present data from the results of the previous selection of basic data. Presenting the data means that it will make it easier for the author to understand what actually happened and of course it will make it easier for the author to plan further work based on what has been understood. The next or final stage is drawing conclusions, Based on existing data that has gone through data processing, conclusions will be drawn using inductive thinking, namely starting from specific conclusions and then drawing general conclusions. So that with several stages in data processing, errors in decision making will be avoided which will become facts about the Role of School Principals in Improving the Job Skills of School Administrative Staff at SMAN 3 Batanghari.

To determine efforts to increase job satisfaction at SMAN 3 Batanghari, this research places more emphasis on 5 job satisfaction indicators, namely based on the 2017 Badani version of job satisfaction indicators, namely satisfaction with the job itself, financial/salary, co-workers, superiors, and the work environment.

Based on research at SMAN 3 Batanghari regarding the Role of School Principals in Increasing Job Satisfaction of School Administrative Staff, it can be seen from the following presentation:

1. Based on the characteristics found in SMAN 3 Batanghari

From the results of interviews, observations and documentation carried out by the author during research at SMAN 3 Batanghari regarding the characteristics of job satisfaction found in SMAN 3 Batanghari, the author can see that the efforts made by the principal to increase job satisfaction at SMAN 3 Batanghari are quite good. Judging from the job itself, financial/salary, coworkers, superiors, promotions, and work environment. have freedom in, get feedback after completing something, and complete the work on time. This is also known from the results of interviews with participant 1 and participants. Judging from the level of work itself, school administrative staff are comfortable in their work, according to their interests and abilities, From the superior's point of view, it can be seen that when conveying suggestions, the principal always uses smooth language, has a leader who is easy to adapt, does not like to dictate every job that is done, and still provides freedom in doing every job. This is in line with the results of interviews from participant 1 and participant 2. From a promotion perspective, it can be seen that not all school administration staff at SMAN 3 Baatanghari received promotions, this is because the employment status of school administration staff is still contract or honorary staff, but Non-PNS school administrative staff are always involved in every school activity. In terms of the work environment at SMAN 3 Batanghari, school administrative staff feel comfortable in the workplace,

2. Obstacles encountered by school principals in Increasing Job Satisfaction of School Administrative Staff

From the results of interviews conducted by the author during research at SMAN 3 Batanghari regarding what obstacles school principals encounter in increasing the job satisfaction of school administrative staff, it can be seen that the first is the lack of civil servants, because professionalism will affect performance results. Then, secondly, the educational background that is required sometimes does not match, this will also affect work professionalism, and the lack of professionalism in the work could be due to inability, it could be because the background is not the same, it could be because of social pressure, the needs are great but the income is not enough. so you have to divide your time and delays.

3. Solutions to overcome the obstacles encountered by school principals in increasing the job satisfaction of school administrative staff

From the results of interviews conducted by the author during research at SMAN 3 Batanghari regarding what obstacles school principals encounter in increasing the job satisfaction of school administrative staff, it can be seen that the solution to overcoming the obstacles faced by school principals in increasing job satisfaction of school administrative staff in SMAN 3 Batanghari is related to the problem of insufficient teaching staff and educational staff, the school empowers the community or alumni of educational staff at both high school and tertiary levels who have qualifications in the field of TU, Reports to enter or serve at SMAN 3 Batanghari. From a community perspective, the school empowers the community through family education. In managing and utilizing existing resources at school, that is, the school first analyzes human resources, namely the abilities of each teacher. From its human resources, schools carry out strengthening through training to increase teacher competency.

4. CONCLUSION

Based on the results of research and discussion, the following conclusions can be drawn:
1. The characteristics of job satisfaction found at SMA N 3 Batanghari that the writer can find out are that the level of job satisfaction at SMAN 3 Batanghari is quite good. This can be seen from the work itself, financial/salary, co-workers, superiors, promotions, and the work environment at SMAN 3 Batanghari.
2. The obstacles encountered by school principals in increasing the job satisfaction of school administration staff at SMAN 3 Batanghari are firstly a lack of civil servants, because professionalism will affect performance results, secondly the educational background with the requirements is sometimes not appropriate, this will also affect professional work, and his lack of professionalism in his work could be due to inability, it could be because his background is not the same, it could be because of social pressure, his needs are great but his income is less so he has to divide his time, and there are delays.
3. The solution used by the principal in resolving the obstacles encountered to increase the job satisfaction of school administration staff at SMAN 3 Batanghari is to empower the community or alumni who have qualifications in the field of TU to fulfill.

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