

## REGRESSION ANALYSIS OF THE EFFECT OF THE JOB TRAINING PROGRAM ON EMPLOYEE PERFORMANCE

<sup>1</sup>Siti Zumrotul Chusna, <sup>\*2</sup>Aria Mulyapradana

<sup>1,2</sup>Office Administration Program, Design Creative and Business Digital Faculty  
ITSNU Pekalongan, Pekalongan, Indonesia

Author's email:

[zumrotulchusna14@gmail.com](mailto:zumrotulchusna14@gmail.com); [ariamulyapradana@gmail.com](mailto:ariamulyapradana@gmail.com)

\*Corresponding author: [ariamulyapradana@gmail.com](mailto:ariamulyapradana@gmail.com)

**Abstract.** *The purpose of this study is to examine how off-the-job training affects employee performance. Training is a crucial investment in human resource development because employee performance is a key factor in organizational success. To effectively achieve organizational goals, hotel leaders must prioritize this aspect. This research used descriptive quantitative methods. Employees of Sharia-compliant hotels in Pekalongan City were the subjects of this study. A census was used, involving 67 employees. After the questionnaire was validated and validated, the data were analyzed using simple linear regression analysis. The results showed that off-the-job training had a significant and positive impact on employee performance. With a positive regression coefficient, the more intensive and effective the off-the-job training, the better the employee performance. In the real world, this study suggests that hotel leaders must continuously improve the quality and quantity of off-the-job training programs as a sustainable way to develop human resources and maintain their competitive advantage.*

**Keywords:** *Employees; Off-the-job Training; Performance; Sharia-compliant Hotels.*

### 1. INTRODUCTION

Employee skills are crucial in the era of globalization and increasingly complex business competition. Because employees contribute directly to achieving company goals, they are considered a company's primary asset. When employees perform well and effectively, the company will thrive. The best way to improve human resource performance is through employee training. Employees with reliable skills and knowledge can make a greater contribution to achieving company goals. Therefore, companies must implement appropriate employee development strategies to improve their performance and productivity. One strategy they can use to meet these performance needs is a job training program (Hilmi, 2023). A company's human resources can only perform well if they can perform well. HR training can improve employee performance and competency to meet job demands (Hilmi, 2023).

Training is a systematic effort undertaken by employees to improve their knowledge, skills, and work attitudes so they can perform their jobs effectively. The most common type of training is off-the-job training. This method allows participants to gain new experiences and knowledge through activities such as seminars, workshops, simulations, or case studies without disrupting their normal work activities (Fahrozi et al., 2022).

One of the star-rated hotels in Pekalongan City has implemented an Off-the-Job Training program to improve employee service and productivity. Good service in the hospitality industry depends heavily on employees' ability and readiness to adapt to a dynamic work environment (Yimam, 2022). Therefore, to improve work effectiveness and customer satisfaction, employee training and development are top priorities. The influence of off-site training is a strategy employed. This involves employees participating in off-site training to enhance their technical, hospitality management, and service skills (Barasa, 2021).

Off-the-Job training has many benefits, but it also has some challenges. These include high costs, limited time, and the difficulty of knowing how effective the training was once employees

return to the workplace (Wolor et al., 2020). Therefore, additional research is needed to determine the extent to which this training method impacts staff performance in sharia-compliant hotels in Pekalongan City. How employee performance is affected by off-the-job training programs is the subject of this study. This research is expected to improve our understanding of how effectively this technique is used and how businesses can improve their employee training approaches. Other hospitality industries can use this research to help them develop more sustainable training programs (Azis, 2021).

## **2. LITERATURE REVIEW**

Training is a process systematically planned by an organization as a strategic effort to facilitate the development of employee knowledge, skills, abilities, and behaviors related to job demands. This training is intended to be implemented effectively in the workplace (Pitaloka, 2024). Training is a structured and systematic learning process that aims to improve the knowledge, practical skills, and expertise needed to complete tasks effectively and efficiently. Not only does this program aim to reduce the gap between employee abilities and job requirements, but it will also help them better achieve their goals (Titin Maidarti et al., 2022).

The purpose of the training program is to increase employee understanding of the various skills and techniques required to meet current job demands. The program also aims to bridge the gap between employee skills and job demands, and to improve employee efficiency and effectiveness in achieving work goals (Titin Maidarti et al., 2022).

Off-the-job training, also known as off-the-job training, is an employee development method conducted outside of normal working hours. The goal of this training is to provide employees with additional knowledge and skills related to their jobs, but it takes place in a location different from their daily activities. This approach gives trainees time to concentrate on absorbing the material without the pressure of work. This type of training can include a variety of formal activities, such as courses, seminars, workshops, and the use of computer simulation technology. Information-based training methods and interactive simulations are often used to enhance understanding and practical skills. Therefore, off-the-job training is not only theoretical but also useful for improving employee performance in the future (Suwandi & Mandahuri, 2020).

Training is a critical component in improving individual and organizational performance. Training also helps the workforce adapt to new technologies, which increases productivity and efficiency (Adrian Novrizal Hilmi, 2023). Training needs assessment is the process of assessing the differences between current jobs and those required in the future based on the organization's operations and strategic objectives (Barasa, 2021). Since employee performance is very important in human resource management, employee performance must be improved to maximize company results (Ridwan Fahrozi et al., 2022). Employee performance is the result of a well-planned management process. Consequently, leadership plays a crucial role in directing, guiding, and reaching agreement on performance indicators and targets to be achieved by employees. Employees tend to become confused in carrying out their duties without a structured division of tasks and clear work directions. Businesses typically employ various strategies to optimize employee performance; one of these is providing adequate and fair compensation. Compensation is not the only factor determining performance, but it is crucial because it can increase employee motivation. Employees tend to be more motivated and achieve better work results when they feel their work is valued through a clear and proportional compensation system (Mulyapradana et al., 2020).

Employee performance is defined as the achievement and completion of specific tasks that have been well-defined by the organization. Pre-determined goals, objectives, and targets are ways to measure employee performance (Zaky, 2021). So, employee performance management is a continuous process to improve performance by setting goals for individuals and teams that align with the company's strategic objectives, planning performance to achieve those goals,

evaluating and assessing progress, and developing individual knowledge, skills, and abilities (Armstrong, 2020). Robbins, as quoted by Adrian Novrizal Hilmi (2023), says that there are several important metrics that can be used to evaluate employee performance. 1. Quantity of work, the amount of work that can be completed in a certain time; 2. Quality of work, the quality or standard of work produced by employees; 3. Work ability, the ability to complete tasks within a specified time limit; and 4. Responsibility, the level of success in achieving organizational goals in the desired manner.

### 3. RESEARCH METHODS

This study used a quantitative approach, with 67 staff members from Sharia hotels in Pekalongan City as the population and sample. Employee performance was the dependent variable (Y), and off-the-job training programs were the independent variable (X). A questionnaire was used to collect data. Validity and reliability tests, simple linear regression, and hypothesis testing (t-test) were used to analyze the data (Aliya & Saragih, 2020; Kharis et al., 2021; Ramadani Fitria et al., 2020; Riyadi & Mulyapradana, 2017).

### 4. RESULTS AND DISCUSSION

The researcher distributed a questionnaire via Google Form to 67 respondents to collect data for the study. There were 14 questions for variable X and 14 for variable Y. The following are the characteristics of the study respondents: 1. This study had 41 male respondents and 26 female respondents. 2. Respondents were divided by age: 46 respondents were under 25 years old, 15 respondents were between 25 and 35 years old, 5 respondents were between 36 and 45 years old, and one respondent was over 45 years old. 3. Respondents had varying work experience spans, with 42 respondents over 45 years old.

To analyze the data collected from the questionnaire, the researcher processed the data using SPSS version 26. The validity test results showed that the 14 questions in variable X (off-the-job training) and 14 questions in variable Y (employee performance) were accepted because the calculated r value of each item exceeded the table r value, which was 0.2369. In addition, researchers conducted a reliability test to ensure that the questionnaires sent to respondents were not relabeled. Because the Cronbach's alpha value was greater than 0.60, the off-the-job training variable (X) had a Cronbach's alpha value of 0.933, and employee performance (Y) had an alpha value of 0.907.

To determine the influence of these variables, researchers conducted a simple linear regression test, yielding the following results:

$$Y = a + bX$$

$$Y = 13,820 + 0,768X$$

Where:

Y = Employee Performance

X = Off-The-Job Training

a = Constant

b = Regression Coefficient

1. The value of off-the-job training before being influenced by the employee performance variable is shown to be positive with a constant of 13.820.
2. The b coefficient of 0.768 indicates that for every 1% increase in employee job satisfaction, an increase of 0.768 is achieved, assuming the other independent variables remain unchanged. The regression coefficient for the job satisfaction variable shows positive results; this indicates a positive or unidirectional relationship between off-the-job training and employee performance.

The t-test (partial) is used to determine whether the independent variable has a significant impact on the dependent variable. To calculate the t-table value, the calculation is based on the degree of validity  $df = n - 2$ , which means  $67 - 2 = 65$  with a significance of 0.05 or 5%. The t-table value is 1.671, and the results are as follows: 1. The data is declared significant, so that the off-the-job training variable (X) has an impact on the performance variable k. Thus, it can be concluded that the off-the-job training variable (X) affects the employee performance variable (Y). The results of the coefficient of determination (R<sup>2</sup>) test of 0.507 indicate that off-the-job training affects employee performance by 50.7%, while other factors influence the remaining portion. According to Niati et al. (2021), Fahrozi et al. (2022), and Yimam (2022), on-the-job training has a positive and significant effect on employee performance. Thus, it can be concluded that training programs are an effective strategy to increase worker productivity in the hospitality industry. This is especially true for training conducted off-the-job.

## CONCLUSION

The results of a simple linear regression analysis with a regression coefficient of 0.768, indicating a positive correlation between the intensity of off-the-job training and employee performance levels, support the study's conclusion that off-the-job training has a significant impact on employee performance. Based on these criteria, the alternative hypothesis (H<sub>a</sub>) is accepted and the null hypothesis (H<sub>0</sub>) is rejected. Therefore, it can be said that employee performance is more effective with off-the-job training.

All question items related to the Training (X) and Employee Performance (Y) variables are valid, according to the results of the research instrument testing. The calculated r value is greater than the r table value of 0.2369, which ranges between 0.622 and 0.824. This indicates that each question has the ability to measure the intended elements accurately. In addition, the reliability test shows that the employee performance variable received a value of 0.907 and the training variable received a Cronbach's Alpha value of 0.933. Thus, it can be concluded that each instrument used in this study is very good and suitable for use during the data collection process. The results of the determination coefficient test (R Square) show, with an R<sup>2</sup> value of 0.507, that 50.7% of changes in employee performance are influenced by off-the-job training. Other factors not examined in this study influence the remaining portion.

The research findings indicate the need to continuously develop and improve the quality of off-the-job training. For training to directly improve employee skills and performance, it must be delivered with relevant materials, an interactive approach, and experienced instructors. To be more efficient and targeted, training must also be tailored to the work needs of employees in each department. Employees are expected to enthusiastically participate in training and apply the knowledge gained in their daily work. To learn more about the factors influencing employee performance in the hospitality industry, future researchers should expand their research by including factors such as motivation, work environment, and job satisfaction.

## REFERENCES

- Adrian Novrizal Hilmi. (2023). The Effect of Training and Compensation on Employee Performance with Job Satisfaction as an Intervening Variable at the Grand Keisha Hotel in Yogyakarta. *Nucl. Phys.*, 13(1), 104–116.
- Aliya, G. R., & Saragih, R. (2020). The Influence of Work-Life Balance and Work Environment on Employee Job Satisfaction at PT Telkom, Telkom Division, Regional III, West Java. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 4(3), 84–95. <https://doi.org/http://journal.stiemb.ac.id/index.php/mea/article/view/291>
- Azis, D. (2021). Improving Employee Performance Through On-the-Job and Off-the-Job Training During the Covid-19 Pandemic. *Management and Sustainable Development Journal*, 3(2), 81–89. <https://doi.org/10.46229/msdj.v3i2.313>
- Barasa, R. K. (2021). *The Influence of On-The-Job Training and Off-The-Job Training on Employee Performance (Case Study at PT.Sumatara Ega Mekinka Medan)*.

- Kharis, A. J., Dwi Anjarini, A., Mulyapradana, A., & Elshifa, A. (2021). Office Space Arrangement and Employee Performance on Employee Work Productivity at CV Andromeda Multi Sarana. *Public Service and Governance Journal*, 2(1), 47–57.
- Mulyapradana, A., Rosewati, T., & Muafiq, F. (2020). PThe Effect of Compensation on Employee Performance at Dafam Hotel, Pekalongan City. *Widya Cipta: Jurnal Sekretari Dan Manajemen*. <https://doi.org/10.31294/widyacipta.v4i1.6585>
- Niati, D. R., Siregar, Z. M. E., & Paryoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal) Humanities and Social Sciences*, 4(2). [https://www.researchgate.net/publication/351426754\\_The\\_Effect\\_of\\_Training\\_on\\_Work\\_Performance\\_and\\_Career\\_Development\\_The\\_Role\\_of\\_Motivation\\_as\\_Intervening\\_Variable](https://www.researchgate.net/publication/351426754_The_Effect_of_Training_on_Work_Performance_and_Career_Development_The_Role_of_Motivation_as_Intervening_Variable)
- Pitaloka, F. (2024). The Influence of Job Training and the Work Environment on Employee Performance at PT Prima Wahana Auto Mobil. *YUME : Journal of Management*, 7(2), 721–734.
- Ramadani Fitria, J., Mulyapradana, A., Hakim, M., & Huda, S. T. (2020). The Impression of Job Training and Work Motivation Effect at PT. Aksata Satya Pratama Jakarta. *International Journal of Science, Technology & Management (IJSTM)*, 1(4), 442–447. <https://doi.org/https://doi.org/10.46729/ijstm.v1i4.62>
- Ridwan Fahrozi, Rasfiuddin Sabaruddin, Dodi Ilham, ovingky Ferdinand, & Sawqi Saad El Hasan. (2022). The Influence of Training on Employee Performance at PT Sarana Media Transindo in Jakarta. *Jurnal Tadbir Peradaban*, 2(1), 73–79.
- Riyadi, S., & Mulyapradana, A. (2017). The Influence of Work Motivation on the Performance of Radhatul Atfal Teachers in Pekalongan City. *Jurnal Litbang Kota Pekalongan*.
- Suwandi, S., & Mandahuri, M. (2020). The Effect of Compensation on Employee Performance Mediated by Job Satisfaction at PT ISS Cikarang. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 4(1), 238–247. <https://doi.org/10.36778/jesya.v4i1.320>
- Titin Maidarti, M. A., Wibowo, E., & Nuswandari, I. (2022). PThe Influence of Training and Work Motivation on Employee Performance at PT. Saraka Mandiri Semesta Bogor. 16(1), 127–145.
- Wolor, C. W., Solikhah, S., Fidhyallah, N. F., & Lestari, D. P. (2020). Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19. *Journal of Asian Finance, Economics and Business*, 7(10), 443–450. <https://doi.org/10.13106/jafeb.2020.vol7.no10.443>
- Yimam, M. H. (2022). Impact of training on employees performance: A case study of Bahir Dar university, Ethiopia. *Cogent Education*, 9(1). <https://doi.org/10.1080/2331186X.2022.2107301>
- Zaky, M. (2021). The Influence of Organizational Culture on Employee Performance: A Case Study of the Manufacturing Industry in Indonesia. *Jurnal Ilmiah Manajemen*, 2(1), 89–95.