



The Role of Training in Human Resource Management to Improve the Quality of School Administration

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Abstract: This article discusses the role of training in managing Human Resources (HR) in schools and its impact on the quality of administration. Through a qualitative research method with a literature study approach, this study identified four main outcomes: (1) improved administrative skills that support task effectiveness; (2) positive impact of training on the motivation and performance of administrative personnel; (3) effectiveness of data-based decision-making; and (4) improved team coordination and interdepartmental communication. The findings suggest that training improves technical skills and creates a more harmonious and productive work environment. This article is expected to provide insights for school managers and administrative staff in optimizing HR management to improve the quality of education.

Keywords: Training, Management, Human Resources, Quality, Administration.

Introduction

Human Resources (HR) is the main element in running an organization, including schools. HR is realized by the integrated ability of individuals' thinking and physical power (Robbins, 2019). Thinking power, as intelligence brought from birth (basic capital), and skills acquired through educational efforts, plays an important role in achieving organizational goals. Physical power, which is a person's strength and endurance, allows individuals to do work or carry out tasks effectively (Marnis & Priyono, 2008). In essence, human resources are employed in an organization as movers, thinkers, and planners to achieve the goals of the organization itself.

HR management is also one of the most important aspects of running an organization. According to Edwin B. Flippo, HR management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance, and dismissal of employees, to realize the goals of individual companies, employees, and society (Robbins, 2019). The quality of school administration is not only influenced by physical infrastructure and technology but also by the abilities and skills of its administrative personnel. In this context, the role of training in human resource management becomes very strategic to improve the administrative quality of educational institutions.

Schools as educational institutions are responsible not only for academic education but also for the development of student's character and skills. However, to achieve this goal, a competent and well-trained administrative team is required. Therefore, this article aims to explain in detail the role of training in improving the quality of school administration, to facilitate a more effective teaching and learning process. Thus, it is hoped that this article can provide useful insights for school administrators, administrative staff, and all parties related to human resource management in schools.



Method

This paper uses a qualitative research method, which uses a literature study approach. Literature study itself is a data collection technique by searching, reading, collecting, and comparing data obtained through a variety of sources such as books and journals where the data has relevance to the topic that the researcher raises. The data is then processed, analyzed, and a little description to form this paper.

Results and Discussion

Results

The results of the research show that training in human resource management has a role in improving the quality of school administration. Based on the analysis of various relevant journals, the main results are as follows:

1. Administrative Skills Improvement through HR Training

Training is a crucial factor in managing human resources (HR) in schools. Through structured training, HR can develop the skills and knowledge needed to perform their duties more effectively. One important aspect of training is the improvement of professional competencies. Training not only improves the quality of individuals in performing their duties but also brings positive impacts to the entire school organization (Watson, 2018).

2. The Impact of Training on Motivation and Performance of School Administrators

When staff feel cared for and empowered through training, they tend to show higher levels of engagement. This has a direct impact on their performance, as trained administrative personnel are better able to complete tasks efficiently and effectively. Training also encourages innovation and creativity in administrative management (Gary Dessler & Varrkey, 2005).

3. Effectiveness in Decision-Making

HR training has a significant impact on improving the quality of administrative decision-making in schools. Through training that emphasizes the importance of data analysis, administrative staff become more measured and informed in making decisions, so they can understand the impact of each policy implemented. HR training can improve technical skills as well as data-driven decision-making capabilities within the organization (Kraiger, 2008).

4. Improved Team Coordination and Communication

Training that focuses on developing soft skills, such as effective communication, conflict resolution, and collaboration, enables staff to work better in teams and interact professionally between departments, such as finance, student affairs, and academics. Staff who previously experienced communication problems are now better able to understand the roles and responsibilities of each division so that coordination barriers can be overcome. Soft skills training improves teamwork and operational efficiency within the organization, supporting the creation of a more harmonious and productive work environment. (Ahmad & Schroeder, 2003).

From these results, it can be identified that training in human resource management has a role in improving the quality of school administration in the form of improving administrative skills, increasing the motivation and performance of school administration personnel, and improving team coordination and communication. Thus,



training school administrators is one of the strategic steps to achieve better education goals in the future, as well as creating an education system that is more responsive and adaptive to the needs of students and society.

Discussion

The results show that training in human resource management has a role in improving the quality of school administration. This discussion will elaborate on the main results in their implications for the educational context.

1. Administrative Skills Improvement through HR Training

Structured and systematic training has proven to be an effective instrument in improving the competence of school administrative staff. Based on the literature analysis, various types of training, both formal and informal, contribute significantly to the development of technical and managerial skills.

Formal training includes various methods such as seminars, workshops, and courses designed to provide administrative staff with new knowledge and skills. Research by Watson (2018) shows that formal training has a significant impact on the staff's understanding of administrative procedures and the use of the latest technology. For example, a study by Wilkinson et al., (2020) revealed that staff who received training in the use of school management software experienced increased efficiency in the management of student data and administrative documents. For example, in one school, the time spent on student data processing was reduced by 30% after staff received intensive training on the new software.

In addition, informal training, such as mentoring and project-based learning, also has a positive impact. Research by (Hidayati et al., 2008) found that staff involved in mentoring programs showed improvements in interpersonal skills and problem-solving abilities. This suggests that training should not only focus on technical aspects but also on developing soft skills that are important in the work environment.

2. The Impact of Training on Motivation and Performance

Effective training has proven to be one of the key factors in improving staff performance and motivation in educational settings. In the context of school administration, training serves not only to improve technical skills but also to create a positive work environment that promotes engagement and job satisfaction. Well-designed training can increase staff motivation by providing opportunities to develop new skills. When staff participate in training, they gain new knowledge and skills that are relevant and applicable and will tend to feel more confident and competent in their work but also more prepared to face challenges. This leads to increased motivation to contribute more. Gary Dessler & Varrkey (2005) suggest that training provides a sense of belonging and recognition of staff contributions, leading to increased job satisfaction.

In addition, training not only has an impact on motivation but can also directly improve staff performance. When staff are trained to apply new skills in their daily work, they can complete tasks more quickly and accurately. Training can also encourage creative and innovative thinking which can then lead to useful new ideas. With increased efficiency and effectiveness, the result of this training is an improved quality of administrative services provided to students.

3. Effectiveness in Decision-Making



Decision-making in a school setting is a crucial aspect that determines the success of school operations and resource management. The effectiveness of decision-making can be measured from various angles, including whether the decisions are data-driven, how measurable the impact of the decision is, and how the decision is applied in the context of daily operations (Tharenou et al., 2007). In this context, HR training focused on improving technical skills and data analysis plays a very important role.

HR training is designed to help administrative staff better understand and manage the ever-evolving school data, be it student, financial, or human resource data. Through the training, staff learn how to manage this information to support more informed and strategic decision-making. The training not only improves the technical skills of administrative staff but also provides a deeper understanding of the importance of data in the decision-making process (Kraiger, 2008). The ability to analyze data effectively allows staff to spot trends, patterns, and potential problems before taking action. As such, it helps create a culture of decision-making that focuses more on objectivity and accuracy rather than relying solely on experience or subjective estimates.

The training also brought about a significant change in the decision-making behavior of the staff, from one based on intuition to one based on data and analysis. Thus, HR training not only improved the technical capabilities of staff but also changed their way of thinking in carrying out their daily administrative task (Caron & Markusen, 2016). These changes have a direct impact on overall school performance, improving efficiency, accountability, and adaptability to change. In the long run, schools that implement HR training consistently can create a more innovative and adaptive work environment, where data-driven decision-making becomes an integral part of the organizational culture. This will help schools to continue to grow and improve the quality of education they offer to their students.

4. Improved Team Coordination and Communication

Human resource training (HRT) not only focuses on developing technical skills but also has a huge impact on improving team coordination and communication among staff in schools. In a school environment where various departments such as finance, student affairs, and academics have to work closely together, effective coordination and communication are key to operational success. HR training that emphasizes the development of soft skills, such as the ability to communicate, resolve conflicts, and work in teams, has been shown to promote better cooperation between staff and departments.

The improved communication achieved through the training had a direct effect on team coordination across departments. Soft skills training that focuses on understanding individual roles within the team enables staff to better appreciate the contributions of other departments, thus strengthening synergy in carrying out school administration tasks. With a better understanding of the roles of each division, problems that previously often arose due to mismatched expectations or miscommunication can be minimized. Staff who previously worked in silos, without much interaction or collaboration with other divisions, are now more proactive in building cooperation to achieve school goals.

HR training that focuses on soft skills has a positive impact on teamwork and communication skills in the work environment, which in turn improves the operational efficiency of the organization (Ahmad & Schroeder, 2003). When communication goes well, it not only reduces barriers to decision-making but also speeds up the completion of administrative tasks, increases job satisfaction, and creates a more conducive work



environment. In addition, the training also plays a role in resolving internal conflicts that may arise among staff. Before the training, inter-departmental conflicts were often not well resolved due to a lack of effective communication skills. However, after the training, staff are better able to face and resolve conflicts with a more professional and cooperative approach. This is very important as conflicts that are allowed to drag on can disrupt the smooth operation of the school as a whole.

Overall, HR training that focuses on soft skills development contributes greatly to creating better team coordination and more effective communication within the school. By improving the interpersonal skills of staff, the training not only helps in accomplishing daily tasks more efficiently but also creates a more harmonious and productive working atmosphere (Siregar, 2018). This training has become a key component of human resource management in schools, supporting the long-term goal of improving the quality of school administration.

Based on the results of the above discussion, Human Resource Training (HRT) in schools has proven to be effective in improving staff administrative skills, motivation, and performance. Through various training methods, both formal and informal, staff not only gain technical knowledge but also develop soft skills essential for communication and teamwork. This training contributes to more data-driven decision-making and improves operational efficiency, as well as creating a harmonious working environment. HR training is thus a key component in the administrative management of schools, supporting better achievement of educational goals.

Conclusion

Training in human resource management (HRM) in schools has been shown to have a significant impact on improving the quality of administration. Through structured training, administrative staff can improve their technical and managerial skills, which contribute to operational efficiency and decision-making effectiveness. Training also plays a role in improving staff motivation and performance, creating a positive work environment, and encouraging innovation and creativity. In addition, a focus on soft skills development enables improved team coordination and interdepartmental communication, which are critical in carrying out administrative tasks. Thus, investing in HR training is a strategic step toward achieving educational goals and improving the quality of administrative services in schools.

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