



HUMAN RESOURCE ASPECTS IN MARKETING EDUCATIONAL SERVICES

ASPEK SUMBER DAYA MANUSIA DALAM PEMASARAN JASA PENDIDIKAN

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Abstract

This study aims to analyze the role of human resources (HR) in marketing educational services, with a focus on the competence, motivation, and professionalism of educators and administrative staff. The research method used is descriptive qualitative research with data collection techniques through in-depth interviews, participant observation, and documentation studies at several educational institutions. The formulation of the research problem includes: (1) how HR competency influences the effectiveness of marketing educational services, (2) the influence of HR motivation and job satisfaction on service quality, and (3) the role of HR integration in educational marketing strategies. The results of the study indicate that HR has a strategic role in shaping the image and quality of educational services; HR competency and training improve marketing and service capabilities; HR satisfaction and motivation influence the quality of interactions with students and parents; and HR integration in marketing strategies is a key factor in the success of institutional promotion and branding. In conclusion, the success of marketing educational services is highly dependent on HR management and development, so educational institutions need to pay special attention to improving the quality, competence, and professionalism of HR to support competitiveness and customer satisfaction.

Keywords : Human Resources (HR), Educational Service Marketing, Competence, Motivation, Service Quality.

Abstrak

Studi ini bertujuan untuk menganalisis peran sumber daya manusia (SDM) dalam pemasaran layanan pendidikan, dengan fokus pada kompetensi, motivasi, dan profesionalisme pendidik dan staf administrasi. Metode penelitian yang digunakan adalah penelitian kualitatif deskriptif, dengan data dikumpulkan melalui wawancara mendalam, observasi partisipan, dan studi dokumentasi di beberapa lembaga pendidikan. Pertanyaan penelitiannya adalah: (1) bagaimana kompetensi SDM memengaruhi efektivitas layanan pendidikan pemasaran, (2) pengaruh motivasi dan kepuasan kerja SDM terhadap



kualitas layanan, dan (3) peran integrasi SDM dalam strategi pemasaran pendidikan. Hasil penelitian menunjukkan bahwa SDM memainkan peran strategis dalam membentuk citra dan kualitas layanan pendidikan; kompetensi dan pelatihan SDM meningkatkan kemampuan pemasaran dan layanan; kepuasan dan motivasi SDM memengaruhi kualitas interaksi dengan siswa dan orang tua; serta integrasi SDM dalam strategi pemasaran merupakan faktor kunci keberhasilan promosi dan branding institusi. Kesimpulannya, keberhasilan pemasaran jasa pendidikan sangat bergantung pada manajemen dan pengembangan SDM, sehingga lembaga pendidikan perlu memprioritaskan peningkatan kualitas, kompetensi, dan profesionalisme SDM untuk mendukung daya saing dan kepuasan pelanggan.

Kata Kunci : Sumber Daya Manusia (SDM), Pemasaran Jasa Pendidikan, Kompetensi, Motivasi, Kualitas Pelayanan.

1. INTRODUCTION

Education is one of the most strategic sectors that plays a vital role in shaping the quality of a nation's human resources (HR). In the current era of globalization and technological disruption, educational institutions are not only required to provide high-quality learning processes but also to compete effectively in attracting public interest as users of educational services. Therefore, educational institutions need to implement effective and sustainable marketing strategies (Widiyati & Prihantoro, 2023). In this context, the human resources aspect becomes a key factor determining the success of educational service marketing, as HR serves as the main actor in creating, managing, and delivering valuable services to students and the wider community (Yuniarsih et al., 2022).

Unlike product marketing, the marketing of educational services has unique characteristics that emphasize intangibility (services are not physical objects), inseparability (the provider and user of the service cannot be separated), variability (services vary depending on the provider), and perishability (services cannot be stored). These characteristics place human resources—particularly educators, educational staff, and institutional managers—at the center of shaping user perceptions and satisfaction (Shinta Nur Azizah et al., 2022). The quality of interaction between educational service providers and students depends heavily on interpersonal skills, professional competence, and the moral integrity of education practitioners. Thus, the marketing of educational services cannot be separated from the quality of the HR that manages it (Zakki et al., 2023).

Furthermore, in facing the increasingly intense competition among educational institutions, the HR factor plays a crucial role in developing value-based marketing strategies and relationship marketing to build long-term relationships with clients (Xie et al., 2022). HR personnel who possess a strong orientation toward service, innovation, and commitment to the institution's vision are capable of building public trust and strengthening the institution's positive image. Therefore, enhancing HR capacity and quality in the context of educational service marketing is not only a technical necessity but also a fundamental strategy to ensure institutional sustainability amid dynamic social changes (Azan, 2019).



Within the framework of strategic educational management, the HR aspect in service marketing has broad implications for the effectiveness of educational organizations. Competent HR can create a competitive advantage through excellent service, effective communication, and adaptability to the needs of students and society (Saidah et al., 2022). This study focuses on analyzing the roles, strategies, and challenges of human resources in the marketing of educational services, with the aim of providing both theoretical and practical contributions to the development of quality- and service-based educational management. By understanding the interconnection between HR quality and marketing effectiveness, educational institutions are expected to enhance their competitiveness and relevance amid the increasingly complex demands of modern times.

2. RESEARCH METHOD

a. Research Approach and Type

This study employs a qualitative approach using a descriptive-analytical method, as it aims to gain an in-depth understanding of the roles, strategies, and challenges of human resources in the marketing of educational services. The qualitative approach was chosen to allow the researcher to explore meanings, perceptions, and experiences of educational practitioners in a contextual and naturalistic manner (Rusandi & Muhammad Rusli, 2021).

b. Research Location and Subjects

The research was conducted in educational institutions that have actively implemented service marketing strategies, both at the school and madrasah levels. The research subjects include principals or heads of madrasah, teachers, educational staff, and promotion or public relations officers directly involved in the institution's marketing activities. The subjects were selected through purposive sampling, based on the consideration that they possess relevant experience and knowledge related to the focus of the research (Etikan, 2016).

c. Sources and Types of Data

The research data consist of:

- ✓ Primary data, obtained through in-depth interviews with key informants (principals, teachers, and public relations/marketing staff).
- ✓ Secondary data, obtained from document reviews such as institutional profiles, promotional activity reports, brochures, social media content, and literature related to service marketing theory and human resource management.

d. Data Collection Techniques

Data were collected using three main techniques:

- ✓ In-depth interviews, conducted to explore the views and experiences of informants regarding the role of human resources in educational service marketing.
- ✓ Participant observation, which involved direct observation of promotional activities and interactions between human resources and service users (students and parents).
- ✓ Documentation, by reviewing internal institutional documents and external publications related to marketing activities.



e. Data Analysis Techniques

Data were analyzed using the Miles and Huberman model, which consists of three stages:

- ✓ Data reduction, the process of selecting, focusing, and simplifying raw data obtained from interviews and observations.
- ✓ Data display, which involves presenting the findings in the form of narratives, tables, or matrices that illustrate the roles and strategies of human resources.
- ✓ Conclusion drawing and verification, which refers to interpreting patterns, relationships, and the implications of research findings for theories and practices in educational service marketing (Thalib, 2022).

f. Data Validity Testing

The validity of the data was ensured through several techniques, namely:

- ✓ Source and method triangulation, by comparing the results of interviews, observations, and documentation.
- ✓ Member checking, by asking informants to confirm the accuracy of the collected data.
- ✓ Peer debriefing, by discussing the findings with fellow researchers or academic supervisors to test the consistency of the results.

3. RESULT AND DISCUSSION

a. The Role of Human Resources in Supporting the Implementation of Educational Service Marketing Strategies in Educational Institutions

The role of human resources (HR) in supporting the implementation of educational service marketing strategies is highly vital and strategic, as HR serves as the key determinant in creating added value, building institutional image, and maintaining public trust in the quality of education offered (Indriani et al., 2021). In the context of educational institutions, marketing cannot be separated from the human element, which acts both as the executor and as the embodiment of the institution's values. HR does not merely function as the operational actor of promotional activities but also as the living brand image of the institution itself. Every interaction between teachers, educational staff, and the community represents a tangible form of marketing communication that influences public perception of institutional quality (Musa Masing & Rahma Widyana, 2021). Therefore, the success of educational service marketing largely depends on the extent to which HR demonstrates professionalism, service ethics, and integrity in their daily roles.

Furthermore, HR within educational institutions operates on three primary levels: as service performers, strategy managers, and organizational culture builders (Diah Robiatul Adawiah et al., 2025). At the first level, HR acts as service performers who interact directly with students and parents. Teachers and educational staff serve as the front line in creating positive learning experiences, which in turn become the main attraction of the institution in the eyes of the public. The quality of service provided by teachers and staff constitutes the most effective form of word-of-mouth marketing, as student and parent satisfaction often leads to



recommendations to prospective students. At the second level, HR in managerial and public relations roles function as designers and managers of marketing strategies. They are responsible not only for developing promotional or publicity programs but also for managing institutional image, innovating services, and ensuring effective communication through digital media and social networks. In this regard, the ability of HR to utilize information and communication technology becomes an essential competence in expanding the reach of educational service marketing in the digital era (Nurmalasari & Karimah, 2020).

At the third level, HR serves as the builder of an organizational culture that supports the institution's marketing orientation (Sidabutar Tiarma et al., 2023). The concept of internal marketing is crucial in this respect, where every individual within the institution is regarded as an "internal customer" whose needs must be fulfilled in order to deliver the best service to external customers, namely students and parents (Arifin & Prawiro, 2022). A work culture oriented toward service quality, collaboration, and responsibility fosters a shared commitment to providing an excellent educational experience. This aligns with Lovelock and Wirtz's view that the success of service marketing depends on the consistency between the promises communicated and the actual service received by customers—an aspect fundamentally controlled by the people within the organization (Putra Doni & Saputri Marheni, 2020).

Moreover, managing HR competencies is an integral part of successful marketing strategy implementation. HR with professional competence, interpersonal skills, and an understanding of educational consumer behavior is better equipped to align promotional strategies with market needs (Samira et al., 2023). Training and development programs are therefore essential to enhance HR sensitivity to educational trends, persuasive communication skills, and creativity in designing educationally valuable promotional activities (Nurhayati & Atmaja, 2021). In this context, strengthening HR capacity involves not only improving technical abilities but also cultivating attitudes, work motivation, and a sense of belonging toward the institution. HR with a strong sense of belonging is more enthusiastic in promoting their institution through positive behavior and excellent service that reflect institutional excellence (Sabki & Alke Mega, 2022).

Equally important, educational leaders play a strategic role as the main driving force behind HR in supporting educational service marketing. Visionary and participatory leadership can foster a conducive work climate in which every HR element feels valued and involved in strategic decision-making processes (N. Kurnia & L. Asha, 2023). Such leadership cultivates collective enthusiasm to achieve marketing goals not through administrative compulsion but through moral and professional awareness. Within the framework of strategic management, marketing success is measured not only by the increase in new student enrollment but also by the institution's ability to retain existing students, enhance customer satisfaction, and build a long-term reputation in society (Syukur, 2016).

However, many challenges remain in optimizing the role of HR in educational service marketing. Some educational institutions still perceive marketing as an incidental activity rather than an integrated part of organizational strategy. Limited HR competencies in public



communication, digital media use, and market analysis often result in less effective marketing programs. Additionally, not all institutions have adequate incentive and reward systems to motivate HR to actively engage in promotional and service improvement activities (Sari & Sijabat, 2022). Consequently, the vast potential of HR in building institutional image is not fully utilized.

In conclusion, the role of human resources in supporting the implementation of educational service marketing strategies is not only operational but also strategic and transformative. HR serves as a bridge between institutional vision and public perception, between the promise of quality and the actual customer experience (Yuniarti et al., 2022). Service quality, effective communication, and HR professionalism constitute the fundamental pillars that determine an institution's success in gaining public trust and achieving institutional sustainability. Therefore, HR management based on competence, service, and innovation must be prioritized in every educational service marketing strategy.

b. Forms and Implementation of Human Resource-Based Educational Service Marketing Strategies

This discussion focuses on how educational institutions design and implement marketing strategies that not only emphasize external promotional aspects but also integrate the strength of human resources (HR) as the core component in every marketing activity. In the context of educational services, marketing strategies cannot be equated with product marketing strategies, since services are intangible, difficult to standardize, and highly dependent on the quality of interaction between the service provider and the user (Fradito et al., 2020). Therefore, human resource management serves as the main foundation at every stage of the marketing strategy—from planning, implementation, to evaluation. HR acts not only as a technical executor but also as a value creator that directly influences the satisfaction and loyalty of educational customers, namely students, parents, and the wider community (Rahman & Muin, 2023).

Human resource-based marketing strategies can be seen through the application of three main orientations: internal marketing, interactive marketing, and external marketing (Kamaludin, 2021). First, internal marketing positions HR as internal customers who must be motivated, trained, and empowered to deliver excellent service to external customers (Hasan, 2023a). In this regard, educational institutions must cultivate an organizational culture that supports service orientation through regular training, reinforcement of work ethics, open internal communication, and fair reward systems. Teachers and educational staff who feel valued and motivated will more effectively represent the institution positively in the eyes of society. Second, interactive marketing occurs through direct interactions between HR and service users, such as during student admissions, academic consultations, promotional events, and administrative services. Each interaction forms part of the marketing process that shapes public perception of institutional quality. HR capable of empathetic, friendly, and solution-oriented communication fosters customer trust, resulting in customer satisfaction and positive word of mouth (Harsasi, 2017). Third, external marketing involves outward-facing promotional activities such as social media publications, brochures, websites, and external



collaborations. However, the success of external promotion still depends heavily on internal readiness, particularly the quality of service and credibility of HR that supports the promotional promises (Hasan, 2023b).

In practice, HR-based marketing strategies in educational institutions also encompass several essential aspects. First, the branding strategy, in which HR functions as brand representatives. Each teacher, employee, and school leader contributes to shaping the institutional image through their behavior, communication, and quality of relationships with students and the community (Hunt, 2019). The positive image formed by HR behavior is often more powerful than verbal promotional messages. Second, the service excellence strategy, which emphasizes that educational service marketing is most effective through improving customer experience. The quality of education, administrative efficiency, learning environment comfort, and staff attentiveness to student needs are key factors influencing satisfaction and loyalty (Mandal, 2022). Third, the human capital strategy, which focuses on developing HR competencies through training in communication, information technology, customer relationship management, and digital-based promotional innovation. HR who are adaptive to technology can expand marketing reach through digital platforms, social media, and interactive educational information systems (Douglas, 2021).

Furthermore, implementing HR-based educational service marketing strategies requires synergy between managerial and operational policies. Senior management must ensure that the institution's marketing vision is reflected in HR management policies, such as recruiting service-oriented personnel, establishing performance-based evaluation systems, and providing incentives for staff who contribute to institutional image enhancement (Yudityawati & Fitriyah, 2022). Meanwhile, coordination across divisions—such as academic, public relations, and administration—must function harmoniously to ensure consistent marketing messages aligned with institutional values. For instance, if an institution promotes itself as character-based or values-oriented, then all HR members must consistently demonstrate those values in their interactions with students and the community.

From a strategic management perspective, HR-based marketing strategies also require a long-term orientation toward institutional sustainability. Educational marketing should not be viewed merely as a seasonal activity during student enrollment periods but as a continuous process integrated into all institutional activities (Mujiyanto et al., 2023). HR actively involved in curriculum development, academic services, social engagement, and alumni relations further expand the institution's network of public trust. Thus, marketing success is measured not only by student enrollment growth but also by improvements in reputation, public trust, and long-term customer loyalty (Mukmin, 2020).

Nevertheless, the implementation of HR-based educational marketing strategies still faces numerous challenges. Many educational institutions lack well-planned HR management systems, resulting in promotional activities that are not supported by adequate internal readiness. Discrepancies between promotional messages and actual services often create a trust gap among the public (Anfas & Zainuddin, 2018). Furthermore, limited training in



communication, customer service, and digital marketing means that many HR members are not yet able to perform marketing functions professionally. Therefore, comprehensive efforts are required to build an integrated educational marketing system aligned with HR development policies, where every individual in the institution is seen as part of the marketing strategy itself.

Overall, the forms and implementation of HR-based educational service marketing strategies demand synergy among human quality, managerial systems, and institutional vision. Marketing is not merely the responsibility of the public relations or promotion division but a collective responsibility shared by all members of the educational institution. Every dedicated teacher, every sincere staff member, and every visionary leader constitutes the most effective form of marketing—because true educational service marketing is achieved through example, service, and the quality of people themselves.

c. Supporting and Inhibiting Factors of Human Resources in Effectively Performing Educational Service Marketing Functions

This section highlights the internal and external dynamics that influence HR performance in professionally and sustainably marketing educational institutions. Educational service marketing cannot be separated from the condition of HR, which serves as the primary driver of all processes involving service, communication, and institutional image building. Given the intangible nature of educational services and their dependence on the quality of human interaction, success or failure is largely determined by how well the supporting and inhibiting factors affecting HR are identified, managed, and strategically anticipated by educational institutions.

The first supporting factor is HR professional competence—both in academic, managerial, and service domains. HR with high competence can deliver quality educational services, establish effective communication with the community, and demonstrate professional work behavior (Silalahi & Sahara, 2022). Competence here extends beyond mastery of knowledge and technical skills to include interpersonal ability, communication, empathy, and understanding of customer psychology (parents and students). Teachers who can build emotional connections with students and parents strengthen community trust in the institution, which becomes an essential asset in educational service marketing (Wasik & Islam, 2023). The second supporting factor is visionary leadership, which plays a decisive role in motivating HR to adopt a strong marketing orientation. Educational leaders who provide clear direction, exemplary conduct, and participatory work environments encourage all organizational members to actively maintain service quality and institutional image. Effective leadership ensures that the institution's marketing vision is integrated into HR management policies, including recruitment, training, performance evaluation, and reward systems (Fahrurrozi et al., 2023).

Another supporting factor is a conducive organizational culture and work system. An organizational culture emphasizing collaboration, responsibility, and service excellence motivates HR to work with enthusiasm and a strong sense of belonging (Putri et al., 2015). A transparent, well-structured, and performance-based reward system strengthens staff loyalty



and reduces turnover. Continuous training and professional development programs also play a crucial role in supporting HR effectiveness in educational service marketing. Training relevant to digital transformation, public communication, customer relationship management, and service innovation equips HR to adapt to rapid changes and meet the increasingly competitive educational market. Information technology support—such as school information systems, social media, and digital learning platforms—further enhances institutional capability to reach prospective students and build a positive online reputation (Apiyani et al., 2022).

However, several inhibiting factors also affect HR effectiveness in educational service marketing. One of the main barriers is limited marketing competence among educational personnel. Most educators and staff come from pedagogical rather than marketing backgrounds, resulting in limited understanding of promotion strategies, branding, and educational consumer behavior. Consequently, marketing activities tend to be conventional, poorly planned, and less adaptive to technological developments. Another constraint is the lack of coordination and communication among institutional divisions. Misalignment between academic, administrative, and public relations units often leads to ineffective marketing strategies, as the messages conveyed to the public become inconsistent and sometimes fail to reflect the institution's actual services (Rahmanita et al., 2023).

Additionally, HR motivation and welfare significantly influence their commitment to marketing functions. HR who feel undervalued or inadequately compensated for their contributions tend to work formally without emotional attachment to the institution. This issue is further exacerbated when institutions lack reward systems that encourage active participation in promotional and service quality improvement activities (Annisa Siti et al., 2023). Another inhibiting factor is the lack of facilities and infrastructure. Many educational institutions lack digital promotional tools, creative media teams, or competent marketing staff, limiting HR roles to manual information dissemination that fails to reach broader audiences. In Islamic educational contexts, additional challenges arise in balancing dakwah values and marketing professionalism—institutions must ensure that promotional strategies remain ethical, non-commercialized, and aligned with Islamic principles (Fransisca, 2021).

Furthermore, external factors such as competition among educational institutions, shifting public preferences, and socio-economic conditions also influence HR effectiveness in educational service marketing. Increasing competition forces HR to innovate in presenting institutional advantages—whether in academic quality, character education, or facilities (Nata et al., 2017). However, when HR lacks adaptive and creative abilities, institutions struggle to adjust to market changes. Socio-economic conditions can also present challenges, particularly for institutions operating in low-income areas, where promotions must emphasize spiritual values and the long-term benefits of education rather than mere commercial appeal (Kholifah, 2022).

In conclusion, the supporting and inhibiting factors of HR in educational service marketing demonstrate that institutional success depends not only on external promotional strategies but primarily on the internal readiness of the people driving them. Competent,



motivated, and well-managed HR can become effective change agents and ambassadors in building a positive institutional image. Conversely, weaknesses in HR management, poor coordination, and lack of training serve as significant barriers to achieving marketing success. Therefore, educational institutions must adopt a holistic approach that integrates individual competency enhancement, professional organizational management, and supportive policies that prioritize HR quality and welfare—ensuring that marketing functions operate effectively, ethically, and sustainably in alignment with the institution's vision.

4. CONCLUSION

Based on the discussion presented, several key conclusions can be drawn regarding the role of human resources (HR) in the marketing of educational services:

- a. **The Strategic Role of HR in Educational Service Marketing** Human resources hold a highly strategic role in determining the quality and image of educational services. The expertise, competence, and professional attitude of educators and administrative staff significantly influence customers' perceptions of service quality. The quality of interactions between HR, students, and parents serves as one of the key factors in building institutional reputation and customer loyalty.
- b. **Competence and Training as Determinants of Marketing Success** Enhancing HR competence through training and professional development has proven to improve the effectiveness of educational service marketing. Competent HR personnel are not only able to communicate information about educational services clearly but also capable of building positive interpersonal relationships with students and parents, thereby influencing their decision to choose a particular educational institution.
- c. **HR Satisfaction and Motivation Affect Service Quality and Branding** Job satisfaction, motivation, and employee loyalty have a direct impact on the quality of services and the brand image of educational institutions. Motivated HR personnel tend to provide more responsive, friendly, and professional services, which in turn strengthen the institution's positive image in the eyes of the public.
- d. **Integration of HR within Marketing Strategies** The success of educational service marketing cannot be separated from the integration of HR within marketing strategies. HR should be positioned as the front line of institutional communication with customers. Therefore, marketing planning must consider the active involvement of HR in promotion, service delivery, and customer relationship management.

Overall, this study emphasizes that the success of educational service marketing greatly depends on the quality, competence, and professionalism of human resources. Consequently, effective HR management is an essential prerequisite for educational institutions to maintain.

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