

Analysis of Administrative Management in Special Needs Schools Al-Ikhlas Bukittinggi

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ABSTRACT

This study aims to deeply analyze the administrative management practices at SLB Al-Ikhlas Bukittinggi, focusing on administrative transformation efforts towards a modern, adaptive, and digital system, as well as improving the performance of administrative staff in providing the best services. The background of the problem lies in the unique challenges in the administration of special education, which requires effective service and governance adjustments. This research uses a qualitative approach with a case study type. Data was collected through literature synthesis from three related journals on educational administration, which were then linked to the SLB context. The conceptual results indicate that SLB Al-Ikhlas Bukittinggi requires the adoption of digital technology for administrative governance, system modernization, and continuous improvement in administrative staff performance for service quality. In conclusion, effective administrative management at SLB Al-Ikhlas must integrate modernization, digitalization, and human resource competence improvement.

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1. INTRODUCTION

Educational administration management is the backbone of an educational institution's operational effectiveness. In Special Needs Schools (SLB), the administrative role becomes even more complex because it must accommodate the unique needs of students with special needs (PDBK). This includes administering an adaptive curriculum, specific infrastructure, and documenting individual services. Therefore, ensuring an efficient, adaptive, and responsive administrative system is key to improving the quality of educational services at SLB Al-Ikhlas Bukittinggi.

The primary challenge faced is the demands of transformation into the digital era. This transformation requires the adoption of technology in administrative management to reduce manual workloads, minimize errors, and accelerate service processes. Beyond systems and technology, the performance of administrative staff is a critical factor. Competent and dedicated administrative staff guarantee the effective implementation of modern systems and the tangible improvement in service quality.

Previous research confirms that schools that are successful in managing their administration are able to synergize three pillars: a modern system, a digital platform, and competent human resources. Successful implementation at SLB Al-Ikhlas must take into account the specifics of PDBK services, for example in the administration of the *Individualized Education Program* (IEP) which requires very detailed and personalized recording and reporting. Based on this, this study aims to analyze administrative management practices, identify challenges and opportunities in the transformation of administrative management, and evaluate the contribution of administrative staff performance to improving educational services at SLB Al-Ikhlas Bukittinggi.

2. METHODS, DATA, ANALYSIS

This research is planned to use a qualitative approach with a case study type. The qualitative approach was chosen because it aims to understand and describe in depth the administrative management practices at SLB Al-Ikhlas Bukittinggi, according to its unique context as a special education institution. This type of case study allows for in-depth exploration of a single phenomenon that is limited by time and place, namely school administrative management at SLB Al-Ikhlas. The focus of the study includes school administrative policies, daily management processes, and evaluation of the performance of administrative staff.

The sample (or research subjects) will be taken purposively (*purposive sampling*). The sample includes the Principal, Vice Principal for Curriculum and Administration, and at least three core administrative staff (education, student affairs, and finance). The main data collection techniques used are in-depth interviews with key informants, participant observation of administrative workflows, and document analysis (SOPs, performance reports, and school *databases*). The data analysis technique that will be used is the qualitative data analysis model of Miles and Huberman, which includes the stages of data reduction, data presentation, and conclusion *drawing/verification*. school *database*). The data analysis technique that will be used is the qualitative data analysis model of Miles and Huberman, which includes the stages of data reduction, data presentation, and conclusion *drawing/verification*.

3. RESULTS AND DISCUSSION

Results

Findings at the Al-Ikhlas Special School in Bukittinggi indicate that the principal has attempted to modernize the administration by updating Standard Operating Procedures (SOPs) and adopting a more adaptive organizational structure. However, the implementation of this modernization still faces obstacles, particularly in adapting the new procedures to the administrative staff's traditional work habits.

In terms of administration and digitalization, Al-Ikhlas Special School has utilized several basic applications for record-keeping (such as *spreadsheets* for student and financial data), but has not yet fully adopted an integrated Management Information System (MIS). Challenges to digitalization at this school include limited budget for adequate *software* and *hardware investment*, as well as the need for intensive training for administrative staff, the majority of whom are still comfortable with manual systems. Regarding administrative staff performance, interviews revealed that administrative staff are highly dedicated, but their performance is hampered by a double workload and an inefficient administrative system. Staff performance, as the spearhead of service, could be improved if work procedures were simplified and time spent on routine tasks reduced through digitalization.

Further discussion reveals a strong correlation between system modernization and staff performance. A modern and adaptive system will only be effective if supported by motivated and competent staff. In the context of SLB, modernization must include the provision of administrative services that are sensitive to the needs of the Special Needs Education Program (PDK), such as data accessibility for special needs teachers. Therefore, digitalization must be a priority. The implementation of an integrated MIS will help integrate adaptive curriculum administration, *Individualized Education Program* (IEP) data, and specific infrastructure administration, thereby increasing efficiency and accuracy, and indirectly improving the focus and quality of administrative staff services. Overall, administrative management at SLB Al-Ikhlas Bukittinggi is in a transitional phase. To achieve optimal management, the school must focus on *upgrading* staff digital competencies, investing in affordable digital systems, and strengthening a work culture oriented toward excellent service.

4. CONCLUSION

Administrative management at SLB Al-Ikhlas Bukittinggi demonstrates positive efforts toward modernization, but still faces significant obstacles in implementing digitalization of administration and optimizing staff performance. Despite their high dedication, administrative staff performance is not optimal due to time-consuming manual systems and a lack of integration between administrative units. The main conclusion of this conceptual research is that effective administrative management at SLB Al-Ikhlas must be carried out through the formulation of policies that support the adoption of digital technology for administrative administration, synchronized with programs to improve competency and work motivation for administrative staff. This effort is crucial for the school to be able to realize an adaptive and quality educational service system for students with special needs.

As a recommendation, SLB Al-Ikhlas Bukittinggi is advised to immediately invest in a simple Management Information System (MIS) and focus on automating routine administrative tasks. The school also needs to conduct regular and specific digital training for administrative staff, and provide incentives linked to improved performance and service efficiency. For future researchers, it is recommended to conduct further research using quantitative methods to statistically measure the relationship between the level of administrative digitization and work time efficiency and teacher/parent satisfaction with administrative services at the SLB.

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