

Strengthening the Human Resources of Student Organizations: Analysis of the Role of Training and Development in Improving Collective Performance of the Faculty of Economics and Business, Wahid Hasyim University

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Abstract. This study aims to analyze the Role of Training and Development in Strengthening Human Resources (HR) in student organizations and its influence on improving Collective performance at the Faculty of Economics and Business, Wahid Hasyim University. The main problem revealed is the less than optimal performance of student organizations due to limited mastery of hard skills and soft skills, lack of self-confidence, and weak teamwork. The less than optimal performance of student organizations is caused by a lack of skills, low self-confidence, and weak collaboration within the team. The purpose of this study is to analyze how training and development of members can improve abilities both individually and collectively in student organizations. The method applied is a qualitative approach, with data collection through in-depth interviews, observations, and document analysis on members of student organizations. The findings of the study indicate that planned training and continuous development can improve self-confidence, communication skills, decision-making abilities, and strengthen teamwork. In addition, training also encourages members to be more receptive to criticism, proactive in finding solutions, and able to adapt to change. These findings are expected to provide recommendations that training and development that are in accordance with needs have an important role in improving individual and collective performance in student organizations, so that they can support the achievement of the organization's vision and mission in an effective and efficient manner.

Keywords : Training; Development; Collective Performance; Human Resources; Student Organization

INTRODUCTION

The transformation of society into an era of digitalization and globalization demands a significant paradigm shift in education. In the midst of rapid technological development and information openness, students are not only required to have qualified technical competencies, such as digital capabilities, understanding of information technology, and professional skills relevant to the needs of the global market. The behavior of community life, especially in the university environment, must always prioritize the formation of democratic values. Democratic values are very important for every individual. In the context of higher education, democracy can be understood as the implementation of lecture activities in accordance with democratic principles. However, no less important is the formation of a moderate personality that is able to face the challenges that will be faced. This moderate personality includes an attitude of tolerance, openness, and adaptability to differences in culture, religion, and diverse views. (Nagel 2020) in (Mukrodi, H., 2020) states that directed and effective HR management can be the main driver to improve company performance in the digital era. HR must be able to recognize the new skills needed, design competency development programs, and support changes in organizational

culture to be in line with digital transformation. Wahid Hasyim University as one of the implementers of education in Central Java has a heavy responsibility to integrate moderation values in curriculum and learning, so that graduates are not only technically superior, but also able to become wise agents of change, maintain social harmony, and contribute positively in an increasingly connected and diverse global society. This approach will equip students to face future challenges with a balanced attitude and character with integrity.

Student organizations are one of the right platforms to shape professionalism. (Leadership et al., 2024) In an organization, each member has the responsibility to carry out the work program that has been prepared as the purpose of running an organization and the work program. This shows that student organizations are a good place to train and develop a democratic attitude. Campus is a place where students study to achieve success in the future and become the next generation of the nation. As a center of education, the campus is a place for students to pioneer and hang their dreams, hopes, and ideals in order to achieve a glorious future. Overall, the campus contributes to students' individual, educational, and career development. Student organizations also serve as a diversion for students to prepare for the world of work and social challenges and build professional networks.

Therefore, training and development is very important as an effective means in shaping good performance, because through training, the knowledge, skills, and abilities of individuals can be improved so that the organization is able to achieve optimal performance. Training itself is a planned process to change the attitude, knowledge or behavior of individuals so as to produce expertise with experience in order to achieve effective performance, training is useful in developing individual and organizational capabilities in the future. According to Dessler (2020) in (Gustiana, 2022) training is a way to get the skills needed by individuals in carrying out their duties, where training provides practical knowledge and its application in the world of corporate work to increase work productivity in achieving the desired goals of the organization. According to (Mathis et al., 2010) in (Cahya et al., 2021) Training is a process carried out by someone to gain and improve new abilities to do a job. With the training, members of the organization can increase competence, so that their performance in carrying out their roles in the organization will increase. Novel et al (2023) in (Khairunnisa et al., n.d.) The purpose of preparing human resource training needs (HR) is a tool to measure the gap between the current situation or performance and the desired one. The gap between the current situation or performance and the desired performance may indicate a problem that may be solved by training. Training can eliminate and reduce the gaps that occur. Therefore, member training and development is an important strategy that must be implemented by student organizations to build human resources that are competent, adaptive, and able to contribute optimally in achieving the vision and mission of the organization.

In addition, human resource development (HRD) is a planned process to improve the skills, knowledge, capacity, and performance of individuals in an organization. This process includes activities such as training, education, career development, and the development of soft and hard skills. The ultimate goal is to increase individuals' contribution to organizational goals and support their growth and adaptability in a changing work environment. Development is one of the important factors in the performance of student organizations. According to (Rabiah, 2015) in (Waruwu, 2024) Development is a development activity with the addition, improvement, both in terms of quantity and quality

of an activity or object of activity, developing and improving abilities, skills, talents, interests and individual behavior. (Nainggolan S et al., 2023) in (Portuguese & Jepar, 2024) Development is defined as the process of creating new tools or materials using technical knowledge. Production and services are significantly improved before any new processes or systems are initiated. Therefore, development activities are often referred to as career development or leadership development. Thus, development focuses not only on improving practical skills, but also on shaping attitudes and a deep understanding of roles and responsibilities within the organization.

Furthermore, performance can also affect student skills, producing good performance will complete tasks well and efficiently. According to Hesti Widayanti (2022) in (Husna & Prasetya, 2024) Performance is a result of work performance or a work result. Based on the quantity and quality that he wants to achieve in carrying out a function in accordance with a responsibility. According to Moehariono (2020) in (Junita & Soesanto, 2023) states that performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. Rahadian et al (2021) in (Asri & Moderin, 2024) say that performance is not talent or ability, but the manifestation of the work achieved by employees in carrying out their job duties. Therefore, member training and development is very important in improving the performance of student organizations. Through planned training and continuous competency development, members can improve their skills and knowledge so that they are able to work according to the expected standards. Thus, improved individual performance will contribute to the achievement of organizational goals effectively and efficiently, strengthening the position of student organizations in achieving their vision and mission.

Previous research (Yuliyanty et al., 2024) said that when individuals face difficulties in communicating and lack of self-confidence when interacting with others in the interests of organizational activities. They tend to be inactive in various organizational activities. As a result, opportunities to develop personal abilities, such as leadership, teamwork, and problem solving, are very limited. This has a direct impact on the lack of optimal cooperation between members, so that the performance of the organization produces less than optimal. Overall, campuses and student organizations have a very important role in shaping young people who are ready to face future challenges. Through appropriate training and development, students can hone the necessary skills and make a positive contribution to society. According to previous research (Student Affairs in Tangerang Hendra et al., 2024) there are several gaps in this research. First, there is no clear methodology to assess the long-term impact of the development program on overall student success. Which means that previous research has focused more on short-term results without measuring how the influence of training or development in performance lasts and impacts the success of students in the future. Secondly, this research on student leadership challenges is still very limited, especially in terms of how cultural factors affect the leadership development process. Thus, training and development in the performance of a student organization is the main key for student organizations to remain relevant, competitive, and able to achieve maximum common goals.

The urgency of this research lies in the in-depth need to better understand the role of Training and Development of human resources (HR) in student organizations, by emphasizing the importance of training, leadership development, performance

management and evaluation as an effort to improve member competencies and strengthen the organization (Setyawati et al., 2024) Taking into account the limitations in studies that specifically discuss the effectiveness of training and development of members in the student organization environment, this research becomes very important to do. In addition, there is a gap in research that examines the long-term impact of development programs and the influence of cultural factors in the student leadership process. This research is expected to produce training strategies and practices that are not only effective in the short term, but also able to make a sustainable contribution to improving the performance and success of student organization members in the future. Thus, the findings of this study are expected to be an important reference for student organizations and campus authorities in designing development programs that are relevant, adaptive, and have a real impact on the younger generation.

METHOD

This research uses a qualitative approach, Qualitative method is a research approach that focuses on in-depth understanding of social phenomena through observation, interviews, and analysis of non-numerical data. This method emphasizes descriptive exploration of human experience in its natural context. (Hasan et al., 2023) in (Teknologi et al., 2025) Qualitative methods provide space for researchers to collect rich and diverse data, through techniques such as in-depth interviews, participatory observation, and document analysis. (Hasnunidah, 2017) in (Septiana et al, 2024) This research uses a qualitative approach. Where a qualitative approach is carried out through research procedures that produce descriptive data in the form of written or spoken words from people and observed behavior. Interviews that support the results of this study can be analyzed to gain an understanding of the strategic function of student organizations in Training and Development to improve collective performance. Based on data derived from human resources, based on this research data derived from primary and secondary sources. Primary data was obtained through direct interviews with students who are active members of the organization, lecturers, and student affairs at Wahid Hasyim University. Meanwhile, secondary data was obtained from internet searches, literature, journals, and other sources relevant to this study. However, qualitative research is an effective choice for studies that aim to understand social phenomena or subjective aspects of human experience.

RESULTS AND DISCUSSION

The results of this study aim to determine how training and development of members in improving the performance of student organizations of the Faculty of Economics and Business, Wahid Hasyim University Semarang. For this reason, student organizations function as a place for students to develop their potential, which has an impact on their learning motivation. By being involved in organizations, students have the opportunity to play an active role, interact with other students, and participate in activities that support the achievement of personal and group goals. In organizations, students can explore interests, such as leadership, time management, communication, and various other skills that can be developed. Rahman (2021) in (Society & Rohman, 2025) said that students who are active in organizations have higher competitiveness in the world of work because they have practical experience in organizational management and teamwork. This allows them to know their potential outside the academic field, but still relevant to their educational

goals. Usually, students who want to join a student organization participate in activities organized by the organization. It can help students to grow and develop in various aspects of their lives during their college years.

Therefore, Member Training and Development in the Student Organization of the Faculty of Economics and Business, Wahid Hasyim University Semarang is very important to improve the collective performance of the organization. With the research, students can hone skills such as leadership, management, and communication that are needed in running the organization. In addition, this development also makes students more motivated to be active and learn new things, which are certainly useful for themselves, both during college and after graduation. So, member training and development not only helps students grow into individuals who are better prepared to face challenges in the future. Thus, investing in Student Organization Member Training and Development is a strategic step that supports the creation of competent human resources, with character, and ready to contribute to society.

Indicators of training and development of human resources (hr) of student organizations in collective performance include several main aspects that can be measured to assess the effectiveness of such training and development in improving organizational performance, among others:

No.	Organizational	Performance	Development Training
1.	The training capability of student organizations, in the training planning process, depends on the ability to manage resources and choose effective methods.	The extent of capability and skill development in enhancing the technical, theoretical and conceptual abilities of individuals to be more competent in carrying out their duties.	Task completion ability in accomplishing tasks according to set standards with efficient use of time and resources.
2.	How improved performance training is effective, in effectively improving individual and organizational performance.	The extent to which leadership development prepares individuals for better leadership roles in the organization.	The extent to which the implementation of a program, activity, or policy is successful in achieving the organization's goals, objectives, vision, and mission.
3.	Level of Ability of members to Change Attitudes Training in changing attitudes, increasing knowledge, and improving members' behavior.	Organizational capabilities in knowledge development include the process of refreshing and updating knowledge and skills to match needs.	Responsibility capability in performance reflects the proper execution of assigned functions and responsibilities.
4.	How much the competence of members increases Through training members in the organization acquire and improve required competencies.	What is the level of capability in the organization's processes Through development, the quality of services and processes in the organization is significantly improved.	What is the level of Training and Development in the knowledge of organizational members as a result of continuous training and development.

Training and development indicators of organizational performance members.

In this case, these three indicators are often related because training, development and organizational performance are interrelated and influence each other. Training is

important as a first step so that organizational members have the basic skills needed to perform their duties well. After that, development serves to further enhance members' abilities, for example in terms of leadership, knowledge and more complex skills. If training and development go well, the organization's performance will automatically improve because members become more prepared, responsible, and can work more effectively according to organizational goals. So, training and development is like a continuous and mutually supportive process so that the organization can achieve maximum results.

The following are some views on member training and development in improving the collective performance of student organizations at the Faculty of Economics and Business, Wahid Hasyim University Semarang. According to informant 1, in their experience as active members, the training and development of members in student organizations at the Faculty of Economics and Business, Wahid Hasyim University Semarang is very good depending on the leadership of the organization in the role of improving the abilities and performance of its members. The types of training provided, such as public speaking, leadership, advocacy, entrepreneurship, and time management, are made according to the needs of members obtained through discussion and observation. With this training, the researcher found gaps, members became more confident, more skillful in communicating, better in decision-making, and able to work together more efficiently in groups. In addition, the training also helped members to be more able to face challenges, more open to criticism, and more proactive in finding solutions when there are problems. However, organizations often face challenges such as lack of coordination, imbalance in the distribution of tasks, time constraints, and differences of opinion among members. To overcome these obstacles, the organization overcomes with transparent communication and holds joint discussions, and divides tasks according to the interests and abilities of members with regular evaluations to improve weaknesses and shortcomings. The success of this training and development can be seen from the level of member engagement and target achievement in the events held. Overall, member training and development plays a big role in improving individual and team performance, as well as building a culture of cooperation and good communication in student organizations in the faculty.

According to informant 2, that Training and Development in Improving the Collective Performance of the Faculty of Economics and Business Student Organization to shape the character of students in today's era of globalization which continues to develop. Currently, students need to be equipped with skills in leadership, adaptability and a professional attitude in order to face various challenges in an increasingly advanced world. Respondents considered that the training and development provided to students was quite good and planned. Seeing the efforts to develop training programs based on analysis of student and organizational needs, so that the material provided becomes relevant and in accordance with the challenges faced in the organization. Training is considered capable of increasing the effectiveness of student performance, such as in task completion, teamwork, and decision making. In addition, training and development is also considered successful in shaping professional attitudes, increasing a sense of responsibility, and fostering effective leadership in students. However, there are still some shortcomings felt by respondents. The needs analysis carried out was not so in-depth, as a result the material presented was less relevant, and the effectiveness of training and development was also not evenly distributed among student organizations. Student motivation in participating in the training still needs to be improved, as well as the delivery method which is considered less interactive. In addition, leadership development has not been optimal and communication and cooperation within the organization still need to be improved. Although some students

show positive changes, others still tend to be passive and less involved. As a hope, informant 2 hopes that Wahid Hasyim University students after graduating will be able to apply Ahlussunnah wal Jama'ah morals in their daily lives. However, the challenges faced today cause the improvement of the competence and collective performance of student organizations to not be optimal, so that the achievement of goals in the organization still faces various obstacles.

Meanwhile, according to informant 3, the training and development provided to student organizations has proven to be able to provide various tangible benefits. Many student members have shown an increase in competence, both in terms of knowledge, practical skills, and soft skills relevant to the world of work. Training also helps students become more professional and responsible in carrying out organizational tasks. In addition, the training process becomes structured to encourage positive attitude changes, such as more active participation, courage to make decisions, and being able to work together and communicate well in teams. The development program also plays a role in fostering leadership spirit, so that students are better prepared to face challenges and make decisions collectively. Nevertheless, in the implementation there are several obstacles, such as limited time and resources which sometimes also hamper the optimization of training. I also see that leadership development has not been the main focus of many members who are more likely to act as followers than as leaders who dare to take initiatives. Communication and cooperation between members also still need to be strengthened as there are sometimes misunderstandings and internal dynamics that can hinder the achievement of organizational goals. Therefore, I believe that evaluation and improvement of training and development is very important to do so that the training really improves the competence, leadership ability, and collective performance of student organization members.

CONCLUSION

From the information provided above, student organizations at the Faculty of Economics and Business, Wahid Hasyim University, Semarang, it can be concluded that member training and development are very important to improve collective performance in the organization. Training that is designed based on member needs has been proven to increase self-confidence, communication skills, teamwork, and decision-making abilities. In addition, training and development are very important in forming a professional attitude, sense of responsibility, and efficient leadership among students. However, there are several obstacles that still need to be resolved, such as poor coordination, limited time, lack of encouragement from members, uneven training effectiveness, unclear communication, unbalanced division of tasks, and regular evaluations are important steps to overcome these obstacles. Therefore, member training and development not only improve individual skills, but can also strengthen teamwork and cohesion, so that student organizations can operate more effectively and successfully achieve their goals.

It is recommended for student organizations to improve the effectiveness of training and member development in student organizations, it is better to analyze in-depth needs so that training materials are more relevant. Training methods also need to be made more interactive and leadership development strengthened so that members are more active and motivated. Regular communication and evaluation are also very important to improve weaknesses and strengthen teamwork. In addition, it is important to give appreciation to active and high-achieving members and integrate the moral values of Ahlussunnah wal

Jama'ah in every activity, so that members are not only professionally skilled but also have noble morals. By implementing these suggestions, it is hoped that member training and development can run more optimally and have a positive impact on the collective performance of student organizations. Thus, training and development can improve organizational competence and performance.

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