

THE ROLE OF THE HEAD OF ADMINISTRATIVE OFFICE IN ADMINISTRATION TO IMPROVE CORRESPONDENCE MANAGEMENT AT MAN 1 MEDAN

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ABSTRACT

This study aims to analyze the role of the head of administration in improving correspondence governance at MAN 1 Medan. The research employed a qualitative approach with a descriptive case study design. Data were collected through observation, semi-structured interviews, and documentation involving the head of administration and administrative staff as research informants. The findings indicate that the head of administration plays a significant role in managing correspondence administration through planning, organizing, supervising, and coordinating administrative activities. The implementation of correspondence management has been carried out systematically through the processes of receiving letters, recording, disposition, distribution, and archiving both physically and digitally. In addition, the managerial role of the head of administration is reflected in task distribution based on staff competencies, administrative supervision, and evaluation activities conducted regularly to maintain the quality of administrative services. The coordinative role is demonstrated through effective communication and collaboration among administrative units, school leadership, and external institutions. However, several obstacles remain, including delays in disposition, limited digital archiving systems, and differences in staff understanding regarding correspondence classification procedures. Therefore, strengthening managerial supervision, improving staff competencies, and optimizing digital-based archiving systems are necessary to support effective, efficient, and accountable correspondence governance in madrasah administration.

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INTRODUCTION

Educational administration plays an important role in the organization of school activities because it serves as a support system that ensures that all learning and management processes take place in an orderly, effective, and well-recorded manner. Correspondence governance is an important component of school management because it serves as a place for official communication, decision-making, and the provision of written evidence for various school activities.

The governance of correspondence at Madrasah Aliyah Negeri (MAN) 1 Medan is very important because this institution interacts with many people, including the Ministry of Religion, other schools, and the community. However, preliminary observations show that the governance of correspondence at MAN 1 Medan has not fully complied with the principles of efficiency, accountability, and transparency required by modern administration. Problems such as delays in sending incoming letters or the disposition of letters, lack of regularity in filing, and lack of use of digital systems in mail management.

According to the theory of educational administrative management by Meyfrodt and Desmidt (2024), effective administrative governance requires strong management leadership and clear coordination, supervision, and division of duties. To ensure that all administrative operations run according to procedures and support the achievement of the institution's objectives, the head of administration should be an important figure. Jasa et al. (2025) state that the head of administration has administrative and managerial responsibilities, including planning, organizing, mobilizing, and supervising school administrative operations. The Head of Administration is the leader and staff as well as the determinant of administrative quality. The Head of Administration plays a central role in leading, supervising all administrative activities including correspondence. Therefore, under the expected conditions, the head of administration at MAN 1 Medan must have the ability to build an orderly, effective, and digitized correspondence system as well as carry out continuous supervision of administrative staff to ensure good document governance.

However, empirically, the results of observations at MAN 1 Medan show that the role of the head of administration includes three main aspects that are interrelated, namely the administration of correspondence governance in MAN 1 Medan, the managerial role of the head of administration in administration, and the coordinating role of the head of administration in its administration. Correspondence governance administration Refers to an efficient system of managing incoming and outgoing letters, dispositions, and archiving as a means of official communication of madrasas, as explained that this governance greatly affects the ability of the head of Administration to design a fast and accurate workflow to avoid delays or loss of documents. The managerial role of the head of administration includes annual administrative planning, the organization of staff based on competencies, and the supervision of implementation to create an effective system, where Meyfrodt and Desmidt (2024) state that these abilities are crucial for the governance of public organizations. Meanwhile, the coordinating role includes communication, collaboration between units (such as finance, curriculum, and students), as well as internal-external harmonization with institutions such as the Ministry of Religion, as Sismawati and Idariyanti (2025) stated that this coordination is a synergy between staff and madrasah heads to ensure harmonious institutional goals in MAN 1 Medan.

At Man 1 Medan, the manual process is still an important part of the mail administration system. Letters are archived conventionally in archive folders, and the writing of incoming letters or the disposition of letters. Due to the long bureaucratic process and not being digitally integrated, delays often occur, especially in drafting letters that require the signature of the head of the madrasah. Even though there is already a recording system, there are still obstacles in the disposition of letters and digital archives that require strategic intervention by the Head of Administration itself. As a result of interviews conducted with administrative employees, it was found that there were administrative employees who did not fully understand the letter classification system set by the National Archives

Regulation, which led to inconsistencies in filing. These findings are in line with research conducted by Amiroh et al. (2025) which found that a lack of human resources and a lack of supervision from the head of administration hinder the implementation of administration in madrasas. In addition, organizational leadership patterns and internal coordination greatly affect the quality of public administration, according to Dinh Thanh et al. (2023).

Previous studies have emphasized how important leadership is in educational administration. Pejasa et al. (2025) investigated the management function of the head of administration in improving school administrative performance. They found that their role in planning and oversight had a significant impact on organizational performance. Leight and Abbott (2022) say that learning public administration is essential to create flexible and participatory educational governance. On the other hand, Meyfroodt and Desmidt (2024) said that the involvement of leaders in implementing administrative strategies has a great effect on how well the organization performs. However, the research has not specifically discussed how the head of administration plays a role in managing correspondence governance in state madrasas, especially those who are adjusting to the digitalization administration policy.

Therefore, this research focuses on the role of the head of administration in improving correspondence governance at MAN 1 Medan. This research is unique because it uses a descriptive qualitative approach to study the role of the head of administration as a managerial and coordinating when carrying out correspondence administration tasks. The researcher wanted to investigate this topic because of phenomena such as sub-optimal mail archiving, slow disposition, and difficulty tracking mail. Even though there is already a recording system, there are still obstacles in the disposition of letters and digital archives that require strategic intervention by the Head of Administration itself. In addition, further research on this topic is essential because the role of the head of administration has many responsibilities but is less paid attention to in the academic literature.

METHOD

This study uses a qualitative approach with a descriptive type of research through case studies. This approach was chosen because the research focuses on an in-depth understanding of the role of the head of administration in improving correspondence governance at MAN 1 Medan based on empirical conditions in the field (Sugiono, 2020). Qualitative research allows researchers to understand social phenomena thoroughly through the perspective of participants without conducting hypothesis testing. The case study approach is used to examine in detail the dynamics of correspondence administration in certain contexts so as to obtain a comprehensive picture of strategies, work processes, and obstacles faced in the implementation of madrasah administration. The nature of this research is empirical-descriptive, namely research that examines facts and administrative practices directly at the research site. The focus of the research is directed at the process of managing correspondence, coordination mechanisms, and the implementation of the duties of the head of administration in supporting the orderly administration of madrasas. Through this approach, the research not only describes the administrative results achieved, but also explains the process and reality of the work that takes place in the madrasah administrative environment. The data sources in the study consist of primary data and secondary data. Primary data was obtained through observation and in-depth interviews with the head of administration and administrative staff of MAN 1 Medan who were selected purposively based on direct involvement in the management of correspondence.

The information collected includes administrative procedures for incoming and outgoing letters, filing systems, administrative supervision, and obstacles faced in the implementation of daily tasks. Meanwhile, secondary data was obtained from official madrasah documents in the form of organizational structure, archives of incoming and outgoing letters, letter agenda books, activity reports, and correspondence governance procedure documents that support research needs. Humans actually created such a thick administration just to make sure a piece of mail didn't get lost in the desk drawer. Ironically, it is indeed such a system that keeps the organization running. The research was

carried out at Madrasah Aliyah Negeri (MAN) 1 Medan which is located on Jalan Willem Iskandar No. 7 B, Medan Estate, Medan City, North Sumatra. The selection of the location was made because the madrasah has an active administrative system and is relevant to the focus of research. The initial observation and research period takes place from mid-November to December 2025, and the next research is in April until it is completed, starting from the preparation and preparation stage of research instruments, the implementation of observations and field interviews, to the stages of data processing and preparation of research reports. Data collection techniques are carried out through observation, interviews, and documentation. Observations were carried out directly to observe administrative activities and correspondence processes in the administrative environment of MAN 1 Medan so that the researcher obtained an overview of the real conditions, work procedures, and administrative obstacles that occurred. Interviews are conducted in a semi-structured manner to the head of administration and administrative staff with the aim of obtaining in-depth information about the implementation of correspondence governance. Semi-structured techniques are used so that researchers still have question guidelines while providing flexibility to informants in conveying their experiences and views.

The entire interview process is recorded and transcribed to maintain the accuracy of the data. In addition, documentation is used as supporting data through the collection of archives of incoming and outgoing letters, letter agenda books, administrative procedures, and other supporting documents to strengthen research results. The data analysis technique in this study uses the model of Miles and Huberman (1994) which includes data reduction, data presentation, as well as conclusion drawing and verification. Data reduction is carried out by selecting and focusing data that is relevant to the role of the head of administration in correspondence governance. Furthermore, the data is presented in the form of descriptive descriptions and matrices so that the relationship between the data can be understood systematically. The final stage is carried out through drawing conclusions based on the interpretation of data obtained during the research. To maintain the validity of the data, the study applied source triangulation techniques and triangulation methods by comparing the results of observations, interviews, and documentation. In addition, the researcher conducts member checks on informants to ensure that the results of the interpretation are in accordance with the information conveyed during the research process. Because humans can remember wrong, take wrong notes, and even misunderstand their own words a few days later. Thus triangulation was born. An academic way to ensure research doesn't turn into a collection of assumptions under the guise of data.

RESULTS AND DISCUSSION

The Role of the Head of Administration in the Management of Correspondence Administration at MAN 1 Medan

The management of correspondence administration is an important part in supporting the smooth running of the school or madrasah administration system. In its implementation, correspondence activities are not only related to receiving and sending letters, but also include the process of recording, disposition, archiving, and supervision of the administrative flow as a whole. George R. Terry explained that the success of an organization is influenced by the implementation of management functions which include planning, organizing, implementing, and supervising. These functions are the basis for creating an effective and structured work system, including in the administration of correspondence. In the context of madrasah administration, the planning function can be seen from the existence of a fixed procedure in the management of incoming and outgoing letters, while the organizing function appears through a clear division of duties between the letter receiving staff, the letter typing staff, and the head of administration as the party who conducts the final examination before the letter is forwarded to the head of the madrasah. The implementation of administration is also carried out systematically through recording letters in the agenda book, using disposition sheets, and storing archives physically and digitally. Supervision is carried out directly by the Head of

Administration to ensure that every letter that comes out has been checked and in accordance with applicable administrative standards. Thus, George R. Terry's theory of management functions is relevant in explaining how the administration of correspondence can run in an orderly and efficient manner if each management function is properly implemented in a madrasah environment.

The results of the interview show that the letter management process at MAN 1 Medan has been carried out in a structured manner starting from receiving letters, recording them in the agenda book, disposition, to distribution to interested units. The informant explained that each incoming letter was first received by the administrative staff, then recorded in the incoming letter agenda book and disposition sheet before being forwarded to the Head of Administration and the Head of the Madrasah. After that, the letter is distributed to the sections that are in accordance with the content and interests of the letter, such as the academic section, infrastructure, student affairs, and public relations. The system shows a clear division of tasks and coordination between departments that runs continuously. In addition, the management of outgoing letters is also carried out through a multi-layered inspection process. Letters that have been made by staff are first checked by the Head of Administration before being paraphrased and forwarded to the head of the madrasah. If there are errors or shortcomings, the letter is returned for revision so that the quality of administration is maintained. The informant stated that "every letter that comes out must be experienced by Mr. KTU first to be examined" as a form of supervision over the accuracy of the content and format of the official letter. This shows that the Head of Administration has a central role in maintaining the quality of administrative services and ensuring that the entire correspondence process runs according to procedures.

In addition to the management function, the findings of this study can also be analyzed using Mary Parker Follett's coordination theory which emphasizes the importance of direct communication, reciprocal relationships, and integration between units in the organization. Follett explained that effective coordination will create harmonious working relationships and smooth organizational processes. In the administration of correspondence at MAN 1 Medan, coordination can be seen from the working relationship between administrative staff and the Head of Administration which takes place openly and communicatively. The informant stated that any administrative obstacles can be conveyed directly to the Head of Administration, either face-to-face or through remote communication if the leader is out of the office. The mutual relationship is also seen in the relationship between parts in the distribution of letters according to their respective fields. This process shows that the administration of correspondence cannot run individually, but requires the cooperation of all elements of the organization so that information can be conveyed appropriately. Integration in administrative management is also seen through the use of a uniform filing system, both physically and digitally. Archives are separated by letter type, month, and importance to make it easier to search again if needed. The use of digital archives is considered to be very helpful for work efficiency because documents can be searched through a computer without having to open many archive folders manually. Thus, Mary Parker Follett's coordination theory supports the results of research that communication and cooperation between units are important factors in creating effective correspondence governance.

The findings of this study are related to previous research that discussed the managerial role of the Head of Administration in improving the quality of school administration. Research conducted by Jasa et al. (2025) shows that participatory coordination carried out by the Head of Administration is able to increase staff loyalty and encourage innovation in administrative archiving. These results are in line with the conditions at MAN 1 Medan, where the Head of Administration not only carries out the supervisory function, but also builds open work communication with staff so that the administrative process can run more smoothly. Research by Amiroh et al. (2025) also concluded that the lack of supervision of the Head of Administration causes the administration to be inefficient. The results of the study strengthen the findings in this study that the supervision carried out regularly by the Head of Administration has a great effect on the order of correspondence administration. The difference is that this study emphasizes more on correspondence governance that has combined physical and digital archiving systems as a form of adjustment to the

development of administrative technology. The use of digital systems not only helps speed up document search, but also serves as a form of data protection if physical archives are damaged or lost. Thus, the results of this study show that the effectiveness of correspondence administration is greatly influenced by the managerial ability of the Head of Administration, the quality of coordination between staff, and the support of a well-organized archiving system.

Verse about the recording process of Q.S. Maryam (19) : 94

لَقَدْ أَحْصَيْنَاهُمْ وَعَدَّهُمْ عَدًّا ۖ

"Indeed, He (Allah) has indeed determined their number and counted them carefully."

Then Allah explained that all their deeds and piety had been recorded in a very meticulous and detailed book, not one of them was omitted from the record, all their deeds, both small and large. All their utterances, both overt and covert, had been carefully written down and calculated, and they were all looking forward to the reward they would receive.

Referring to the interpretation of the Ministry of Religion of the Republic of Indonesia, we can understand that all the deeds that we have done will be recorded in detail and no one can escape the record. Therefore, an administrator must carry out his duties with full responsibility because everything we do will be recorded, indeed Allah SWT will know everything we do.

Therefore, educational administration has a broad and interrelated scope, and requires a deep understanding of administrative theory, social dynamics, and changes in education policy. The implementation focuses on achieving educational goals through collaboration, optimal use of resources, and the implementation of educational management functions in a professional manner.

Q. S An-No. (78) 29 namely:

وَكُلُّ شَيْءٍ أَحْصَيْنَاهُ كِتَابًا

"And We have recorded everything in a Book (a record of human deeds)."

According to the complete interpretation of the Ministry of Religion of the Republic of Indonesia, after explaining their bad deeds and misguided beliefs, Allah in this verse explains that everything they do has been calculated according to the records that are on His side. All human practices as a whole have been recorded in His record, nothing is left behind.

Referring to this interpretation, an administrator must be meticulous in recording and performing his or her role as administrative staff. That as a Muslim administrator, a principle that must be upheld is that everything we do and record in the administrative process must be honest and credible because one day it will be accounted for by the Supreme Judge, namely Allah SWT without leaving the slightest.

The Managerial Role of the Head of Administration in Increasing Administrative Effectiveness in MAN 1 Medan

The managerial role of the Head of Administration in madrasah administration has an important position in supporting the smooth running of all educational administration activities. In the implementation of administration, the head of administration is not only in charge of managing administrative documents and services, but also carrying out management functions which include planning, organizing, implementing, and supervising. George R. Terry explained that the management function consists of planning, organizing, actuating, and controlling which are interrelated in achieving organizational goals. In the context of madrasah administration, this function can be seen through the preparation of administrative work plans, division of employee duties according to competencies, briefings to staff, and supervision of the implementation of administration so that it runs orderly and efficiently. The Head of Administration at MAN 1 Medan carries out the planning function by analyzing administrative needs first before compiling a work program. The informant explained that the preparation of administration is carried out by looking at the needs of the institution, determining organizational goals, compiling activity schedules, and allocating resources

so that administrative activities run according to expectations. This shows that the implementation of administration has been carried out systematically and in a directed manner according to the management principles stated by George R. Terry. In addition, administrative priorities are also focused on the distribution of incoming and outgoing letters, recording agenda books, and the accuracy of the disposition of letters so that administrative services can run more effectively and organized. With clear planning, the implementation of administration becomes easier to control and is able to support the madrasah work program as a whole.

In addition to George R. Terry's theory, the theory of educational administration put forward by Made Pidarta also explains that education administration is a cooperative process in managing educational resources to achieve educational goals effectively and efficiently. Education administration requires the ability to manage human resources, manage the work system, and supervise all administrative activities. In the implementation of administration at MAN 1 Medan, the Head of Administration divides tasks to staff based on their respective abilities and competencies so that work runs more effectively and there is no overlap of tasks. The informant stated that there is a special division of work such as staff who handle incoming mail, outgoing mail, EMIS, Simpatika, and other administrative tasks according to their respective fields of expertise. The division of tasks shows that there is good organization of human resources in the administrative environment. In fact, staff who have limitations in the use of technology are still given tasks according to their abilities so that work can still be completed optimally. This approach shows that the Head of Administration is not only oriented towards the completion of the work, but also considers the effectiveness of the work and the comfort of the staff in carrying out administrative tasks. In addition, efforts to improve employee competency are also carried out through training, workshops, and further studies according to the field of administration. Thus, Made Pidarta's theory is relevant in explaining that the success of education administration is greatly influenced by the ability of leaders to manage human resources professionally and organically.

The administrative theory put forward by The Liang Gie also strengthens the discussion on the importance of work arrangements in educational administration. The Liang Gie explained that administration is a series of work arrangement activities carried out by a group of people to achieve certain goals effectively and efficiently. Administration includes recording activities, data grouping, information services, and management of organizational documents. In the implementation of administration at MAN 1 Medan, the Head of Administration regulates the work system through clear division of tasks and structured administrative management. The delegation of authority is also carried out if the leadership is not in place, so that administrative services continue to run according to organizational procedures. This shows that there is good work coordination in the administrative environment. In addition, the Head of Administration also makes continuous administrative improvements if obstacles are found in the implementation of work. Structured administrative management proves that the effectiveness of administration is greatly influenced by the ability of leaders to organize work systems and coordination between administrative employees. With a division of labor according to competencies and clear administrative arrangements, administrative activities can run more orderly, efficiently, and support educational services in madrasahs.

Furthermore, the theory of administrative leadership according to Sondang P. Siagian explains that management is the ability to move others through the process of planning, organizing, directing, and supervising to achieve organizational goals. In educational administration, the head of administration not only plays the role of the administrative executor, but also as an administrative leader who is responsible for the effectiveness of the work of administrative employees. The results of the interview show that the Head of Administration at MAN 1 Medan supervises directly or indirectly the implementation of administration. Supervision is carried out through monitoring staff work, routine communication, and joint evaluation to find out various obstacles that occur in administration. Routine evaluations are carried out so that every problem can be corrected immediately and does not cause repeated errors. In addition, the Head of Administration also provides direction and assistance to staff who are still experiencing difficulties in understanding administrative procedures. This approach shows that there is leadership that is not only

supervisory, but also coaching administrative employees. The informant explained that evaluations are carried out periodically so that staff remain disciplined in their work but still have a comfortable workspace and do not feel too restricted. Thus, Sondang P. Siagian's theory is in accordance with the results of research which shows that the success of administration is greatly influenced by the ability of leaders to build coordination, supervision, and guidance for human resources in the administrative environment.

The results of this study are also related to previous research that discussed the managerial role of the Head of Administration in improving the quality of school administration. Research by Pejasa et al. (2025) found that participatory coordination carried out by the Head of Administration was able to increase staff loyalty and support administrative archiving innovation. The findings are in line with the conditions at MAN 1 Medan where coordination between the Head of Administration and staff is carried out openly through direct communication and routine evaluations so that administrative work can run more effectively. Research by Amiroh et al. (2025) also concluded that the weak supervision of the Head of Administration causes the administrative process to be inefficient. These results strengthen the findings of this study that supervision and evaluation carried out regularly are important factors in maintaining the quality of madrasah administration. The difference is that this study emphasizes more on administrative management based on the division of labor according to staff competencies and efforts to develop human resources through training and work assistance. Thus, the effectiveness of administration at MAN 1 Medan shows that the success of administration is not only influenced by a good administrative system, but also by the managerial ability of the Head of Administration in planning, organizing, directing, and supervising all administrative activities in a professional and sustainable manner.

The Coordinating Role of the Head of Administration in Supporting the Effectiveness of Correspondence Administration at MAN 1 Medan

The coordinating role of the Head of Administration in the administration of the madrasah has a great influence on the smooth running of administrative services and working relations between organizational units. Good coordination is needed so that all administrative activities can run in a directed, effective, and in accordance with the goals of educational institutions. Mary Parker Follett explained that coordination is the process of unifying organizational activities through direct communication, mutual relationships, and integration between departments to achieve common goals. According to Follett, coordination must be carried out continuously from the planning stage to the implementation of organizational activities. In the context of administration at MAN 1 Medan, the Head of Administration acts as a liaison between the head of the madrasah, administrative staff, and other work units so that the administrative process runs in an integrated manner. The results of the interview showed that communication between the Head of Administration and the head of the madrasah and staff took place smoothly so that every administrative problem could be immediately conveyed and resolved through open communication. The informant explained that the submission of information was carried out according to standard operating procedures and every incoming letter would be followed up according to the problem and purpose of the letter. In addition, the disposition of the letter from the leadership is also clearly conveyed to the interested unit, such as student representatives or other sections according to the content of the letter. This condition shows that good communication is an important basis in creating effective administrative coordination and supporting the smooth running of correspondence services in madrasahs.

In addition to Mary Parker Follett's theory, the theory of organizational coordination put forward by Harold Koontz and Cyril O'Donnell is also relevant in explaining the importance of aligning activities between departments in organizations. Koontz and O'Donnell explain that coordination is the process of bringing together individual and group activities so that organizational goals can be achieved effectively through clear division of tasks, targeted communication, and supervision of work. In the implementation of administration at MAN 1 Medan, coordination between work units can be seen from the working relationship between the administration and the curriculum, finance,

public relations, and student affairs sections that are running well. The informant stated that communication between units is maintained to support the smooth running of the madrasah work program, especially related to administrative needs and the implementation of institutional activities. The Head of Administration also distributes tasks to staff according to their respective job descriptions so that there is no overlap of jobs. If there are staff who are unable to attend, other staff will help each other so that administrative services continue to run well. This shows that there is work coordination that is not only structural, but also supported by cooperation between employees in completing administrative tasks. With a clear division of tasks and directed communication, the implementation of correspondence administration can be carried out in a more orderly and efficient manner.

The theory of educational administration put forward by Sergiovanni and Carver also reinforces the importance of coordination in educational organizations. Sergiovanni and Carver explained that education administration is a process of cooperation between individuals in educational organizations to achieve educational goals effectively. This cooperation requires good coordination so that each part of the organization is able to carry out their duties in harmony and support each other. In the administration of correspondence at MAN 1 Medan, coordination is not only carried out internally, but also involves relationships with external parties such as the Regional Office of the Ministry of Religion and other agencies. The informant explained that every madrasah activity involving external parties is always communicated in advance to obtain approval before the activity is carried out. This shows that administration has an important role in maintaining institutional relations and ensuring that all administrative activities run according to official procedures. In addition, administrative services are also carried out quickly, friendly, and appropriate to teachers, students, students, and outsiders who come to the madrasah. Routine evaluations are carried out to find out shortcomings in administrative services so that the quality of service can continue to be improved. Thus, good coordination not only supports the effectiveness of internal administration, but also strengthens institutional relationships and improves the quality of public services in the madrasah environment.

Furthermore, the theory of human relations put forward by Elton Mayo explains that the success of an organization is greatly influenced by social relations, communication, and cooperation between members of the organization. According to Mayo, a harmonious working relationship will create a work atmosphere that supports increasing organizational effectiveness. In the implementation of administration at MAN 1 Medan, the Head of Administration builds a harmonious working relationship through open communication and the division of tasks according to the capabilities of each staff. The informant explained that if there is an administrative error, the step taken is to correct the error through communication and joint supervision. In addition, the biggest challenge in managing mail administration is maintaining timeliness and accuracy because letters are directly related to many parties, both internal and external. Therefore, administrative staff are required to work carefully, quickly, and continue to follow the established administrative procedures. The Head of Administration also supervises the incoming letter process and assists if there are obstacles in administrative management. This condition shows that good interpersonal relationships are able to create cooperation that supports the effectiveness of correspondence administration and reduces the potential for errors in administrative services.

The results of this study are related to previous research that discussed the importance of coordination and supervision in school administration. Research by Pejasa et al. (2025) shows that participatory coordination carried out by the Head of Administration is able to increase staff loyalty and encourage innovation in administrative archiving. These findings are in line with the conditions at MAN 1 Medan where communication and coordination between units are carried out openly so that the working relationship between employees can run harmoniously and support more effective administrative services. Research by Amiroh et al. (2025) also concluded that the lack of supervision of the Head of Administration causes the administration to be inefficient. The results of the study strengthen the findings of this study that supervision and coordination carried out regularly are important factors in maintaining the quality of correspondence administration in madrasahs. The difference is that this study emphasizes

more on the harmonization of internal and external relations as part of administrative coordination that supports the image of educational institutions. Administration not only functions as an administrative implementer, but also becomes an important part in maintaining public trust in the quality of madrasah services. Thus, the effectiveness of correspondence administration at MAN 1 Medan shows that good coordination between the Head of Administration, administrative staff, head of madrasah, and external parties is the main factor in creating professional, orderly, and sustainable administrative services.

CONCLUSION

Based on the results of the research, it can be concluded that the head of administration has a very important role in improving correspondence governance at MAN 1 Medan through administrative, managerial, and coordinating functions. In the aspect of letter administration, the head of administration plays a role in supervising the process of receiving letters, recording, dispositioning, distributing, and archiving letters so that they run according to applicable administrative procedures. Correspondence management has been carried out systematically through the use of agenda books, disposition sheets, and physical and digital archive storage so as to support the administrative order of the madrasah.

In the managerial aspect, the head of administration carries out the functions of planning, organizing, implementing, and supervising administration on an ongoing basis. The division of tasks is carried out based on employee competencies so that administrative work can run more effectively and directed. In addition, routine supervision and evaluation are an important part of maintaining the quality of administrative services and reducing errors in mail management. The head of administration also plays a role in providing guidance and direction to staff to improve administrative discipline and work ability.

In the coordination aspect, the head of administration is able to build good communication and cooperation with the head of the madrasah, administrative staff, and external parties such as the Office of the Ministry of Religion and other institutions. Coordination that is carried out openly and continuously supports the smooth running of administrative services and strengthens working relationships between organizational units. However, this study found several obstacles, such as delays in the disposition of letters, limitations in the use of digital systems, and there are still differences in employees' understanding of archive classification and correspondence governance.

Thus, the effectiveness of correspondence governance at MAN 1 Medan is influenced by the ability of the head of administration to carry out administrative, managerial, and coordinating functions professionally. Therefore, it is necessary to improve the competence of human resources, strengthen administrative supervision, and develop a more integrated digital archive system to support effective, efficient, and accountable administrative services. Humans are indeed able to make one letter requiring five tables, three paragraphs, and two different archive folders. But strangely, it is precisely through complexity that an institution can remain orderly and not drown in administrative chaos.

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