



MANAGERIAL COMPETENCE OF THE HEAD OF THE MINISTRY OF RELIGION IN IMPROVING EDUCATIONAL SERVICES IN JAMBI PROVINCE

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| Article history: | Abstract: |
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| <p>Received: 14th August 2021 Accepted: 14th September 2021 Published: 18th October 2021</p> | <p>The success of education and learning in the Ministry of Religion is strongly influenced by the competence of the head of the Ministry of Religion in managing every component of the ministry (who is behind the school). The competence of the head of the Ministry of Religion is mainly related to his knowledge and understanding of management and leadership as well as the duties assigned to him. Educational services in the Ministry of Religion have some indicators as the process of mobilizing and integrating everything, such as personnel, spiritual and material which related to the achievement of organizational goals. There are some educational service indicators for the head of the Ministry of Religion such as effective, efficient, simple, clear and certainty, open, responsive, and adaptive. Further, the purpose of educational services that need to be guided by the Ministry of Religion is to prevent defections and build customer loyalty. The main reason for customer defection is caused by errors in service delivery or the system used by the company/organization in serving the customers. Therefore, the principle of educational services for the Ministry of Religion should have humane service, prioritizes hospitality, smiles, and gentleness of fellow human beings.</p> <p>First; the implementation of madrasah education administration services at the Head Section of Madrasah in the regional office of The Ministry of Religion of Jambi City can be done through structuring the management system and providing institutional guidance that creates conducive and quality services. Second; organizing the general administration staff placement plan is indeed the policy of the head of the office by utilizing the existing administrative staff even though it is not in accordance with the scientific qualifications and different educational backgrounds, (not administrative staff with expertise/bachelor of economics, management or accounting). Third; the implementation of administration has become the most highlighted activity in the Regional Office of The Ministry of Religion of Jambi City. It is because, the organization that manages Madrasah education has administrative staff in assisting the primary needs of schools under its service unit so that it is expected to facilitate and assist the activities of the head of Madrasah. These activities include: collecting, recording, processing, duplicating, sending, and storing. Fourth; The Head of Madrasah conducts annual supervision which is arranged with the scope of supervision activities on the implementation of school staff within a year.</p> <p>This research uses a qualitative descriptive analysis approach. Further, data collection was collected by observation, interview, and documentation. In terms of determining the research subjects, this research using snowball sampling techniques. Moreover, data analysis is carried out during data collection takes place, and after completion of data collection within a certain period. Finally, the researcher did data reduction techniques, data presentation, data verification, and conclusion drawing.</p> |

Keywords: Managerial Competence, Educational Services.

INTRODUCTION

In essence, educational services are the efforts made by the Ministry of Religion to serve the people (customers) as best as possible, so that they can provide satisfaction to the people and meet the needs and desires of customers both in the form of goods and services. One among many criteria of good governance, especially for The Ministry of Religion is to be able to provide the best services to the public, especially to the poor people. The definition of good services should be in accordance with the wishes of the people. Good services are services that do not use power but use a sense of human empathy for the people, do not make people stand in long queues which could make someone get sick, and so on. In other words, the services have to be cheap, fast, precise, and respectful service for the people." (MiftahThoha, 2016: 90-91).

Educational Services in the Ministry of Religion organization become a necessity in today's organizational institutions. In fact, many private and government organizations such as the Ministry of Religion in Indonesia show that there are still many organizations that are managed poorly and do not have a clear vision, mission, and goals. As a result, the organization is not eligible to carry out its organizational activities. Therefore, service improvement requires the availability of a number of organizational behaviors that are in accordance with the objectives of the organization. The main important thing of the implementation of educational services, the staffs in the organization do not only need to meet quantitative demands but more importantly qualitative demands such as obeying the rules, diligent, responsible, and having job satisfaction. It is because the staffs do not only need to have required academic requirements but also need to show excellent and professional public services.

Based on the problem above, one of the interesting problems to be researched according to the results of the Grand tour conducted by the researcher at the Ministry of Religion of Jambi City, the Ministry of Religion of Muaro Jambi, and the Ministry of Religion of Batanghari **is about managerial competence of the Head of the Ministry of Religion**. The preliminary data got by the researcher showed that the managerial competence has not been carried out optimally by the Head of the Ministry of Religion in improving educational services in Jambi Province.

First, the managerial competence of the Head of the Ministry of Religion has not been maximized in improving educational services in Jambi Province. In this regard, for example, the Head of the Ministry of Religion does not have enough knowledge to develop work programs according to the standards. Furthermore, the work attitude has not been disciplined, less friendly to serve the people and untidy work. **Second**, at the Ministry of Religion Muaro Jambi, the researcher found that the Head of the Ministry of Religion does not understand all the functions and work tasks which refer to the knowledge aspect of managerial competence. In terms of attitude, they do not have high work motivation in carrying out their duties to serve the people. In terms of action, there are still many work reports that are not timely completed. **Third**, at the Ministry of Religion Muaro Jambi, the researcher found that the managerial competence in the aspect of knowledge to manage the bureaucracy that suits today's need is poorly provided by the Head of the Ministry of Religion. In terms of attitude, there has been no desire for self-development such as taking computer courses, continuing education in the administration field and so on. Then, in terms of the action, their work is not on target and there is no work innovation. **Fourth**, from the three locations that the researcher examined, the ministry of religion in Muaro Jambi district found difficulties in terms of service. Take the madrasah education sector as an example, far distances and surrounded by the Jambi City make the teachers as well as school staffs often late to the office of the Ministry of Religion of Muaro Jambi. **Fifth**, during the Covid-19, educational services are carried out online, which became another obstacle related to the signals. In this regard, the information is not conveyed properly. **Sixth**, the spatial layout for each office of the Jambi Provincial Ministry of Religion is different. Fortunately, the Ministry of Religion of Muaro Jambi is neater. Therefore, the education department in Islamic religious education, madrasah education, and Islamic boarding schools has a side-by-side layout, which has an impact on satisfaction in terms of service. **Seventh**, the staff in the Ministry of Religion in madrasah sector is not in accordance with the academic expertise or qualifications.

MANAGERIAL COMPETENCE

Competence is a set of knowledge, attitudes and skills that must be possessed, internalized, and mastered by someone in the organization in carrying out professional duties. The terms competencies, competence and competent are translated as competence, skills, and empowerment referring to the circumstances or quality of being able and appropriate. Based on above understanding, Palan defines competence as a basic characteristic of a person who has a causal relationship with the criteria of effectiveness and/or excellence in a particular job or situation. (R. Palan, 2007: 8). In the same vein, March, quoted by Wayne H. Hoy and Cecil G. Miskel, said that competence is the knowledge of what a person does and expert in that particular field (Wayne H. Hoy and Cecil G. Miskel, 2013:665).

EDUCATIONAL SERVICES

Service is an activity offered by an organization or individual to consumers which is intangible and cannot be owned (Sutopo and AdiSuryanto, 2013:9). Further, service is the activity of a person, group and/or organization either directly or indirectly to meet the needs. (HarbaniPasolong, 2010: 128). More specifically, service is based on the efforts made by the company to serve buyers (customers) as best as possible to provide satisfaction to customers and meet the customers' needs and desires both in the form of goods and services. (Daryanto&IsmantoSetyobudi, 2009:1)

PROFESSIONALISM IN EDUCATIONAL SERVICES

According to Islamy, along with the explanation above, as a continuous effort made to improve professional services to the people, it is necessary to have the core elements of professional integrity on four important matters; a). Equality; which refers to equal treatment of the services provided. b). Equity; refers to equal treatment to the people, and also required fair treatment. For a pluralistic society sometimes it takes fair but unequal treatment to a particular person. c). Loyalty is given to institutions, the law, subordinates and professional colleagues. d). Responsibilities; means that every public service officer must be ready to accept responsibility for whatever she/he does and must avoid working syndrome only to carry out orders from the superiors. (AvelaDewi,2010:57-58)

RESEARCH METHODOLOGY

This research is qualitative descriptive research that aims to reveal or describe the managerial competence of the Head of the Ministry of Religion in improving educational services in Jambi Province systematically as it is. In this regard, the researcher conducted participatory observations to know, describe and explore various indicators of the research regarding the steps of preparing strategic planning documents, quality targets in terms of programs and activities in the managerial competence of the Head of the Ministry of Religion in improving educational services in Jambi Province specifically in Madrasah Education sector. The research also uses a multi-site design of a case study approach. According to Stake in John W. Creswell, a case study approach is a study in which the researcher carefully investigates a program, event, activity, process, or group of individuals. Furthermore, the cases are limited by time and activity. In this research, the researcher also collects complete information using various data collection procedures based on predetermined time (Creswell, 1998: 14-15).

The subject of the research is the Head of the Ministry of Religion as the main informant. Meanwhile, the additional informants are the Head of Division, Head of Section and staff at the Ministry of Religion. **In determining the subject, this research uses a snowball sampling technique to select the people who become the target of the research.** Furthermore, the theory collected is the data on the managerial planning, organizing managerial constraints, managerial implementation, and managerial supervision of the Head of the Ministry of Religion in improving educational services in Jambi Province. Through this qualitative descriptive research, it is expected that the empirical findings can be well described, clear, and accurate about the managerial competence of the head of the Ministry of Religion in improving educational services in Jambi Province.

RESULT OF THE RESEARCH

The implementation of madrasah education administration services at the Head of Madrasah of the Regional Office of the Ministry of Religion of Jambi City can be carried out through structuring the management system and must provide institutional guidance to create conducive climate and good quality services. Institutional development is a prospective in planning and directing changes in an organization. This institutional development is needed by institutions because the level of satisfaction received by the people will certainly continue to change along with the good level of education. Thus, in order to improve the implementation of the services, serious efforts are needed so that what is expected can be achieved satisfactorily.

In the implementation of administrative management of the Regional Office of the Ministry of Religion of Jambi City, the administrative employees only use basic electronic equipment such as computers and printers. Administration officials do their work by utilizing computers and printers for administrative activities to facilitate their work and make it easier to do in inputting and outputting important documents at the Ministry of Religion Regional Office in Jambi City. In addition, the researcher also interviewed the head of the Madrasah who said that the administrative staff working according to their portions and responsible for the tasks assigned to them based on work plan that has been made by the head of the Regional Office of the Ministry of Religion Muaro Jambi with other employees. In this regard, it shows that the planning made by the head of the ministry can run well.

Furthermore, to create effective educational services at the Regional Office of the Ministry of Religion of Batanghari requires the completeness of the existing tools or facilities of the Regional Office of the Ministry of Religion of Batanghari. In order to improve the educational services quality, the ministry must pay attention to several factors such as work instructions and other tools or requirements needed by the staffs. Therefore, to improve educational services at an educational institution, those factors become basic needs that must be owned completely. If these factors are not own completely, the efforts to improve educational services will not be carried out properly. This is clearly explained by the head of the Madrasah who said that my staffs and I are striving to provide information based on technology such as internet which is available in all rooms, Wi-Fi networks and websites of the madrasah which are always updated to provide fast information to the users.

CONCLUSION

This research has given a clear picture of the managerial competence of the Head of Ministry of Religion in Jambi Province. Therefore, as the conclusion, it can be drawn that the managerial competence of the Head of the Ministry of Religion in Jambi in improving educational services in Jambi is not optimal since it does not have an innovative work orientation and not supported by existing facilities.

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