

IMPLEMENTATION OF EXCELLENCE SERVICE TO INTERNAL CUSTOMERS IN THE SERVICES OF SCHOOL ADMINISTRATION PERSONNEL AT SMP QURANPRENEUR INDONESIA PALEMBANG CITY

Wulan Oktarina¹, Ahmad Zainuri², Nurlaila³, Saipul Annur⁴

^{1,2,3,4}Universitas Islam Negeri Raden Fatah Palembang, South Sumatra, Indonesia

Email: wulanoktarina585@gmail.com

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Abstract: This research uses a qualitative method with the type of case study approach with research informants namely principals, school administrators, teaching staff, and students. The data collection techniques used were observation, interview, and documentation and analysed using qualitative data analysis techniques. The results of this study are the implementation of *excellence service* to internal customers in school administration services at Smp Quranpreneur Indonesia Palembang City needs to be improved again from the aspect of actions taken by school administration personnel in the implementation of *excellence service* is somewhat less responsive in responding, the level of communication of school administration personnel with students who are still lacking, as well as the unavailability of SOPs (*Standard Operating Procedures*) for school administration personnel in carrying out their duties. Then for the supporting factors for the implementation of *excellence service* to internal customers in school administration services at Smp Quranpreneur Indonesia Palembang City, namely the awareness of administrative staff to provide excellent service, the existence of qualified human resources, and the direction and motivation provided. While the inhibiting factors, the school has

not provided training or socialisation to improve the implementation of excellence service in administrative services to improve capabilities, there is no facility in the form of a suggestion and criticism box, and there is no SOP (standard operating procedure) to support the implementation of excellence service in administrative services.

Keywords: Excellence Service; Implementation; School Administration.

INTRODUCTION

The success of a school institution is inseparable from the management of human resources in it. The success of a school in achieving its goals is strongly influenced by the school climate. One element of the school climate is the implementation of school administration (Sulistiyono & M. Hidayat, 2022) . Therefore, to achieve the desired goals, schools must have education personnel who have competence in managing educational institutions, one of which is school administration personnel.

School administration services are organised by school administration personnel. Therefore, to achieve the desired goals, schools must have education personnel who have competence in

managing educational institutions, one of which is school administration personnel. School administration personnel are education personnel whose job is to provide administrative service support for the implementation of the educational process at school. They are *non-teaching staff* who work in schools or are often called Administration (TU). In Kepmendiknas No. 053 / U / 2001 concerning Guidelines for Preparing Minimum Service Standards for School Implementation in the Field of Primary and Secondary Education, it is stated that School Administrative Personnel are human resources in schools that are not directly involved in teaching and learning activities but are very supportive of success in school administrative activities (Qurtubi, 2019) . Nowadays, school administration personnel should pay attention to the quality of education services they provide. The quality of education services itself is related to the comparison between the quality of services perceived and received by customers and what they expect. (Handoko, Timan, & Kusumaningrum, 2018) By listening and paying close attention to the needs and input of education customers, school administration personnel can provide services that are more effective and in accordance with their expectations.

Service standards according to PANRB Ministerial Regulation No. 15/2014 concerning Guidelines for Service Standards are benchmarks that are used as guidelines for service delivery and reference for assessing service quality as obligations and promises of organisers to the public in the context of quality, fast, easy, affordable and measurable services (Zulkarnain & Sumarsono, 2018) . With

clear and measurable service standards, it is hoped that public services can be more responsive, efficient and quality, and can increase public satisfaction with the services provided.

A manager or administrator in education management and development efforts in general, in principle, wants to provide "excellent service" in the true sense (Rachman, 2021) . The best service or *excellence* service is needed in the world of education, so that students feel at home in school and can learn optimally. Excellent service (*excellence* service) can be interpreted as the best service in meeting customer expectations and needs (Mulyasa, 2022) . That is, services that meet quality standards, namely a service that is in accordance with the expectations and satisfaction of customers or the community.

Excellent service (*excellence service*) in the world of education is something basic that cannot be ignored by any educational institution. If there are educational institutions that ignore the importance of service, it can be ascertained that education will eventually be marginalised by its own customers, both internal and external customers (Rahayu et al., 2023) . Internal customers are people involved in the production process of goods or services offered by the company. Internal customers include employees or in education, namely teachers and students. The success of acculturation of excellent service in the internal environment, will be a basic milestone in realising excellent service in the external environment. In the world of education customers in the external environment are parents of students (Yaqien, 2017) . All personnel in the education unit provide excellent

service to education customers such as students, parents of students, and the community. Excellent service received by students will provide a sense of satisfaction for students and their parents.

The ability to provide *excellence service* must be possessed by school administration personnel. *Excellence service* here is one of the social competencies that must be owned by school administration personnel in addition to other competencies. This service activity is identical to the attitude and behaviour of school administration personnel in carrying out their duties. School administration personnel have the task of serving excellently helping customers in fulfilling their needs and doing it in the best way so that customers feel very satisfied (Yuliani & Kristiawan, 2016).

But in fact, the implementation of services found in various schools today tends to be slow, not on time, less friendly, less communicative, and even some still use language that is not pleasant to hear. This can be seen from several previous studies such as research conducted by *Mujiati (2019) in a journal entitled Strategies for Realising Excellent Service at the Iain Ponorogo Library. The results of this study explain that the IAIN Ponorogo library has made various kinds of efforts, namely: strategies to provide a complete collection of books, self-service key lending with three computers, providing more attention, providing ORS (Online Research Skill) training every Friday, serving every day with the help of Office Boy, calculating fines with computer automation, visiting card services, magic cards and cross-library services, storing items in lockers and using*

cctv, requesting new books, searching books using OPAC computers, and accuracy of service opening hours, and providing friendly and fast service. However, there are still shortcomings in the service, namely that the friendly and fast service is not consistent. (Mujiati, 2019)

Other research is also contained in a journal made by Pungki Cindy Ashari, Hadiyanto, Nellitawati, Ermita (2021) with the title "*Student Perceptions of School Administration Services at SMKN 1 Enam Lingsung*". From this study, it shows that students' perceptions of the services of school administrative personnel at SMKN 1 Enam Lingsung: a) the aspect of friendliness with an average score of 4.16, b) the aspect of comfort with an average score of 4.13, c) the aspect of responsibility with an average score of 4.11, d) the aspect of responsiveness with an average score of 4.15, e) the aspect of ease of service with an average score of 4.20. The conclusion is that students' perceptions of the services of school administration personnel at SMKN 1 Enam Lingsung with an average score of 4.15. Suggestions that can be given are efforts to maintain and improve the services of school administration personnel to be better (Ashari, Hadiyanto, Nellitawati, & Ermita, 2021)

Another phenomenon seen in the field is the lack of ability or competence possessed by administrative staff in carrying out their duties, which can be said to be relatively low, especially in the field of *excellence service* (excellent service) to students, parents and the community who appear to be less friendly. (Yuliani & Kristiawan, 2016b) Things like this are one of the factors that cause everyone who

wants to interact with school administrative staff to be dissatisfied and give the impression of annoyance to customers. Services that often delay the interests of customers are also often encountered in schools today.

In addition to the above research, many similar studies on *excellence service* have been conducted, but almost all of them are in the business world, while this research is conducted in school education institutions, which focus on analysing and describing the implementation of *excellence* service carried out by school personnel, namely school administration personnel in increasing the satisfaction of students and educators as customers of educational services in schools. This study is based on the argument that the conceptualisation of *excellence* service has not been fully studied and implemented in the implementation of education in schools to provide *excellent service* to students as customers of educational services in schools.

This research is important to develop science, especially *excellent service* in the world of education. In addition, it can also provide information and contributions to educational institutions so that services become better, for this reason this research is expected to be taken into consideration to implement excellent service in every administrative staff service in educational institutions, one of which is at the Indonesian Qur'anprener Junior High School in Palembang City.

Qur'anprener Indonesia Junior High School in Palembang City is part of a group of schools under the auspices of the Yayasan Rumah Yatim Dhuafa. The establishment of this school is based on the

aim to educate students to master general knowledge, but also Tahsin Tahfidz and foster the creative and entrepreneurial spirit of children, so that students become graduates of a Qur'an memoriser and entrepreneurial spirit. As an integrated Islamic school in Palembang city, this school is required to be able to compete with neighbouring schools, especially in terms of service quality to support the interest of students.

Providing the best service or called *excellent* service is very important for the existence of an educational institution. Based on this, the Indonesian Qur'anprener Junior High School in Palembang City is obliged to improve its services in this case specifically in administrative services. According to Atep Adya Barata, there are several indicators of *excellent service* known as 6A, namely *ability, attitude, appearance, attention, action, and accountability*.

By paying attention to these six indicators, Qur'anprener Indonesia Junior High School Palembang City can improve the quality of its administrative services and ensure that the services provided meet or even exceed customer expectations. This also helps to build a positive image of the school and increase customer trust and satisfaction with the school as an educational institution.

In improving the quality of *excellence* service in an organisational environment, there are several factors that are very influential, namely human factors, and non-human factors (Anita, 2019). One of the factors that can influence the school to have a positive image in a service is how skilled and educated school administration personnel *excellence service* (excellent service) to students.

However, based on preliminary observations made before conducting in-depth research, it was found that there was a gap between the theory of *excellence* service (excellent service) and the services provided by school administration staff at SMP Qur'anpreneur Indonesia Palembang City, this can be seen by the realisation of 6 indicators of excellent service such as from the aspect of ability (*ability*) obtained data that the lack of SOP (*Standard Operational Procedures*) as supporting the ability of school administration staff in the implementation of administrative staff services (Observation, 2024).

Furthermore, for the aspect of *attitude*, applying the values of Islamic teachings, giving greetings and not touching. Then for the *appearance* aspect, administrative staff already have their own rules. Furthermore, for the *attention* aspect, administrative staff are very attentive by providing quality services for educators and students. For the *action* aspect, administrative staff respond according to the situation and circumstances, it can be fast or slow. Furthermore, for *accountability*, it is clear and accurate in responding to customer needs and requests (NA, Personal Communication, 2024).

Because the services carried out by school administration personnel at the Indonesian Qur'anpreneur Junior High School in Palembang City are joint / team services, so that weakness on one side will result in some service users assessing that this is a weakness in services at the Indonesian Qur'anpreneur Junior High School in Palembang City, so this needs to be realised by all school administration personnel.

Based on this exposure, the importance of the best service carried out by school administration personnel with students in order to maintain a harmonious relationship and improve the quality of good service. From this description, this research aims to analyse the implementation of the Indonesian Qur'anpreneur Junior High School in Palembang City in implementing *excellence service* to the services of school administration personnel by conducting research entitled Implementation of *Excellence Service to Internal Customers in School Administration Services at the Indonesian Qur'anpreneur Junior High School Palembang City*.

METHODS

In this study, the type of research method used is qualitative method. Qualitative research methods are research methods that produce findings that cannot be achieved using statistical procedures or by quantitative means (Gideon et al., 2023) . This research is based on the aim to describe clearly and in more detail based on the phenomena experienced by informants regarding how the implementation of *excellence service* to internal customers in school administration services at smp quranpreneur indonesia palembang city. Therefore, qualitative research will be more effective to use in the study. So here the researcher wants to know the meaning of the experiences experienced by students related to the implementation of *excellence service* to internal customers in school administration services at Smp Quranpreneur Indonesia Palembang City.

This research uses qualitative research methods with a case study approach. Case study as a process of

learning about the case and the results of learning experienced by a person). Miles and Huberman argue that case studies are phenomena that occur at a certain time (Fiantika et al., 2022) . Research on cases that occur in the implementation of *excellence service* to internal customers in school administration services at smp quranpreneur indonesia palembang city at a certain period of time by extracting information from students and educators specifically and in depth from the case under study so as to obtain conclusions, lessons, and knowledge that can be explained scientifically.

This research uses observation techniques, interviews conducted with principals, administrative staff, educators and students, also using documentation as a data collection method. While the data analysis techniques in this study used are data reduction, data presentation, and verification or conclusion drawing. In this study, data validity checking techniques used (Sugiono, 2016) are source triangulation techniques, for example from one teacher to another, from one student to another and so on. And triangulation techniques, for example data obtained by interview, then checked by observation, documentation, for example the results of observations compared with the results of interviews.

RESULTS

Implementation of *Service Excellence* to Internal Customers in School Administration Services at Quranpreneur Indonesia Junior High School Palembang City

In the process of implementing *excellence service* to internal customers in school administration services at SMP

Quranpreneur Indonesia Palembang city, the aspects in question include: *ability, attitude, appearance, attention, action, responsibility (accountability)* (Rahmaniar et al., 2023) .

a. *Ability*

Ability is basically certain knowledge and skills that are absolutely necessary to support an excellent service program, which includes the ability in the field of work that is occupied; carry out effective communication, develop motivation, and use *public relations* as an instrument in fostering relationships into and out of the organisation/company (Rahmaniar et al., 2023) .

Based on the results of observations made by researchers, the implementation of communication skills between school administration staff and educators has been seen quite effectively, always greeting each other when they meet or when they need each other. But on the contrary, between school administration personnel and students do not have much communication. And based on the results of interviews with the principal Mr AF, obtained information that the communication skills between the principal, administrative staff, teachers and students / communication are quite effective (AF, Personal Communication, 2024).

The principal's statement is in line with the expression of Mr OA, as the school administration staff/operator For the communication skills carried out by school administration personnel to teachers or students, it is quite frequent and good (OA, Personal Communication, 2024). From the educators' side, they also provided information in interviews with

researchers, as subject teachers stated that in terms of good communication, when they need administrative assistance, they still establish good communication and it is also smooth and safe, there are no obstacles (TP, Personal Communication, 2024).

The results of interviews conducted with several informants such as principals, administrative staff and educators can be concluded that the communication skills that run effectively between principals, administrative staff and educators. However, there are gaps from interviews conducted with several students who stated that they lacked communication with administrative staff, because they did not have the reasons or interests needed to school administrative staff.

So based on observations and interviews, it can be concluded that the implementation of the communication skills of administrative staff with teaching staff can be said to be effective, but communication between students and administrative staff does not have much communication.

There is also the ability of motivation in Quranpreneur Indonesia Junior High School Palembang city. Based on the results of an interview with the principal Mr AK, information was obtained that: *"My efforts through direction and motivation are usually done during meetings with educators and education personnel and sometimes done personally (individually). With the direction and motivation given, they are expected to carry out their duties well."*

The principal's statement is in line with Mr OA, the school's administrative staff/operator, who mentioned that the school regularly holds monthly meetings

to provide direction, motivation and encouragement in implementing excellent service in the administrative service.

Based on several interviews conducted with principals and school administrative staff and based on the documentation, it can be concluded that the direction and motivation given by the principal through meetings and personally (individually). The form of motivation given is the provision of enthusiasm and encouragement. So it can be concluded that the amount of direction and motivation given greatly affects the quality of the school.

This is reinforced by documentation of the implementation of briefings and motivation given by the principal with teachers and school administration personnel (Documentation, 2024).



Image . 1

Providing direction and motivation to the principal, teachers and school administration personnel

Based on the observations made by the researchers, the school administration personnel at Quranpreneur Indonesia Junior High School Palembang City only work according to their duties and functions but do not have a manual or SOP (Standard Operating Procedure) (Observation, 2024).

Based on an interview with the school principal, Mr AF, the administrative staff have good skills in filing and correspondence, although there is no specific work guideline. With a bachelor's degree in management, they

receive regular direction and motivation through monthly meetings to maintain their enthusiasm in carrying out their duties (AK, Personal Communication, 2024).

The principal's statement is in line with Mr OA, the administrative staff, who has six years' experience in administrative management, including correspondence and systematic filing. Every month, the school holds a meeting led by the principal to provide direction and motivation to support excellent service in administration (QA, Personal Communication, 2024).

Based on interviews, teachers stated that school administrators have good skills. They always help with data needs or other requests appropriately, as needed, and provide satisfactory results (TP, Personal Communication, 2024).

Based on the results of these observations and interviews, it can be concluded that the ability of school administration personnel at SMP Quranpreneur Indonesia Palembang City, there is direction and motivation given by the principal to teachers and school administration personnel in the form of encouragement. For administrative staff also with the educational background of school administrative staff who have a degree in management, and have experience in the field of school administration for 6 years. However, they only focus on working according to their duties and functions because the school does not have standard guidelines or SOPs (*Standard Operating Procedures*). And communication skills with students are also quite minimal.

b. *Attitude*

Attitude is a behaviour or temperament that must be highlighted when dealing with people (Rahmaniar et al., 2023) . Based on the observations that researchers made directly, it can be seen that in attitude, administrative staff are indeed dexterous. When meeting always smile, greet, give greetings. If you meet someone who is not mahrom, you still shake hands but do not touch (Observation, 2024).

Based on an interview with the principal, Mr AK, the attitude in this school is based on Islamic values, such as smiling as a simple and inexpensive form of kindness. Interaction is maintained according to the Shari'a, with good communication between teachers, students, parents, and the principal to build trust that the school endeavours to carry out religious commands and stay away from prohibitions (AK, Personal Communication, 2024).

The principal's statement is also in accordance with the statement of the school administration staff, Mr OA, who stated: *"We always try to be polite and friendly when meeting someone, especially teachers, students and parents. We also try to say thank you and apologise when there are teachers, students and parents who receive administrative services"* (QA, Personal Communication, 2024).

Interviews were also conducted with educators, stating that the attitude of school administration personnel at SMP Quranpreneur Indonesia Palembang city is polite and friendly when they need help (TP, Personal Communication, 2024). As for the statements from some students, they said that school administration personnel when met are always friendly,

smiling (K and F, Personal Communication, 2024).

From the results of interviews conducted with principals and administrative staff, it is stated that the attitude shown is always guided by the teachings of Islam which prioritises politeness, friendliness and a smile. The interviews were also conducted with educators, stating that the attitude of school administration personnel at SMP Quranpreneur Indonesia Palembang city was polite and friendly when they needed help. As for the statements of some students, they said that school administration personnel when met are always friendly, smiling.

Based on the results of observations and interviews conducted by researchers, it can be concluded that the attitude shown by school administration personnel at SMP Quranpreneur Indonesia Palembang city to teachers, students, and the community always prioritises Islamic teachings in accordance with the Qur'an and Hadith, giving smiles, always being polite and friendly as well as saying thank you and apologising to someone who receives administrative services. This school fully holds the cultivation of moral creed to students not to touch with those who are not mahrom.

c. Appearance

Appearance is a person's appearance, both physical and non-physical, which is able to reflect the confidence and credibility of other parties (Handayani, 2023) . Based on the results of direct observations made by researchers that the appearance of school administration staff at SMP Quranpreneur Indonesia Palembang city is always neat as well as covering their aurat. Both male and

female staff do not wear tight clothes (Observation, 2024).

Based on an interview with the principal, Mr AK, he said:

"We always remind ourselves and others to always look clean and tidy as recommended in Islam. Clean appearance is part of faith, and Allah loves those who purify themselves. For male staff, they wear long-sleeved shirts and for women, they wear hijab with clothes that do not show their curves" (AK, Personal Communication, 2024).

Administrative staff Mr OA stated that staff work clothes have been determined by the school, with men wearing long-sleeved shirts and basic pants, while women wear hijab and clothes that do not show curves (OA, Personal Communication, 2024).

Based on interviews with subject teachers, school administration personnel always look polite, neat, clean and in accordance with Islamic religious guidelines. They dress according to Islamic school rules, with male staff wearing long-sleeved shirts and female staff wearing hijab. Their appearance reflects the standards set by the school (TP, Personal Communication, 2024).

As for the statements from some students, they said the appearance of school administration personnel at SMP Quranpreneur Indonesia Palembang City, *"for abi and bunda are neatly dressed, smell good, bunda's hijab is long"* (K and F, Personal Communication, 2024).

From the results of interviews conducted with the principal, administrative staff, teaching staff, stated that school administration personnel look neat, clean always cover the aurat in accordance with the rules in the school

dressed in accordance with the teachings of Islam because SMP Quranpreneur Indonesia Palembang City is an integrated Islamic school. As for the statements from some students, they said that the appearance of school administration personnel at SMP Quranpreneur Indonesia Palembang City, for abi and bunda are neatly dressed, smell good, bunda's long hijab.

Based on the results of observations and interviews conducted by researchers, it can be concluded that when on duty at school, school administration personnel of SMP Quranpreneur Indonesia Palembang City look neat and clean as a reflection of Muslims. They dressed by not showing curves for women using hijab, and for men dressed in long shirts and basic pants with shirts inserted.

d. *Attention*

Attention is a full concern for customers such as teachers, students and the community, which is both related to attention to their needs and desires as well as understanding their suggestions and criticisms (Rahmaniar et al., 2023) . Based on the results of direct observations made by researchers that administrative staff give full attention to those who need school administration services. If there are guests, food and drinks are provided (Observation, 2024).

The interview conducted with the Principal Mr AK stated that the school always gives full attention in providing good administrative services, with the aim of improving the quality of the school. They accept complaints, criticisms and suggestions, and try to resolve the necessary needs, although so far no suggestions or criticisms have been

submitted (AK, Personal Communication, 2024).

An interview was also conducted with the school administration staff, Mr OA, he stated *"We always try to give the best attention to both teachers and students, we are very open if anyone wants to provide suggestions and criticisms of our service delivery, but as long as I work here I have never received suggestions and criticisms,"* (OA, Personal Communication, 2024).

Other interviews were also conducted with teachers, stating that the administrative staff at the school are very attentive and quick to respond to the need for documents or data. However, sometimes the service is slightly hampered by other activities. They also mentioned that so far they have not given suggestions or criticisms directly to the administrative staff (TP, Personal Communication, 2024).

Other interviews were also conducted with students at the school who said that they thought the staff was very attentive, treating the students like their own children (K and F, Personal Communication, 2024).

From the results of interviews conducted with school principals, administrative staff, and teaching staff, it is stated that the form of attention given by school administration personnel gives full attention to those who need / receive administrative services by putting forward the principle that they want to provide good service so that schools can be of quality, then accept any complaints, criticisms or suggestions and as much as possible we help solve the needs needed. For suggestions or criticisms so far no one has submitted. Other interviews were also conducted with students at the school who,

in their opinion, are very attentive to the staff here, who treat the students here like their own children.

Based on the results of direct observations and interviews conducted by researchers, it can be concluded that the attention of school administration personnel to teachers and students is relatively good, always prioritising the needs and requests for administrative services with the guidance that teachers or students who need services by wanting to provide good service so that schools can be of quality. Likewise, with attention to students outside of administrative services, they consider students as children and they as parents.

e. *Action.*

Action is a variety of real activities carried out in providing services to someone such as teachers, students and the community (Rahmaniar et al., 2023) .

Based on observations made by researchers, the actions of school administrative staff in responding to requests for any needed needs are fast, but the follow-up response in what is needed is still quite slow, this is what researchers feel when they need documents needed in research, administrative staff are not quick to respond to the actions needed by researchers.

Based on an interview with principal AK, he stated that the administrative staff at Quranpreneur Indonesia Junior High School always show a good and efficient attitude in serving teachers and students. They are responsive to requests and queries, and quick to resolve problems, ensuring all administrative needs are well met (AK, Personal Communication, 2024).

The statement from the principal is in line with the interview conducted with the school administration staff, Mr OA, who stated *"We always try to give a quick response to every request and question that comes from teachers and students by paying attention to every detail and their needs. In addition, we always try to maintain clear and open communication with all parties"* (OA, Personal Communication, 2024).

As for the interviews conducted with subject teachers, they stated that the administrative staff at the school were responsive and good at serving the needs of documents or administration. However, sometimes the speed of service is hampered by other ongoing activities. Service response is usually fast, although there are times when staff complete other tasks first (TP, Personal Communication, 2024).

From the results of interviews conducted by researchers, it can be concluded that the actions taken by administrative staff are good, but there are still delays that they give to teachers if they have other activities.

Based on the results of observations and interviews conducted by researchers, it can be concluded that the implementation of services in the aspect of actions carried out by administrative staff is still not fast enough and there are delays given if school administrative staff have other activities. This is in line with what the researchers felt when they needed the documents needed in the research, the administrative staff did not respond quickly to the actions needed by the researchers.

f. Responsibility (*accountability*)

Responsibility (*accountability*) is an attitude of partiality to customers as a form of concern to avoid or minimise loss or customer dissatisfaction (Handayani, 2023).

Based on the observations made by the researchers, administrative staff are responsible for each task they have and are responsible whenever teaching staff and students need their services (Observation, 2024).

Based on an interview conducted with the principal, Mr AK, he stated:

"The school administration staff at Quranpreneur Indonesia Junior High School Palembang city show a high level of responsibility in providing excellence service. They understand their important role in supporting school operations and always try to carry out their duties with dedication and professionalism. Every action they take reflects their commitment to provide the best service to teachers and learners" (AK, Personal Communication, 2024).

The interview conducted with the administrative staff, Mr OA, stated that they are committed to carrying out their duties with professionalism and dedication, understanding the importance of *excellence service* in supporting teachers and students. They endeavour to provide clear and accurate information, respond quickly to requests, and ensure administrative processes run smoothly (QA, Personal Communication, 2024).

Subsequent interviews were also conducted with subject teachers, stating that the administrative personnel at the school are very responsible in supporting teaching and learning activities, ensuring administrative needs are met, and are

quick in providing solutions if there are problems or sudden changes. They demonstrate high professionalism, complete tasks on time and have a great sense of responsibility for their work. Their support allows teachers to focus on teaching without worrying about administrative matters (TP, Personal Communication, 2024).

Based on the results of the interview, the researcher concluded that the responsibilities of school administrators emphasise the importance of the role of administration in supporting the functions and operations of the school as a whole.

So based on the results of observations and interviews, it can be concluded that school administration personnel at SMP Quranpreneur Indonesia Palembang City already have good responsibilities in each of their duties and functions in providing *excellence service* to educators and students.

Supporting and Hindering Factors for the Implementation of *Excellence Service* to Internal Customers in School Administration Services at Quranpreneur Indonesia Junior High School Palembang City

In the process of implementing *excellence service* to internal customers in school administration services at smp quranpreneur indonesia palembang city there are important factors and each factor has a different role but influences each other and together will realise the implementation of *excellence service*.

a. Supporting Factors

Based on an interview conducted with the school principal, Mr AK, stated that the administrative staff at the school have a high awareness of their responsibilities in providing excellent service. They show a strong commitment to service quality, with a deep understanding of the important role of administration in supporting quality education, both in terms of attitude, appearance and actions (AK, Personal Communication, 2024).

In line with the statement from the principal, the administrative staff, Mr OA, stated that: *"We are aware of the importance of excellence service because it is our responsibility and duty because we realise that the quality of service has a direct impact on the experience of teachers and students as well as on the quality of school quality"* (OA, Personal Communication, 2024).

Based on the results of these interviews, the researcher concluded that the awareness factor in the implementation of *excellence* service in the services of school administration personnel at SMP Quranpreneur Indonesia Palembang city is very important both from the aspects of attitude, attention, appearance, attention, actions and responsibilities of administrative personnel in creating the best service at school.

From the results of observations and interviews conducted by researchers, it can be concluded that administrative staff have an awareness of the duties, functions and responsibilities they have for the implementation of good services to support the success of school goals.

1. Organisational Factors

Organisational factors do not only consist of organisational arrangements but more on setting up work mechanisms. So that in the organisation there needs to be supporting facilities, namely human resources, systems, procedures and methods to facilitate the work mechanism (Moenir 2015). One of them is human resources which is defined as people who are the driving force in the world of education.

Based on the results of observations made by researchers, it can be concluded that the human resources possessed in this case the school administration staff can be said to be good to support excellent service in schools with a long background of experience and educated graduates in line (Observation, 2024).

Based on an interview with the principal, Mr AK, stated that *"The administrative staff in this school already have a good educational background, namely a bachelor's degree in management, which is very relevant to their duties as administrators here"* (AK, Personal Communication, 2024).

The principal's statement is in line with what the school administrative staff, Mr OA, said, stating that his educational background as a management undergraduate and 6 years of experience as an administrative staff are adequate to support his duties in creating excellent service at school (OA, Personal Communication, 2024).

Based on the results of the interview, the researcher can conclude that the supporting factors of human resources are sufficient to be a reference in implementing *excellence* service in school

administration personnel services, by having a linear educational background and long work experience.

From the results of observations and interviews, it can be concluded that human resources, in this case school administration personnel, can be said to be good as a supporting factor for the implementation of school administration services at Quranpreneur Indonesia Junior High School Palembang City and there is a background and education that is in line with school administration personnel.

a. Ability Factor

The ability factor is a measuring point to determine the extent to which employees can do a job so as to produce goods or services in accordance with what is expected (Moenir, 2015) . Ability is basically certain knowledge and skills that are absolutely necessary to support an excellent service program, which includes the ability in the field of work that is occupied; carry out effective communication, develop motivation, and use *public relations* as an instrument in fostering relationships into and out of the organisation/company.

Based on the observations made by researchers, it can be said that the direction and motivation provided by the leader / principal every month as an evaluation assessment obtained, can support the successful implementation of *excellence service* to internal customers, in this case educators and students in school administration services.

Based on the interview with the principal, Mr AK, explained: The principal, Mr AK, explained that direction and motivation are given both in meetings with teaching and education personnel, as

well as individually. The goal is that they can carry out their duties well (AK, Personal Communication, 2024). The interview conducted with the school administrative staff stated that the principal provides direction and motivation every month in meetings to teachers and administrative staff, with the hope of improving the quality and quality of the school (OA, Personal Communication, 2024).

This is reinforced by documentation of the implementation of briefings and motivation given by the principal with teachers and school administration personnel (Documentation, 2024).



Image2

Providing direction and motivation to the principal, teachers and school administration personnel

Based on some excerpts of interviews and documentation, it can be concluded that the direction and motivation given by the principal through meetings and personally (individually). The form of motivation given is encouragement and encouragement. So it can be concluded that the amount of direction and motivation given greatly affects the quality of the school.

From the results of observations and interviews conducted by researchers, it can be concluded that with the direction and motivation of the principal as a leader, it is a supporting factor in the implementation of *excellence service* to internal customers in school administration services at Smp Quranpreneur Indonesia Palembang city.

b. Inhibiting Factors

1) Ability factor

The ability factor is a measuring point to determine the extent to which employees can do a job so as to produce services as expected (Moenir 2015). Based on the results of observations made, it can be concluded that SMP Quranpreneur Indonesia Palembang City has not provided training or socialisation to school administration personnel to improve the implementation of *excellence service* in school administration services (Observation, 2024)

Based on the results of interviews with the principal, Mr AK, the principal, Mr AK, stated that the school has not provided training or socialisation related to excellence service to improve the ability of administrative staff (AK, Personal Communication, 2024). In line with the statement from the principal, the administrative staff, Mr OA, stated that the school has not provided training or socialisation related to excellence service to improve the abilities and skills of administrative staff (OA, Personal Communication, 2024).

Based on the results of the interview, the researcher concluded that one of the inhibiting factors in the implementation of *excellence service* for school administration personnel was the absence of training or socialisation related to *excellence service for* school administration personnel from the school as a support for the ability of school administration personnel.

From the results of interviews and observations, it can be concluded that the school administration personnel of SMP Quranpreneur Indonesia Palembang City have not been given training or

socialisation related to improving excellent service.

2) Infrastructure factor

The infrastructure factor in question is all types of equipment, work equipment and facilities that function as the main supporting tool in carrying out task completion (Moenir 2015).

Based on the results of observations made by researchers, it can be seen that school administrative staff have sufficient facilities and infrastructure, there are still facilities that are not yet owned, namely a suggestion or criticism box as a support for the administrative staff office so that internal or external customers, especially educators and students, can provide suggestions or criticisms of the implementation of *excellence service* in the school administration services provided (Observation, 2024).

Based on an interview with the school principal, Mr AK, stated that the school does not yet have a suggestion or criticism box. However, suggestions and criticisms are usually discussed in monthly meetings, such as improving the recording and accounting system for correspondence (AK, Personal Communication, 2024).

As for the interview with the administrative staff, Mr OA, stated that SMP Quranpreneur Indonesia Palembang City still does not have a means of suggestion or criticism box for services at this school. However, suggestions, criticisms or obstacles are discussed during meetings at the end of each month (OA, Personal Communication, 2024).

Based on the results of the interviews, the researchers concluded that the inhibiting factor in the aspect of

service facilities is the absence of a suggestion and criticism box that can be used by teachers, students or the community to provide complaints, suggestions to the school related to school administration services.

From the results of observations and interviews conducted by researchers, it can be concluded that school administrative staff in terms of facilities still do not have a suggestion or criticism box so that both external and internal customers can provide suggestions or criticisms in administrative services provided by administrative staff.

3) Organisational factors

Organisational factors do not only consist of organisational arrangements but more on setting up work mechanisms. So that in the organisation there needs to be supporting facilities, namely human resources, systems, procedures, and methods to facilitate the work mechanism (Moenir 2015)

Based on the results of observations made by researchers, it can be concluded that the SMP Quranpreneur Indonesia Palembang City does not yet have guidelines or SOPs (*Standard Operating Procedures*) for administrative personnel as a guide for school administration personnel to carry out good service for customers, especially educators and students in school administration services (Observation, 2024).

Based on an interview with Mr AK, as the principal, he said "*The school still does not have a procedure guideline or standard operating procedure (sop), for that the administrative staff just perform their duties and functions without any*

guidelines" (AK, Personal Communication, 2024).

The principal's statement is also similar to the statement from the interview with Mr OA, as the school's administrative staff The administrative staff, Mr OA, stated that they currently only carry out the tasks and functions that they know, because the school does not yet have guidelines or standard operating procedures (SOPs) (OA, Personal Communication, 2024).

From the results of interviews conducted by researchers, it can be concluded that the inhibiting factor for administrative staff in this case does not yet have an SOP (*Standard Operating Procedure*) to support the implementation of *excellence service* in school administration services.

From the results of observations and interviews conducted, it can be concluded that the inhibiting factors in the implementation of *excellence service* in the services of school administration personnel at SMP Quranpreneur Indonesia Palembang city are one of them from the aspect of organisational factors that still do not have guidelines, instructions, or standard operating procedures (sop) to support the implementation of *excellence service* in the services of school administration personnel at SMP Quranpreneur Indonesia Palembang city.

DISCUSSION

Implementation of Excellence Service in School Administrative Personnel Services at Quranpreneur Indonesia Junior High School Palembang City

The process of implementing *excellence service* to internal customers in school administration services at the

Indonesian quranpreneur smp in Palembang city that researchers use covers several basic indicators of how excellent service can be implemented based on the theory of Atep Adya Barata, these aspects are: *ability, attitude, appearance, attention, action, responsibility (accountability)*.

The *excellence service* indicator is used by researchers as a tool to find out the process of implementing *excellence service* in school administration services at the Indonesian quranpreneur smp in Palembang city, these indicators include:

a. *Ability*

Atep Adya Barata reveals that *ability* is certain knowledge and skills that are absolutely necessary to support an excellent service program, which includes the ability in the field of work that is occupied: carrying out effective communication, developing motivation, and using public relations as an instrument in fostering relationships into and out of the organisation / company (Handayani, 2023).

The ability in a particular field or the ability in the field that is occupied is very supportive for the excellent service program. such as good communication and good, develop motivation and can establish or foster relationships into and out of the organisation or company (Tuginem & Trisiyani, 2021)

From this theory, it shows that there is conformity between research in the field. In the aspect of ability, it can be concluded that the ability of school administration personnel in the implementation of *excellence service* at SMP Quranpreneur Indonesia Palembang city can be said to be good, with

administrative personnel who have a bachelor's education background in management also supported by work experience in the field of school administration for 6 years. Then there is direction and motivation given by the principal through meetings and personally (individually). The form of motivation given is giving encouragement and encouragement.

However, there are also weaknesses in the ability aspect, namely the low communication established with students, as well as the focus of administrative staff work only on the tasks and functions they know, due to the absence of guidelines or standard operating procedures to support activities".

b. *Attitude* aspect,

In the aspect of attitude, according to Atep Adya Barata, attitude is the behaviour or temperament that must be highlighted when dealing with customers (Rahmaniar et al., 2023). Certain behaviours must be highlighted when dealing with customers. The success of the service industry business will depend on the people involved in it. The service attitude that is expected to be embedded in employees is a good attitude, friendly, sympathetic, and has a high sense of belonging to the company (Rahayu et al., 2023).

The attitude that must be applied when meeting parents as customers must be friendly, attentive, polite, healthy thinking, positive thinking, and also make parents comfortable. Attitude is the foremost assessment of the application of *excellent service* (Sastradiharja & Kurniasari, 2022).

From the theory above, it shows that there is conformity between research in the field. In the aspect of attitude, it can be concluded that the attitude shown by the school administration personnel at the Indonesian Quranpreneur Junior High School Palembang City they prioritise Islamic teachings in accordance with the advice and the Koran, and hadith, by giving a smile, being polite and courteous, as well as friendly. They also make it a habit to say words of thanks and apologies to the recipients of their services.

c. Appearance

Appearance according to Atep Adya Barata in excellent service is a person's appearance, both physical and non-physical, which is able to reflect the confidence and credibility of the other party (Handayani, 2023) . Attention is an action to pay attention to customer desires and focus on creating customer satisfaction. This attention can be realised by understanding the interests and needs of customers, and being able to provide advice to customers if needed (Daryanto & Setyabudi, 2020) .

From this theory, it shows that there is conformity between research in the field. In the aspect of appearance, it can be concluded that school administration personnel at Quranpreneur Indonesia Junior High School Palembang City when on duty at school look neat and clean, they also have special clothes from the school. For the dress code, they prioritise the teachings of Islam to cover the aurat, both women wear gamis and long hijab covering the chest, then for men, they wear long sleeves and basic trousers.

d. Attention.

According to Atep Adya Barata, attention is a full concern for customers such as teachers, students and the community, which is both related to attention to needs and desires as well as understanding of suggestions and criticism (Rahmaniar et al., 2023) .

Full concern for customers, relating to the needs and desires of customers, as well as understanding their suggestions and criticisms. In carrying out service activities, an officer in a service industry company must always pay attention and look at the wishes of the customer. If the customer has shown interest in buying a good / service that we offer, immediately serve the customer and offer assistance, so that the customer feels satisfied and fulfilled his wishes (Suminar & Apriliawati, 2017) .

From the theory above, it shows that there is conformity between research in the field. In the aspect of appearance, it can be concluded that the attention of school administration personnel to teachers and students always prioritises the needs and requests for administrative services based on the principle that they want to provide good service so that schools become quality. Likewise, with attention to students who consider that they are parents and children outside of administrative services.

e. Action.

Action based on the theory of Atep Adya Barat is Action (*action*) is a variety of real activities carried out in providing services to someone such as teachers, students and the community (Handayani, 2023) . Action is an action or something that is done to achieve a certain goal to

produce something (Sastradiharja & Kurniasari, 2022) .

The theory above shows that there are differences between research in the field. In the aspect of action, it can be concluded that the actions provided by administrative staff are good, but there are delays in providing action when they have other activities. This is in line with what the researchers felt and experienced, when they needed documents needed in the research, the administrative staff were not quick enough to respond or follow up.

f. Responsibility (*accountability*)

Responsibility (*accountability*) is an attitude of partiality to customers as a form of concern to avoid or minimise customer loss or dissatisfaction (Rahmaniar et al., 2023) . An attitude of partiality to customers as a form of concern, to minimise customer dissatisfaction (Suminar & Apriliawati, 2017) .

Another basic concept of *excellent service* is responsibility. Principals, teachers and school administrators as servants for parents must have a sense of responsibility for service work. This is actually the basis of every job. But often, many educational institutions neglect the responsibility of excellent service and focus more on profit alone (Sastradiharja & Kurniasari, 2022) .

From the theory above, it shows that there is conformity between research in the field. In the aspect of responsibility, it can be concluded that the responsibilities of school administration personnel are always swift, clear and accurate in responding to statements and requests and emphasising the importance of the role of

administration in supporting the functions and operations of the school as a whole.

Factors Supporting and inhibiting the implementation of *excellence* service in the services of school administrators at Quranpreneur Indonesia Junior High School Palembang City

In realising good excellent service in schools, there must be factors that affect the service. service

a. Supporting Factors

1) Awareness Factor

This awareness factor leads to a person's mental state which is the meeting point of several considerations so that a belief, calmness, determination and balance of soul are obtained (Moenir, 2015) . The awareness factor is a source of dedication and discipline in carrying out the main tasks and functions as administrative services, so that the expected results in the implementation of main tasks and functions can meet service delivery standards and operational standards for administrative services (Pandi, 2022) . With awareness, it will bring someone to seriousness in carrying out work.

From the theory above, it shows that there is conformity between research in the field. In the awareness factor in the implementation of *excellence* service in the services of school administration personnel at SMP Quranpreneur Indonesia Palembang city is very important both from the aspects of attitude, attention, appearance, attention, action and responsibility of administrative personnel in creating the best service at school.

2) Organisational Factors

Organisational factors do not only consist of organisational arrangements but

more on setting up work mechanisms. So that in the organisation there needs to be supporting facilities, namely human resources, systems, procedures, and methods to facilitate work mechanisms (Moenir, 2015).

In a school, administrative staff are educational personnel who are very important in assisting and facilitating the performance of teachers, principals and even students and other parties related to the school. Therefore it is important in the context of organisational performance to develop and improve their abilities (Setiyadi, 2020).

From the theory above, it shows that there is conformity between research in the field. In the human resource factor, it can be said that the quality is due to the educational background of administrative staff with a bachelor's degree in management and has 6 (six) years of work experience that is qualified to support the implementation of *excellence* service in the services of school administration personnel at SMP Quranpreneur Indonesia Palembang city.

3) Ability Factor

The ability factor is a measuring point to determine the extent to which employees can do a job so as to produce goods or services in accordance with what is expected (Moenir, 2015). Ability is basically certain knowledge and skills that are absolutely necessary to support an excellent service program, which includes the ability in the field of work that is occupied; carry out effective communication, develop motivation, and use *public relations* as an instrument in fostering relationships into and out of the organisation/company (Handayani, 2023).

From the theory above, it shows that there is conformity between research in the field. In the aspect of direction and motivation, the principal gives teachers and administrative staff direction and motivation through monthly meetings and personally (individually). The form of motivation given is the provision of enthusiasm and encouragement, the size of the direction and motivation given greatly affects the quality of the school.

c. Inhibiting Factors

1) Ability Factor

The ability factor is a measuring point to determine the extent to which employees can do a job so as to produce services as expected (Moenir, 2015). In the field of service, the most prominent and fastest thing felt by people who receive services is the skill of implementation (Pandi, 2022). However, to support the ability and skills of service delivery, training or socialisation is needed to improve competence.

From the theory above, it shows that there is conformity between research in the field. one of the inhibiting factors in the implementation of *excellence* service on school administration personnel, schools do not provide training or socialisation related to *excellence service* on school administration personnel that must be owned from the school as a support for the ability of school administration personnel.

2) Infrastructure factor

The infrastructure factor in question is all types of equipment, work equipment and facilities that function as the main supporting tool in the implementation of task completion

(Moenir, 2015) . The facilities and infrastructure factors referred to here are the types of equipment, work equipment and other facilities that function as the main tools in carrying out work, and also function in the interests of people who are in contact with the organisation (Pandi, 2022) .

From the theory above, it shows that there is conformity between research in the field. inhibiting factors in the aspect of service facilities at SMP Quranpreneur Indonesia Palembang city are the absence of a suggestion and criticism box at school that can be used by teachers, students or the community to provide complaints, suggestions to the school related to school administration services.

3) Organisational factors

Organisational factors do not only consist of organisational arrangements but more on setting up work mechanisms. So that in the organisation there needs to be a means of support, namely systems, procedures, and methods to facilitate the work mechanism (Moenir, 2015) .

In the field of service, one thing that is most prominent and most quickly felt by people who receive services is the skill of implementation. Service standards are an important tool in all actions and actions of school administration personnel as service officers. Service standards are also an indicator of the progress or failure of individuals and groups in the school environment.

From the theory above, it shows that there is a correspondence between research in the field. inhibiting factors in the implementation of *excellence* service in the services of school administration personnel at SMP Quranpreneur Indonesia

Palembang city, one of which is from the aspect of organisational factors that still do not have guidelines, instructions, or standard operating procedures (sop) as supporting the implementation of *excellence* service in the services of school administration personnel at SMP Quranpreneur Indonesia Palembang city.

CONCLUSIONS

The process of implementing *excellence service* to internal customers in school administration services at SMP Quranpreneur Indonesia Palembang city still has shortcomings that need to be considered in the implementation of *excellence* service in the services of school administration personnel at SMP Quranpreneur Indonesia Palembang city from the aspect of communication skills with students must be brought closer, there is also a need for sop (*standard operating procedures*) for administrative personnel to support their abilities. as well as the actions taken by school administration personnel must be further improved to be responsive in responding. Supporting factors for the implementation of *excellence service* to internal customers in school administration services at SMP Quranpreneur Indonesia Palembang city are the awareness of administrative staff to provide excellent service, the existence of qualified human resources, and the direction and motivation given by the principal/leader. While the inhibiting factors for the implementation of *excellence* service in school administration services at SMP Quranpreneur Indonesia Palembang city, the school does not provide training or socialisation to improve the ability of administrative staff, there is no suggestion and criticism box in

service facilities, and the lack of sop (standard operating procedures) to support the implementation of school administration services.

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