



Increasing School Administrative Staff Effectiveness Through Technology – Based Training Programs and Career Path Mapping

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Abstract: The effectiveness of school administrative staff has a very important role in supporting the smooth running of educational operations. However, in fact, there are still many shortcomings in terms of motivation and productivity of TAS (School Administration Staff) employees which cause their performance in the field to not be optimal due to the lack of professional scale training and career path mapping before they are officially assigned. Based on this, the aim of writing this article is to analyze how to increase the effectiveness of school administration staff through technology-based training programs and career path mapping. Then, this article uses an interpretive qualitative approach and literature to streamline mechanisms and speed up the discovery of new steps according to developments in the current era. Data was collected by reading various library sources and qualitative analysis sourced from various types of literature according to the object of study in the form of collecting and analyzing data through bibliographic annotation techniques accompanied by carrying out neat and structured reviews. The results of this research have shown that technology-based training can significantly improve the technical skills of administrative staff, especially in data management and use of administrative software. Apart from that, career path mapping has also been proven to be able to increase job satisfaction and their motivation to develop more professionally in the future. In the end, the combination of accurate training and clarity in career mapping will result in increased productivity and work efficiency of TAS employees. Therefore, the author recommends that all schools continue and consistently develop technology-based training programs accompanied by systematic career path mapping in order to increase the effectiveness of all school administration staff in this country.

Keywords: Effectiveness, School Administrative Staff, Technology-Based Training, Career Path Mapping, Productivity

Introduction

School administrative staff is a term for people who are behind the scenes of the success of domestic government in a school, be it a school with state or private status and play a very important role in the smooth operation of education in that school. They will be fully responsible for handling various administrative matters such as managing student data, finances, logistics, and coordinating all activities that will be carried out at the school. However, efforts to improve their competence often receive little or no more attention compared to teaching staff whose competence is always prioritized. This issue is often scapegoated by several individuals to become a tool to overthrow power or other tools that have a negative smell and create divisions within the school. This problem is also exacerbated by the current digital era which causes all schools to provide excellent service to each of their customers so that the need for technology-



based skills is increasingly urgent and primary for all teaching staff and school administration staff.

For this reason, technology-based training programs can be a very effective solution to overcome the above problems and are expected to be able to increase the provision of productivity, efficiency and quality of administrative services from the school. Apart from that, implementing career path mapping can also be an additional solution to provide motivation and career direction that is clearer and more coordinated for its users because through this activity they can have a better vision of professional development as well as concrete steps to achieve a better career path. Now. Several studies in the last five years also state that technology-based training and career path development have a positive influence on increasing the work effectiveness of administrative staff in schools, supported by various well-designed and needs-based training programs that are also relevant to current developments (Bakker and Demerouti, 2017). Thus, the implementation of sustainable training programs accompanied by clarity in career path mapping has a crucial role in improving the overall performance of school administrative staff. Therefore, in this article we will discuss how appropriate strategies are to increase the effectiveness of school administration staff through two main approaches, namely technology-based training programs and career path mapping, as well as exploring various aspects in relation to designing and implementing technology-based training programs and effective career path mapping strategies. for school administrative staff so that it is hoped that they can provide new insights in efforts to improve the quality of administrative services in all educational institutions.

Method

This article is included in the type of interpretive qualitative research and literature to analyze how to increase the effectiveness of school administration staff through the implementation of technology-based training programs and career path mapping. Data was collected by reading various library sources and qualitative analysis sourced from various types of literature according to the object of study in the form of collecting and analyzing data through bibliographic annotation techniques accompanied by reviewing them. Then, it can be concluded that qualitative is defined as a research procedure that produces descriptive data with an approach that is directed at the setting and individual holistically, and does not isolate individuals into variables or hypotheses (Moleong in Santoso and Ambarwati, 2020). Qualitative research is a form of research that describes and analyzes in depth a phenomenon, understanding, event, social activity, attitude, thinking of people or groups with the main aim of describing and revealing (*to describe and explore*) or describe and explain (*to describe and explain*) (Sukmadinata in Noviani et al., 2023).

Result and Discussion

Result

One of the most important management tasks in a school is in the human resources department because they are the ones who will manage or regulate all operational activities and of course have a big influence on the quality and effectiveness of teaching (Nurmalasari and Karimah in Handayani et al., 2024). Therefore, they must be guaranteed the availability of supporting technology and clear career mapping that is



appropriate and able to be optimally optimized so that when carrying out all school activities they are of high quality and in accordance with current needs while still paying attention to efficiency and effectiveness in operations, especially in administrative areas such as curriculum, students, facilities and infrastructure to finance. Then, this matter was expressed by Jamal and Syarifah in Handayani, et al (2024) that the management of education, students, staff, facilities and infrastructure, finances and public relations are things that as a whole in an educational institution must be optimized to achieve the main goals of the organization. For this reason, it is necessary to optimize training based on renewable technology that is relevant to today's needs, accompanied by career path mapping so that the maximum performance of school administration staff can be achieved and in the future the institution will gain many academic and non-academic achievements, making it a superior school and a reference for favorite education in the community. the area.

Discussion

According to Najjar, et al (2024) stated that School Administrative Staff (TAS) is a group of people who have an important role in operational activities behind the scenes of an educational institution with the obligation to improve competence every year so that all activities in the school run smoothly and with minimal obstacles. Then, they are also required to improve the effectiveness and efficiency of their performance each period, where this is a reflection of how competent they are and their willingness to change for the better through various kinds of training and career mapping to suit their abilities and how to integrate these two things to reduce obstacles that are based on the possibility of challenges arising so that recommendations for resolution or future solutions are provided.

1. Increasing Competency Through Technology-Based Training

Based on various research results, the application of technology-based training has proven to be effective in increasing the competency of School Administrative Staff (TAS). Training conducted through digital platforms such as e-learning has provided easy access and time flexibility for participants. This is in line with Putri's opinion in Nielsen and Miraglia (2017), namely that technology-based training is able to improve TAS's ability to use administrative software such as managing student data and school finances with evaluation results showing that 80% of training participants experienced an increase in technical skills after participating in the program. This. Furthermore, this increase in competency can also be seen in non-technical aspects such as communication and time management which also increased after interactive simulations on digital platforms integrated into the training helped participants understand real world of work scenarios so they were able to apply knowledge more effectively (Susanto and Widiyanto in Napitupulu et al., 2017).

Then, according to Diah Hidayati (2022) technology-based training has a number of advantages compared to conventional training methods, including:

- a. Flexibility which means that Participants can take part in training according to the schedule and place they choose, so they are not bound by time and location;
- b. Global Accessibility which is defined as technology that allows training to be attended by participants from various parts of the world without geographical constraints;



- c. Independent Learning that is, participants can learn at a pace that suits their abilities. They can repeat the material whenever they need;
- d. Cost and Time Efficiency namely, with online training, costs incurred for transportation, accommodation and printing of materials can be saved. In addition, training can be done more quickly because it does not require travel time;
- e. Real-time Monitoring and Evaluation with the understanding that a technology-based training platform allows trainers or teachers to monitor participants' progress in real-time through tests, quizzes and evaluations.

Furthermore, Wuisan, et al (2024) there are various forms of technology-based training that can be used to increase competency, including:

- a. Asynchronous E-learning which takes the form of participants learning independently through materials that have been prepared in the form of modules, videos and documents that can be accessed at any time;
- b. Synchronous E-learning namely, participants take part in training sessions directly via a video conference platform (such as Zoom or Microsoft Teams), where they can interact with the instructor and other participants in real-time;
- c. Blended Learning through a combination of face-to-face training and online training, where participants can attend physical classes but also access material online;
- d. Microlearning namely learning in the form of small modules presented in a short and focused manner, often via mobile devices.

2. Career Path Mapping as an Effort to Increase Performance Effectiveness

Apart from technology-based training, career path mapping also makes a significant contribution to increasing the effectiveness of TAS because they have clearer and more structured guidance to achieve career advancement and professionalism more quickly than others. Furthermore, the opinion expressed by Sari in Agung and Doringin, (2017) shows that well-designed career mapping can increase work motivation with those who have a clear career path being more motivated to improve their own competence and also have a positive impact on the quality of employee work because of the transparency of the design. career development thereby reducing the level of laziness in each worker which has been shown that career path mapping can increase job satisfaction and employee loyalty there.

Furthermore Ishak, et al (2020) stated that there are several processes in mapping career paths, namely as follows:

- a. Organizational Analysis: Understand the structure, goals and needs of the organization
- b. Identify Key Positions: Determine important positions in the organization
- c. Competency Analysis: Identify the skills and abilities required for each position
- d. Path Mapping: Describe various possible career paths
- e. Plan Development: Designing development programs to support career paths
- f. Communication: Disseminate career path maps to employees
- g. Evaluation and Update: Regularly review and update the career path map

Then Hendrizal, et al (2020) stated that there are several strategies in implementing career paths, namely as follows:

- a. Stakeholder: Involve management, HR, and employees in the mapping process
- b. Integration with HR Systems: Align with performance management and development systems
- c. Manager Training: Preparing managers to support subordinates' career development



- d. Digital Tools: Using software for visualization and management of career paths
 - e. Program Mentoring: Implement a mentoring system to support career development
 - f. Periodic Evaluation: Review and adjust career path maps regularly
3. Integration of Training and Career Mapping as an Effectiveness Strategy

The combination of technology-based training and career path mapping shows significant results in increasing the effectiveness of TAS performance as evidenced by Hartono's statement in Aji and Vidya, (2023), namely that the integration of these two approaches creates a positive synergy where training helps them improve skills that are relevant to job needs. while career mapping provides a clear direction for professional development with the indication that educational institutions that implement these two programs simultaneously can succeed in improving administrative performance by up to 30% compared to institutions that only implement one of these approaches and overall both technology-based training and pathway mapping Careers plays an important role in increasing the effectiveness of TAS to support recommendations to expand the scope of digital training programs and improve career mapping systems in various educational institutions to be able to create more competent and professional administrative staff.

Nathaniel, et al (2023) stated that integrating training and career mapping provides various benefits, including:

- Directed Competency Development: With career mapping, the training provided will be more specific according to the employee's desired career path, thereby creating more focused and relevant learning.
- Increasing Employee Motivation and Loyalty: Employees who see a clear career path and feel that the organization is investing in their development will be more motivated to do well and tend to be loyal to the company.
- HR Development Efficiency: This integration helps organizations direct training according to the company's strategic needs, so that spending on training becomes more effective.
- Better Succession Planning: With career mapping integrated with training, organizations can more easily identify potential future leaders and plan succession more effectively.

Khoiron (2021) stated that there are several important steps in integrating training with career mapping:

- Identify Competency Needs: Organizations need to identify the skills and competencies needed for each position in the organization, both currently and for future needs.
- Evaluation of Employee Potential and Performance: By using performance and potential assessment methods, organizations can map employee strengths, weaknesses and career aspirations.
- Career Path Development: Together with employees, HRD and management must develop a career path that is realistic, clear, and in line with the needs of the organization and employee aspirations.
- Specific Training Planning: Once a career path is mapped out, training must be designed to fill the competency gaps needed so that employees can achieve their career goals. For example, employees who are directed to managerial positions require leadership and decision-making training.



- Periodic Monitoring and Evaluation: Career mapping and training must be monitored regularly to ensure that employees are progressing according to the planned career path.

4. Challenges and Recommendations

Although the overall results were positive, several challenges were identified in the implementation of the program with a percentage of 20% of those aged 50 years and above reporting difficulties in adopting new technology thus indirectly confirming the importance of a training approach tailored to individual needs as stated in suggested by Sari and Purnomo in Risman (2024) in their study on andragogy in education staff training. Furthermore, this article recommends developing technology training modules that are tiered and tailored to participants' initial proficiency levels, integrating mentoring in career path mapping programs to facilitate intergenerational knowledge transfer, as well as conducting regular evaluations of program effectiveness and making adjustments based on participant feedback.

Conclusion

The conclusion that can be drawn from this article is that a combination of technology-based training programs and career path mapping has proven to be effective in improving the performance and motivation of school administration staff and this approach not only increases performance efficiency but also contributes to the development of their professionalism which ultimately can improve the overall quality of school administration and management. Then, this article also shows that technology-based training and career path mapping are effective in improving the competency and performance of school administration staff by providing flexibility and assistance in mastering technical and non-technical skills in the elements of data management and time management. Furthermore, clear career path mapping will increase employee motivation, retention and work commitment so that later they will be more motivated to develop and integration will provide significant results, creating synergy that increases the effectiveness of overall administrative performance and generally schools that implement this program have recorded performance increase up to 30%.

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