

Analysis of the Effectiveness of Employee Training and Development In Islamic Boarding Schools in Improving the Quality of Education**Rizqi Syaroh Amaliyah**

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KeywordsDevelopment,
Effectiveness, Employees,
Islamic Boarding School,
Training**Abstract**

Traditional educational institutions such as Islamic boarding schools combine a curriculum that includes religious subjects, such as tafsir, hadith, and fiqh, with general subjects, such as math, science, and languages. This study aims to analyze the effectiveness of employee training and development in boarding schools in improving the quality of education. Using a qualitative approach, this study examines various training and development programs implemented in several Islamic boarding schools, as well as their impact on the competence of teaching and education personnel. Data were collected through literature studies and analyzed to identify the relationship between training programs and improved performance and teaching quality. The results showed that systematic and continuous training significantly improved the skills and knowledge of the educators, which contributed to a more effective and adaptive teaching and learning process. In addition, continuous professional development helps educators in pesantren to remain relevant to developments in teaching methodologies and educational technology. These findings confirm the importance of investing in staff training and development as a key strategy to improve the quality of education in pesantren.

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E-mail: rizqisyaroh@itb-ru.ac.id**INTRODUCTION**

Islamic boarding schools play an important role in the education system in Indonesia, functioning as institutions that not only teach Islamic religious knowledge but also provide general education (Anita, Hasan, Warisno, Anshori, & Andari, 2022) . As traditional educational institutions, Islamic boarding schools combine a curriculum that includes religious studies, such as tafsir, hadith, and fiqh, with general subjects, such as mathematics, science, and languages. This makes Islamic boarding schools a complete place for the intellectual and spiritual development of students. Islamic boarding schools also contribute to forming strong moral character, independence and the ability to adapt in society. With this comprehensive approach, Islamic boarding schools play an important role in producing a generation that is knowledgeable, has noble character, and is ready to face the challenges of the times (Jamil, Masyhuri, & Ifadah, 2023) .

The operational sustainability of Islamic boarding school education cannot be separated from the presence of human resources within it, namely the employees. To produce employees who are competent in managing Islamic boarding schools, trained employees are needed. Employee training and development is an important aspect in Islamic boarding schools because it plays an important role in improving employee performance and competence. Through training programs, employees can update and deepen knowledge and skills relevant to their duties so as to increase work efficiency and productivity. In Islamic boarding schools, training for teaching staff and staff not only improves the quality of teaching and administrative services, but also supports the implementation of innovative learning methods and more effective use of educational technology (Suspahariati & Setyobudi, 2021) .

According to Human Capital theory, it emphasizes that investment in training and development is the key to increasing employee competency and productivity so that it can improve overall organizational performance (Thuda, Sari, & Maharani, 2019). According to this theory, employees are considered as valuable assets similar to physical capital that require continuous investment to maximize their potential (Qiao, Shao, Han, & Duan, 2023). Training and development provides opportunities for employees to gain new knowledge, improve existing skills, and adapt to continually evolving technology and work methods. With this increased capability, employees can work more efficiently and effectively, contribute more to innovation, and improve output quality. As a result, organizations can gain competitive advantage, increase productivity, and achieve their strategic goals. Apart from that, investment in human resource development can also increase employee satisfaction and retention, creating a more stable and productive work environment (Rakhmawati, 2023).

Several studies show a link between training and employee development. One of them is research by (Mastur, 2022) which shows that effective employee training has a positive effect on employee performance which ultimately contributes to improving the quality of education in the Islamic boarding school.

Other research by (Syafri, Pratama, Hasna, & Sikki, 2024) revealed that Human Resources (HR) management at the Siti Fatimah Islamic boarding school in Cirebon City does not only involve the process of recruitment, training, development, performance evaluation, and recognition of the achievements of teachers and support staff, but also play a central role in establishing a conducive work environment. By inspiring and motivating teachers and support staff, Islamic boarding school HR management has paved the way for improving the quality of education provided at Islamic boarding schools by integrating technology in the educational curriculum and involving teachers in educational technology training.

The quality of education in Islamic boarding schools often faces challenges in maintaining and improving educational standards, including employee training and development. Islamic boarding schools often experience limitations in providing quality training programs for teaching staff and staff, either due to financial constraints or limited access to relevant educational resources (Ilyasin, 2020). Lack of employee training and development can hinder the Islamic boarding school's ability to adopt the latest teaching practices, update the curriculum according to current developments, and increase the competence of educators in providing effective learning.

The main aim of this research is to evaluate the effectiveness of existing training and development programs in Islamic boarding schools in improving the quality of education. By focusing on Islamic boarding schools as an example of traditional educational institutions, this research aims to understand the extent to which employee training and development programs can make a positive contribution to increasing the competence of teaching staff and staff, as well as the overall quality of education. The significance of this research lies in further understanding how investment in employee training and development can produce a sustainable impact in improving educational standards in Islamic boarding schools. It is hoped that by increasing the quality of education through training and development programs, Islamic boarding schools can produce graduates who are more competent and ready to compete in the era of globalization, as well as making a positive contribution to the development of society and the nation as a whole.

RESEARCH METHODS

This research uses qualitative methods with a literature study approach to explore in depth aspects of employee training and development in Islamic boarding schools. In this approach, researchers collect and analyze various relevant literature sources related to training and development programs implemented in Islamic boarding schools. Through a literature study, this research aims to understand the best practices, policies and approaches that have been used to improve employee competency and their impact on the quality of education in the Islamic boarding school environment. Thus, it is hoped that this research

can provide valuable insights for the development of employee training and development programs in Islamic boarding schools as well as contribute to further understanding of the importance of investment in human resources in Islamic boarding school education.

RESULTS AND DISCUSSION

Islamic boarding schools as one of the educational institutions in Indonesia have a significant role and contribution to this country's education system. Islamic boarding schools are centers for in-depth Islamic religious education where students receive intensive learning about religious sciences such as fiqh, monotheism, interpretation of the Koran, hadith and Arabic. This education aims to form individuals who have a strong understanding of religion and are able to apply it in everyday life. Apart from religious education, many Islamic boarding schools have integrated the general education curriculum, covering subjects such as mathematics, Indonesian, natural sciences, social sciences, and English. This makes Islamic boarding schools a holistic educational institution that not only focuses on spiritual aspects but also prepares students with the general knowledge needed in the modern world (Abror & Rohmaniyah, 2023).

Islamic boarding schools are known for their educational approach that emphasizes the formation of character and noble morals. The disciplined environment of Islamic boarding schools, as well as daily interactions with kiai and ustadz, help students develop positive attitudes such as honesty, hard work, responsibility and independence. These values are very important in forming a person with high morals and integrity. Apart from that, many Islamic boarding schools also provide life skills and vocational training for students, such as farming, animal husbandry, handicrafts and information technology skills to prepare them to face the challenges of everyday life. Islamic boarding schools often become centers of social and religious activities in the surrounding environment by helping the community through social programs such as social service, health services and non-formal education. By adopting modern educational technology and methods, Islamic boarding schools also improve the quality of their education, promote tolerance, and contribute to social development, making them important pillars in the development of individuals and Indonesian society.

Employee training and development is an important component in human resource strategies in various organizations, including Islamic boarding school educational institutions. Employee training and development helps in improving individual competencies and skills. In Islamic boarding school education, educators and staff who take part in training programs will gain the latest knowledge and skills relevant to their field. This includes new teaching methods, educational technology, classroom management, and administrative skills (Mubarok, 2021).

Trained employees tend to be more effective and efficient in carrying out their duties. Training gives them a better understanding of their roles and responsibilities, so they can work more productively. In Islamic boarding schools, trained teaching staff can teach better using more effective teaching techniques and are able to adapt to the diverse learning needs of students. The world of work, including the education sector, is always developing with changes in technology, curriculum and educational policies. Training and development helps employees adapt to these changes. For example, training in the use of educational technology helps teachers and administrative staff to use digital tools in learning and school management.

Employees who are given the opportunity to develop themselves feel appreciated and motivated to work better. Training gives employees the opportunity to develop professionally and personally which can ultimately increase job satisfaction. In education, teaching staff who feel supported by their place of work will be more enthusiastic about teaching and interacting with students. Training and development opens up opportunities for employees to advance in their careers. By increasing skills and knowledge, employees have the opportunity to advance to higher positions or take on more complex roles. In educational institutions, this may mean a promotion from teacher to the position of principal or administrative manager. Training and development of teaching staff directly impacts the

quality of education provided to students, where trained teachers can inspire students and create a positive learning environment, increasing student achievement and the reputation of educational institutions (Irmayani & SE, 2021) .

Islamic boarding schools as educational institutions that combine religious and general education require specific and effective training and development programs to improve the competence of their employees. The following is an identification of the specific needs of Islamic boarding schools in terms of training and development and how this program can improve the quality of education:

No	Description	Need	Proposed program
1	Training for Educators	Modern Teaching Methods: Training on interactive and innovative teaching methods that can increase learning effectiveness. Use of Educational Technology: Training in the use of educational technology tools and platforms to enrich the student learning experience Classroom Management: Training on effective classroom management strategies to create a conducive learning environment.	Teaching Methodology Workshop: Organize regular workshops on various modern teaching methods, such as project-based learning, flipped classroom, and collaborative learning. Educational Technology Courses: Provides courses for teachers on the use of technology such as learning software, classroom management applications, and e-learning platforms Classroom Management Training: Specialized training programs for classroom management, including student management techniques, strategies for handling discipline problems, and developing an inclusive learning environment.
2	Competent Development the Administrative	Education Management: Training for administrative staff in education management which includes planning, organizing, monitoring and evaluating. Modern Administration: Training on the use of digital school management systems and information technology for operational efficiency Finance and Accounting: Training on financial management and accounting to ensure transparency and accountability.	Educational Management Course: An intensive course program on the principles and practices of educational management, including strategic planning and program evaluation. Digital School Management System Training: Conduct training on the use of school management software and management information systems for more efficient administration. Finance and Accounting Workshop: Regular training on financial management, basic accounting and transparent financial reporting.
3	Character and Moral Development	Character Development: Training for all employees on the importance of character development and strategies for integrating it in all aspects of education Effective Communication: Training on effective communication skills to improve interactions between teachers, students, and parents.	Character Development Program: Workshops and seminars on character development, which includes moral values, ethics and noble character Communication Training: Effective communication courses that include techniques for communicating with students and parents, as well as active listening skills.
4	Skills Development and Vocational	Vocational Skills: Training for students and teachers in vocational skills relevant to	Vocational Skills Courses: Provide training in vocational skills such as agriculture, information technology,

No	Description	Need	Proposed program
	and Life	local needs and employment opportunities Life Skills: Programs that focus on developing life skills such as time management, teamwork, and problem solving.	and craft skills that can increase students' employment opportunities Life Skills Workshop: A program that trains students in basic life skills, stress management, and interpersonal skills.

Islamic boarding schools require structured and ongoing training and development programs to improve the competence of teaching staff and administrative staff. By focusing on modern teaching methods, use of technology, educational management, character development, as well as vocational and life skills, Islamic boarding schools can improve the quality of education provided. These training programs will not only improve individual performance but will also have a positive impact on the entire institution, helping Islamic boarding schools fulfill their mission of educating a generation that is knowledgeable, moral, and ready to face the challenges of the future.

Based on the results of a search for several Islamic boarding schools that carry out training and development for their employees, it was found that a study by (Fauzi & Alfitriah, 2023) identified various training and development programs at the Tahfizhul Quran Al-Fitrah Islamic boarding school in Tanjungpinang, including a number of initiatives to improve employee qualifications and skills. . This includes more effective Koran teaching programs, development of information technology skills, better classroom management, interpersonal communication skills, and leadership development. The aim of these various programs is to strengthen employees' abilities in facing the complex challenges in Islamic education today. Diverse training and development programs help improve employee qualifications in various aspects, such as the ability to teach the Koran more effectively, mastery of information technology, classroom management and leadership skills. By having skilled and continuously developing employees, Islamic boarding schools can overcome the complexity of today's educational demands and provide quality education.

Other research by (Agustin, 2023) shows that workforce training and development at MAN Ponorogo in an effort to improve educational standards is realized through a series of activities, such as Independent Curriculum workshops, development strategies, and human resource training. This is important because of the rapid development of science and aims to improve the abilities of teaching staff.

Meanwhile, at the Jagat 'Arsy Islamic boarding school in South Tangerang, training, development and performance assessment are carried out using two approaches, namely (1) On The Job Training which includes direct instructions and exercises in the workplace, and (2) Off The Job Training which includes improving education, participation in workshops, and participation in MGMP. Meanwhile, performance assessment is used as an indicator to improve the quality of competence (Nurafny, 2024) .

Evaluation of the effectiveness of employee training and development programs involves various indicators that help measure success and impact (Marayasa, Sugiarti, & Septiowati, 2017) . One of the main indicators is participant reactions which include the level of satisfaction with the program, the quality of the material, and the ability of the instructor. Surveys and questionnaires are often used immediately after training to gather immediate feedback. Another indicator is learning which measures the increase in participants' knowledge and skills. Methods such as pre-test and post-test are effective in assessing the extent to which participants understand and master the training material before and after participating in the program.

Changes in employee behavior at work are also an important indicator. It measures the extent to which employees apply the knowledge and skills they gain in training to their work. Direct observation by superiors or performance appraisals by supervisors can be used to assess these changes. In addition, interview methods and group discussions with

participants and instructors can provide in-depth insight into the effectiveness of training in changing work behavior.

The final result or impact on organizational performance is the most comprehensive indicator. This includes increasing productivity, work quality, operational efficiency, and ROI (Return on Investment) from training programs. Data analysis and KPIs (Key Performance Indicators) can be used to evaluate the extent to which training contributes to broader business goals. By combining various evaluation methods such as surveys, tests, observations, and data analysis, organizations can obtain a complete picture of the effectiveness of the training and development programs undertaken so that they can make the necessary adjustments to improve future results.

Employee training and development is closely related to improving the quality of teaching in Islamic boarding school education (Nurnaningsih, Norrahman, & Wibowo, 2023). Through training, teachers and teaching staff can update their knowledge about the latest teaching methodologies, classroom management techniques, and the use of educational technology. This development allows teachers to be more effective in delivering material, motivating students, and creating an interactive and inclusive learning environment. When teaching staff have enhanced skills, the quality of teaching improves, resulting in a more effective and meaningful learning process for students.

In addition, ongoing training and development helps teachers adapt learning approaches to suit curriculum developments and diverse student needs. By taking part in professional development programs, teachers can learn about best practices and innovative strategies that can be implemented in the classroom. This not only increases individual teacher competency but also encourages collaboration and knowledge sharing among colleagues. As a result, improvements in the quality of teaching can be measured through better student learning outcomes, increased student engagement, and higher satisfaction from the entire educational community, including parents and other stakeholders.

Changes in the competence of teaching staff and staff have a significant impact on the teaching and learning process. When educators and staff improve their skills and knowledge, especially through training and professional development, they become more effective in delivering course material and managing the classroom. Mastery of the latest teaching methodologies, appropriate use of educational technology, and better classroom management skills enable them to create a more interactive and inclusive learning environment. This not only increases students' understanding of the material being taught, but also encourages active involvement and participation from students.

The positive impact of increasing this competency can also be seen in the quality of interactions between teaching staff and students. More competent educators can adapt their teaching methods to individual student needs, provide constructive feedback, and support the development of students' critical skills and creativity. As a result, students feel more motivated and challenged to achieve higher learning outcomes. Overall, changes in the competence of teaching staff and staff result in a more effective and enjoyable teaching and learning process, increasing student satisfaction and learning achievement and strengthening the reputation of educational institutions.

CONCLUSION

In conclusion, this research shows that employee training and development in Islamic boarding schools has a significant impact on improving the quality of education. Effective training equips educators with the skills and knowledge necessary to teach more efficiently and adaptively, while ongoing professional development ensures employees are not left behind by the latest teaching methods and technology. As a result, students receive better education, both in religious and general aspects, which ultimately contributes to the formation of individuals of high quality and integrity. Therefore, investment in employee training and development in Islamic boarding schools not only improves the individual performance of teaching staff, but also strengthens the entire education system in Islamic boarding schools.

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