

# Maintaining Service Quality: The Important Role of Operator Performance in Educational Institutions

Ginanjara Wira Saputra\*

Department of Public Administration, Sekolah Tinggi Ilmu Administrasi Bandung, Indonesia

Kurniawati

Department of Business Administration, Sekolah Tinggi Ilmu Administrasi Bandung, Indonesia

Riza Bahtiar Sulistyan

Department of Business Administration, Universitas Bandung, Indonesia

Bhawna

University Institute of Applied Management Sciences, Panjab University, India

## Abstract

The purpose of this research is to identify and analyze the important role of the performance of educational institution operators in maintaining service quality. The method used is descriptive analytical research through a quantitative approach. The samples taken were 40 elementary school operator employees in Bandung city. The results of the study conclude that the performance of the elementary school operator employees in Bandung city is good and their work results can be relied upon. Performance plays an important role in improving the quality of service for employees of the elementary school operators in Bandung city. An important implication in this study is that employees have punctuality in completing work, the quality of work can be relied upon and accounted for, have a high ability to complete work, be able to communicate well between leaders and teachers, and have high initiative in completing work and solving problems.

**Keywords:** Educational, Employee Performance, Operator, Service Quality

## Introduction

Success in organizing educational institutions will depend heavily on management support components used in their institutions, such as a curriculum that is appropriate to the level of development and characteristics of students and students, financing, the ability and commitment of reliable teaching staff, adequate infrastructure to support teaching and learning activities and high community participation (Lynch et al., 2017). If one of the things above is not as expected or does not function properly, the effectiveness and efficiency of school management is less than optimal (Andriani et al., 2018; Sulistyan et al., 2017). This implies that the success of educational decentralization will ultimately and must be measured through changes that occur in the performance of education at the local level, with the main indicators being equity, quality and accumulation of resources (Januškaitė & Užienė, 2018). Regional decentralization appears to have raised a lot of hopes for the community and education practitioners in the regions, which can actually be dangerous if these hopes do not come true, or detralization is even more unprofitable than during the centralization period (Bourn, 2021).

One of the educational problems faced by the Indonesian nation is the suboptimal quality of education at every level and educational unit, especially primary and secondary education (Kosim et al., 2023). In a long period of time, efforts to improve education have always been carried out in

\*Corresponding Author: Ginanjara Wira Saputra (ginanjara.wira@stiabandung.ac.id)

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various ways to improve the quality of national education, this is inseparable from the centralized government system. Everything is regulated from the center both in determining the development of national and local curricula, appointing teachers, procuring books and learning tools, procuring and repairing educational facilities and infrastructure and improving the quality of school management (Madani, 2019).

However, various indicators of the quality of education have not shown significant improvement (García-Peñalvo et al., 2018; Sulistyan et al., 2017). Some schools, especially in cities, have shown an encouraging improvement in the quality of education, but some are still a cause for concern. All of this has resulted in the quality of education in Indonesia being far behind when compared to the quality of education in other countries. Based on this, the implementation of national education must be reformed as a whole both in terms of education policy, learning processes, learning materials, teaching evaluation, organizing preschool to tertiary education, extra-school and special education, the use of technology in education and educational bureaucracy (Kawuryan et al., 2021).

Research on education in Indonesia is a topic that is never abandoned by researchers every year, especially elementary school education because the spearhead is in this phase (Rosyad, 2020; Shaturaev, 2021). Education in elementary schools is the education of children between the ages of 7 and 13 as education at the basic level which is developed according to the education unit, regional potential/regional characteristics, social culture of the local community for students (Darmadi, 2018). But at this time, with the existence of quite a lot of administrative demands, it is necessary to pay special attention to the employees of the school operator (Jose et al., 2021).

In Indonesia there have been many analyzes of elementary school operators, but what needs special attention is elementary school operators in Bandung city (Susanti et al., 2020; Susilawati et al., 2018). Operators as one of the components in facilitating teachers so that human resources become qualified to be able to keep up with various scientific developments and modernization through effective performance (Zabolotniaia et al., 2020). Operators must understand laptops, as operators we should understand computers and laptops. At least we know how to properly turn on and turn off a laptop. Apart from that, they also have to understand how to open and close applications properly. However, we can overcome these problems if we become operators due to coercive circumstances. In fact, not a few of us find an operator who begins to understand laptops when they have been appointed as school operators.

There are procedures that are not published to parents, so that is the reason for the slow data collection to operators which makes data upload slow and takes a relatively long time. Supporting infrastructure in the operator's room is inadequate, such as a cramped waiting room and the absence of a suggestion and complaint box for the community. The time for completing student data is sometimes slow and exceeds the allotted time because the coordination between the homeroom teacher and the parents is out of sync, making the operator's work hampered. The equipment in several elementary schools in Bandung city is inadequate because the devices used such as laptops, computers have insufficient specifications so that each data input/output becomes hampered in working on data/uploading data. Coordination between operators, homeroom teachers, parents and students has not been well established so that the information provided often results in misunderstandings between homeroom teachers and parents. Apart from that, other problems related to data collection/Verification and Student Validation have not been maximized so that the data is not optimal. So it is necessary to improve the quality of service so that data input is achieved according to the rules (Prihatini et al., 2019).

Based on the explanation above, it is also important to understand that the quality of public services is the result of the interaction of various aspects including aspects of facilities and infrastructure, service procedures, time of completion and aspects of human resources. The following are the problems of service quality in elementary schools in Bandung city, namely:

**Table 1. Problems of Service Quality in Elementary School Operators Employees in Bandung City**

No	Aspect	Service problem
1	Infrastructure	Narrow space No suggestion box
2	Service procedures	Lack of information from homeroom teacher to parents
3	Completion time	There is no completion of the service time, it could even be more than the time that has been determined Operators perform services in a friendly and careful manner

		Not all devices understand technology
4	Human Resources	There is no coordination between teachers and parents of students Lack of socialization by operators

Source: Survey of Elementary School Operators Employees in Bandung City (2022)

Operator performance is a measure of the success of a school institution in achieving educational goals, including elementary schools in Bandung city. One indicator of the achievement of operator performance can be seen from the problems of operator performance in elementary schools in Bandung city as follows:

**Table 2. Operator Performance at Elementary Schools in Bandung City**

No	Job description	Target	Realization	Information
1.	Data Inputs/Outputs	100	85	Not Appropriate
2.	Verification	100	100	Appropriate
3.	Data validation	100	90	Not Appropriate

Source: Survey of Elementary School Operators Employees in Bandung City (2022)

Based on the results of a survey conducted by researchers at elementary schools in Bandung city, operator performance is low. This can be seen from the indicators that the operator's ability to input data is still lacking, in fact there are still operators who in practice do not input data at all according to the original data as evidenced by performance data with a target of 100 only being realized 85. There are still operators who arrive late at office hours and have not been able to develop themselves to better understand Dapodikmas applications. There are still operators who, in providing validation services, have discrepancies as evidenced by performance data with a target of 100, only 90 have been realized.

Researchers identified various problems that occurred, including the ability of operators to input data was still lacking, there were even operators who did not input data at all according to the original data. There are still operators who arrive late at office hours and have not been able to develop themselves to better understand the Dapodikmas application. There are still operators in providing validation services that have discrepancies. The Dapodik application only generates data that is sent by the school operator. The Dapodik application cannot guarantee the accuracy of data in the education area of Bandung city, the fact is that currently the Regency/City Education Office cannot use Dapodik to organize policy making.

The research questions are in the form of performance, service quality, and what impact does it have on operator employees at elementary school educational institutions in Bandung city? This statement is a development of the research problems that have been described. The purpose of this study is to identify and analyze the important role of the performance of educational institution operators in maintaining service quality. The benefits that will be obtained from this research are in the form of solving administrative problems, especially regarding operator performance and service quality in elementary school educational institutions in Bandung city. This research will broaden insights about performance and service quality, as well as development for elementary school educational institutions in Bandung city.

## Methods

The method used is descriptive analytical research through a quantitative approach. The population in this study amounted to 120 elementary school operators in Bandung city. Of these, 40 samples were taken. The independent variable in this study is employee performance, while the dependent variable is service quality. Performance indicators result from the development of previous research (Sulistyan et al., 2020) namely quality, timeliness, initiative, ability, and communication. Service quality indicators adapted from previous studies (Parasuraman et al., 1988; Sulistyan et al., 2017) are tangible, reliability, responsiveness, assurance, and empathy. The instrument has been developed and tested for validity and reliability before being distributed to respondents.

Data collection techniques in the form of questionnaires, documentation, interviews, and observations. The research was conducted on elementary school operator employees in Bandung city who had become the target sample. Implementation for 6 months from July to December 2022. Data analysis techniques were carried out using descriptive and inferential statistical analysis. The data that has been obtained will be tested on classical assumptions and tested on hypotheses. The hypothesis developed is that operator performance plays an important role in improving service quality. The

hypothesis is tested with the criteria (Ferdinand, 2014), if the significance value is more than 0.05 then the hypothesis is accepted.

## Results and Discussion

The results of distributing questionnaires to 40 respondents, namely employees of the elementary school operators in Bandung city, obtained data from the results of descriptive statistical analysis as follows:

**Table 3. Respondent Data**

No	Description	Frequency	Percentage (%)
1	Gender		
	Man	27	67,50
	Woman	13	32,50
2	Age		
	20-30 years	3	7,50
	31-40 years	31	77,50
	Over 40 years	6	15,00
3	Status		
	Married	30	75,00
	Single	10	25,00
4	Education		
	Senior High School	3	7,50
	Diploma	5	12,50
	S1	30	75,00
	S2	2	5,00

Source: Data Processed (2023)

Based on the data in table 1, it was found that there were more male respondents than female. The age of the respondents was dominated by the age of 31-40 years. Marital status shows that the majority of respondents are married. Judging from the level of education, it shows that the majority of operators in the operator section have a bachelor's degree. This shows that the respondents, namely elementary school operator employees in Bandung city, are very varied.

The test results with inferential statistical analysis of the results of the recapitulation of employee data for the operators of elementary schools in Bandung city are explained in the following table:

**Table 4. Analysis Results**

No	Testing	Test result
1	Correlation	Performance = 0,614 (0,000) Service Quality = 0,614 (0,000)
2	Hypothesis testing	t = 4,563 sig = 0,000
3	Coefficient of Determination	R <sup>2</sup> = 35,00%

Source: Data Processed (2023)

Based on table 3, it shows that the correlation coefficient value is 0.614 with a significance level of 0.000. This correlation value means that the performance of the elementary school operators in Bandung City has a strong relationship with the services provided. Based on the results of hypothesis testing, it shows that the tcount is 4.563 with a significance level of 0.000. These results indicate that performance has a significant effect on service quality. The hypothesis which states that operator performance plays an important role in improving service quality is accepted. The value of the coefficient of determination shows that the service quality of the elementary school operator employees in Bandung city is explained by the performance, which is equal to 35%. While the remaining 65% is influenced by other factors not examined.

## Discussion

The performance of elementary school operator employees in Bandung city plays an important role in improving service quality. These results support the results of previous research (Asteriniah, 2021; Jufriyanto, 2020) which shows that high performance will provide good service quality. The

service quality of elementary school operator employees in Bandung city can be improved by increasing performance. Other factors that can improve service quality include salary in accordance with work results, support from the institution and fellow employees, supporting facilities, and employee commitment to the institution. Employee performance is indicated by quality, timeliness, initiative, ability, and communication. Of these indicators that have high value is the timeliness in completing the work.

The indicator that is the top priority is timeliness which gets the highest rating from the respondents. This indicator is shown in the form of elementary school operator employees in Bandung city on time in carrying out and completing the work assigned to them, and on time at work. From the results of observations indicate that there are few employees who are not on time. However, even though it was not fully on time, the work could still be completed. Leaders try to understand employees who are not on time due to several things, such as lack of adequate facilities, unstable network, and many other jobs that must also be completed. Punctuality is an important contribution for elementary school operator employees in Bandung city in providing the best service.

The second priority is the quality of work of the elementary school operators in Bandung City. Good quality work is shown by the successful completion of work with minimal error rates. The success of data input, data synchronization, and overcoming network problems is an important task that shows the quality of work of the operator's employees. Accuracy in the implementation and completion of work, as well as holding organizational commitment is important in maintaining the quality of work. This quality turned out to have an important impact in efforts to improve the quality of employees of the elementary school operators in Bandung city in providing services.

The third priority is the ability of elementary school operator employees in Bandung city to work. This ability is shown in the form of completed work, problems, and processes according to procedures. The items developed are in the form of ability to carry out work, ability to work with fellow employees, and ability to solve problems that occur in institutions. Good skills make an important contribution in improving the quality of service for elementary school operator employees in Bandung city.

The fourth priority is the communication of employees of the elementary school operators in Bandung city to teachers, leaders, and fellow employees. This communication was developed into 2 items, namely building good communication with leaders and fellow employees, the ability to convey data and information clearly so that it is easy to understand. Incorrect communication will be out of sync between the information conveyed and the recipient of the information. Communication plays an important role in providing explanations that are appropriate and easy to understand. The service quality of elementary school operator employees in Bandung city will increase if they are able to communicate well.

The last priority is the initiative of the elementary school operator employees in Bandung city at work. Employee initiative is demonstrated by the ability to solve work problems and carry out tasks without waiting for superiors' orders. The initiatives of elementary school operator employees in Bandung city are concretely in the form of efforts to solve various problems, including handling obstacles in filling in data that are asynchronous and can be completed on time, initiatives when teachers are late in reporting can be overcome in the form of making a maximum schedule in the form of accompanying teachers in filling out reports. This initiative also has a positive influence in improving the quality of service for employees of the elementary school operators in Bandung city.

## **Conclusion**

The results of the study conclude that the performance of the elementary school operator employees in Bandung city is good and their work results can be relied upon. Performance plays an important role in improving the quality of service for employees of the elementary school operators in Bandung city. Service quality is indicated by tangible, reliability, responsiveness, assurance, and empathy aspects. Suggestions for employees in the operator section are that they must always hold a commitment to the implementation and completion of work, have a good ability to solve work problems, and be able to build good communication with leaders and fellow employees. Equipment and equipment for elementary school operators in Bandung city must be complete and modern and must be able to provide services with high accuracy. Important advice is to maintain quality in providing services to teachers, leaders, and fellow employees. Suggestions for further research are to further explore related efforts to improve services at educational institutions.

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