

ABSTRAK

Akhmad Hadri. NIM. 220101050347. *Manajemen Pelatihan Berbasis Kebutuhan Tenaga Kependidikan di SMA Negeri 1 Banjarmasin.* Pembimbing Skripsi. Dr. Dina Hermina, M.Pd, Pada Program Studi Manajemen Pendidikan Islam Fakultas Tarbiyah dan Keguruan UIN Antasari Banjarmasin. 2025.

Kata Kunci: Manajemen, Pelatihan Berbasis Kebutuhan, Tenaga Kependidikan.

Latar belakang penelitian berangkat dari fenomena bahwa pelatihan khusus bagi tenaga kependidikan masih minim dilakukan di tingkat sekolah, dan sebagian besar bergantung pada program yang diselenggarakan oleh instansi eksternal seperti dinas pendidikan. Hal ini menimbulkan kesenjangan antara tuntutan kompetensi tenaga kependidikan dengan fasilitas pengembangan profesional yang tersedia. Penelitian ini bertujuan untuk mendeskripsikan manajemen pelatihan berbasis kebutuhan tenaga kependidikan di SMA Negeri 1 Banjarmasin, yang meliputi identifikasi kebutuhan pelatihan, perencanaan, pelaksanaan, dan tindak lanjut pelatihan.

Penelitian ini menggunakan pendekatan kualitatif dengan desain deskriptif. Data dikumpulkan melalui wawancara mendalam, observasi, dan dokumentasi terhadap kepala sekolah, wakil kepala sekolah, kepala tata usaha, tenaga kependidikan, pustakawan, tim IT, dan siswa. Analisis data dilakukan melalui pengumpulan data, reduksi data, penyajian data, dan penarikan kesimpulan, sedangkan keabsahan data diperkuat melalui triangulasi sumber, triangulasi teknik, dan triangulasi teori.

Hasil penelitian menunjukkan bahwa: (1) Identifikasi kebutuhan pelatihan belum dilakukan secara sistematis, sehingga kebutuhan tenaga kependidikan tidak terdokumentasi secara jelas; (2) Perencanaan pelatihan di sekolah masih terfokus pada guru, sedangkan tenaga kependidikan lebih mengandalkan rekomendasi pelatihan dari instansi eksternal; (3) Pelaksanaan pelatihan bagi tenaga kependidikan berjalan terbatas dan belum selaras dengan analisis kebutuhan; (4) Tindak lanjut pelatihan belum terstruktur dan belum diintegrasikan ke dalam evaluasi kinerja tenaga kependidikan.

Penelitian ini menyimpulkan bahwa manajemen pelatihan berbasis kebutuhan bagi tenaga kependidikan di SMA Negeri 1 Banjarmasin masih belum optimal. Penelitian ini merekomendasikan perlunya penyusunan *needs assessment* yang sistematis, perencanaan program internal sekolah, serta evaluasi berkelanjutan untuk meningkatkan efektivitas pelatihan dan kualitas layanan administrasi pendidikan.

ABSTRACT

Akhmad Hadri. NIM 220101050347. *Needs-Based Training Management for Educational Staff at SMA Negeri 1 Banjarmasin*. Thesis Supervisor: Dr. Dina Hermina, M.Pd. Islamic Education Management Study Program, Faculty of Tarbiyah and Teacher Training, UIN Antasari Banjarmasin. 2025.

Keywords: Management, Needs-Based Training, Educational Staff.

The research is grounded in the phenomenon that specific training programs for educational staff are still limited at the school level and largely depend on programs organized by external institutions such as the Department of Education. This condition creates a gap between the competency demands placed on educational staff and the availability of professional development opportunities. This study aims to describe the needs-based training management for educational staff at SMA Negeri 1 Banjarmasin, which includes the identification of training needs, planning, implementation, and follow-up processes.

This study employs a qualitative descriptive approach. Data were collected through in-depth interviews, observations, and documentation involving the principal, vice principals, the head of administration, educational staff, the librarian, the IT team, and the student each play. Data were analyzed through, data, collection, data reduction, data display, and conclusion drawing, while data validity was strengthened through source triangulation, technique triangulation, and theory triangulation.

The research findings reveal that: (1) The identification of training needs has not been conducted systematically, resulting in the absence of clear documentation of staff competency needs; (2) Training planning at the school remains focused primarily on teachers, while educational staff rely more on training recommendations from external institutions; (3) The implementation of training for educational staff is limited and not yet aligned with the results of needs analysis; (4) Follow-up activities after training are not well structured and have not been integrated into the performance evaluation of educational staff.

The study concludes that the needs-based training management for educational staff at SMA Negeri 1 Banjarmasin has not been optimal. It recommends the development of a systematic needs assessment, the establishment of internal training programs, and continuous evaluation to improve the effectiveness of training and the quality of educational administrative services.