

ABSTRAK

Penelitian ini bertujuan untuk mendeskripsikan implementasi kepegawaian, pemberian motivasi oleh Kepala Tata Usaha, dan dampaknya terhadap kinerja pegawai tata usaha di MTsN 2 Cilacap. Penelitian dilatar belakangi oleh pentingnya pengelolaan kepegawaian dan motivasi kerja dalam mendukung efektivitas layanan administrasi madrasah.

Penelitian menggunakan pendekatan kualitatif dengan metode studi kasus. Data dikumpulkan melalui wawancara, observasi, dan dokumentasi. Informan penelitian terdiri atas Kepala Madrasah, Kepala Tata Usaha, dan pegawai tata usaha. Analisis data menggunakan model Miles dan Huberman yang meliputi pengumpulan data, kondensasi data, penyajian data, serta penarikan kesimpulan. Keabsahan data dilakukan melalui triangulasi sumber, teknik, dan waktu.

Hasil penelitian menunjukkan bahwa implementasi kepegawaian telah dilaksanakan melalui perencanaan kebutuhan pegawai, pembagian tugas sesuai tupoksi, administrasi kepegawaian, pembinaan, supervisi, evaluasi kinerja, dan penegakan disiplin kerja. Pemberian motivasi dilakukan melalui arahan rutin, komunikasi langsung, rapat koordinasi, pendampingan kerja, penghargaan, serta kesempatan mengikuti pelatihan. Implementasi kepegawaian dan pemberian motivasi memberikan dampak positif terhadap peningkatan disiplin, tanggung jawab, ketepatan waktu penyelesaian tugas, kualitas pelayanan administrasi, serta kerja sama antarpegawai. Faktor pendukung meliputi struktur organisasi yang jelas, komunikasi yang baik, dan sarana kerja yang memadai, sedangkan hambatan meliputi keterbatasan sumber daya manusia, rangkap tugas, dan beban kerja yang dinamis.

Kata kunci: implementasi kepegawaian, motivasi kerja, kepala tata usaha, kinerja pegawai tata usaha.

ABSTRACT

This study aims to describe the implementation of personnel management, the provision of work motivation by the Head of Administration, and their impact on the performance of administrative staff at MTsN 2 Cilacap. The study was motivated by the importance of effective personnel management and work motivation in supporting the efficiency and quality of administrative services in madrasahs.

This research employed a qualitative approach using a case study method. Data were collected through interviews, observations, and documentation. The research participants consisted of the Principal, the Head of Administration, and administrative staff members. Data were analyzed using the Miles and Huberman model, including data collection, data condensation, data display, and conclusion drawing. Data validity was ensured through source, technique, and time triangulation.

The findings indicate that personnel management has been implemented through workforce planning, task distribution based on job descriptions, personnel administration, coaching, supervision, performance evaluation, and work discipline enforcement. Work motivation was provided through regular guidance, direct communication, coordination meetings, job mentoring, appreciation, and opportunities for training and professional development. These efforts positively contributed to improving discipline, responsibility, punctuality, administrative service quality, and teamwork among staff. Supporting factors included a clear organizational structure, effective communication, and adequate work facilities, while challenges included limited human resources, multiple job assignments, and dynamic workloads.

Keywords: personnel management, work motivation, head of administration, administrative staff performance.