

Analysis on the job training and off the job training to performance through competency in regional water companies in Mojokerto city

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ABSTRACT

The Regional Drinking Water Company is a company that monopolizes the distribution of water to the community so that it is expected to be able to supply and distribute water according to community needs. Therefore, competent human resources are needed to support performance Regional Drinking Water Company. The decline in the performance of the Mojokerto City Water Supply Company as a whole is largely determined by three performance measurement indicators, namely services, operations and human resources. In the human resources section, the increase in the competence of Regional Drinking Water Company employees from 2017-2022 has experienced a downward trend. These indications show the need for training programs for employees in order to improve employee competence and performance. The purpose of this study was to determine the effect of on the job and off the job training through competence on the performance of employees of the Mojokerto Water Supply Company.

The sample in this study used 40 employees of the Regional Drinking Water Company in Mojokerto City. Data analysis used in this study used path analysis.

Based on the research results, it can be concluded that on the job training and off the job training have an effect on competency in the Mojokerto Water Supply Company. Whereas on the job training, off the job training and competence affect employee performance. For indirect influence, on the job training and off the job training through competence has a significant influence on the performance of employees in Regional Drinking Water Company in Mojokerto City.

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1. Introduction

Human resource management is a very important aspect to support the sustainability of a company. A good organization is an organization that has been able to create good performance (Lutfihyanto et al., 2022). Performance is an achievement achieved by employees in carrying out their work in accordance with the standards given. Factors that affect performance achievement are competency factors (*abilities*) which consist of knowledge and skills (Tjong Fei Lie and Siagian, 2018). competence (*ability*) is the total of all the expertise needed to achieve results that can be accounted for while competence is competence is a work result that is achieved by someone in carrying out the tasks assigned to him based on skills, experience and sincerity and time (Prasetyo & Suharini, 2018). The way that organizations can do to be able to maintain and improve the performance of human resources is by conducting training (Mukhlison Effendi, 2021).

The implementation of the training program aims to increase employee competency which is expected to improve employee performance in an agency (Hayati & Yulianto, 2021). The training program provided must be adapted to the needs of employees and the company (Apriliana & Nawangsari, 2021). Training plays an important role in performance, training is an integrated process used by employers to ensure that employees work to achieve organizational goals (Miharti, 2022).

Various studies have carried out to determine the effect training on employee performance. (Permatasari & Harmon, 2018), (Fitriani, 2020) conducted a study entitled *Effects of On The Job Training and Off The Job Training Against Performance*. The results of the study show that *coaching*, job rotation, simulations and presentations have a significant effect on performance, either partially or simultaneously. Research by Noratta and Prabowo (2019), (Mufidah et al., 2020) (Rifa'i, 2018) as well as (Teja & Oktavio, 2020) show that the consequences of the review show that all independent factors consisting of Job Training and Skills Improvement at the same time make a positive and extraordinary difference and somewhat impact on the Position

The results of this study are different from the results of research conducted by (Kadir & Maulida, 2023) (Suryantiko & Lumintang, 2018) entitled *Role on the job training and off the job training on Employee Competency and Performance*. This research uses a type of explanatory research quantitative approach. Data analysis in this study used descriptive statistics, path analysis, and the coefficient of determination. The research results also show that *on the job training* and *off the job* each training effect on competence. *On the job training* and *off the job training* each has no effect on employee performance, but competence affects employee performance.

The application of training and competence is very much needed in all organizations, both private and government organizations. The same is true for the Mojokerto Water Supply Company, from 1992 to 2022, this Regional Drinking Water Company continues to suffer losses. This also causes the Mojokerto Water Supply Company to be in the lowest rank and in the unhealthy category. Regional Drinking Water Company of Mojokerto City are in the unhealthy category, and have an average performance value of 2.34 which is in the lowest rank. This shows the poor performance of the Regional Drinking Water Company in Mojokerto City. The company's human resources are in the spotlight in managing the company, there is still a lack of human resources in the Mojokerto City Water Supply Company who attend training or competency improvement education greatly affects the performance of the Mojokerto City Water Supply Company. This can be seen from the total percentage of human resources who have attended training education or increased competence in the field of drinking water with the percentage of Performance of Regional Drinking Water Companies in Mojokerto City. Indications of a lack of increased competence require the implementation of a training program which must also be adapted to the right method in order to have a positive impact on the Mojokerto Water Supply Company.

Based on these problems, training is a very important factor for the organization because it will increase the effectiveness and efficiency not only for individuals but for the organization. Many things affect performance, but the most important factor in improving performance is training. Organizational performance depends on the performance of its employees because the human role as a company asset plays a very important role for the growth and performance of the organization itself. Employees who are well-trained will have a high level of work motivation and work morale because they feel that the company has invested in the abilities and development of the employees themselves.

2. Research Method

Population is a generalized area consisting of subjects or objects that have certain qualities and characteristics determined by researchers to study and draw conclusions (Syahza & Riau, 2021). The population in this study were 45 employees of the Regional Drinking Water Company in Mojokerto City.

The sample is part of the data from the population. In this study, the "Simple Random Sampling" method was used, namely a sampling technique in which each member of the population has the same opportunity to be drawn as a sample, and then the sample is drawn randomly using a lottery or table of random numbers. The samples were 40 employees of the Mojokerto Water Supply Company.

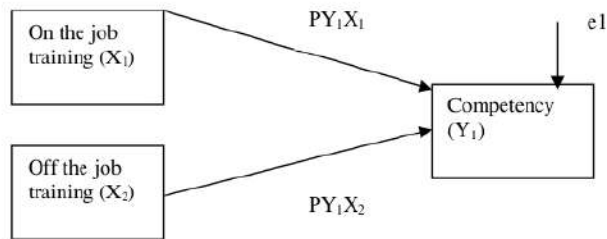
Analysis of the data used in this study using path analysis (*Path Analysis*) using the SPSS program. *Path Analysis* is used to test causal relationships based on the formulation of the theory, it can also be used to test research hypotheses and interpret these relationships. This path analysis was developed as a method to study the direct and indirect effects of the independent variables on the dependent variable. The magnitude of the indirect effect in the path analysis is by multiplying the path coefficient of the direct effect of the independent variable on the intermediate variable and the path coefficient of the direct influence of the intermediate variable with the dependent variable. (Hardani, 2020). Hypothesis testing is a decision-making method based on data analysis. Hypothesis testing is a procedure performed with the aim of deciding whether to accept or reject the hypothesis regarding the population parameter. (Darmalaksana, 2020) explains that to carry out standardized multiple linear regression tests that have a direct effect, a t test (*individual test*) is used. If the calculation results show $T_{count} > T_{table}$, then H_0 is rejected or H_a is accepted. This means that partially exogenous variables have a significant effect on endogenous variables at the error rate $\alpha = 0.05$ or comparing the P_{value} (significant) with the magnitude of the direct error rate $\alpha = 0.05$. If the $P_{value} < \alpha$, then H_0 is rejected or H_a is accepted, meaning that partially exogenous variables have a significant effect on endogenous variables at an error rate of 0.05 or 5%.

3. Results And Discussions

Path Analysis Test Results

a. Regression Model Testing 1

This 1st Regression Model analyzes the effect of On the job training (X1) and Off the job training (X2) on Competence (Y1). The structural equation can be seen in Figure 1 below:

Figure 1 Structural equations of the Regression Model 1

$$Y_1 = PY_1 X_1 + PY_1 X_2 + e_1$$

Table 1 Regression Model Testing Results 1

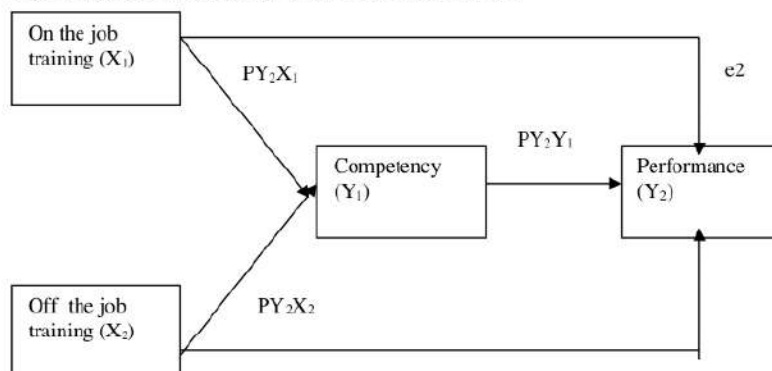
Variable	Betas	t count	Sig. t	Information
X1	0.537	3,984	0.000	Significant
X2	0.275	-2,040	0.049	Significant
R square	0.334			

Source: Primary Data Processed

Based on table 1 above, it can be concluded that:

- 1) R square value = 0.334 or 33.4 %. This means that competency (Y_1) is influenced by *on the job training* (X_1) and *off the job training* (X_2) of 33.4 %. While the remaining 56.9% is influenced by other variables outside the exogenous variables studied.
 - 2) The regression equation formed is:

$$Y_1 = 0.537 Y_1 X_1 + 0.275 Y_1 X_2 + 0.666$$
 - 3) Referring to the output of regression 1 in the coefficient table, it can be seen that the significance value of the variables $x_1 = 0.000$ and $x_2 = 0.049$ is smaller than 0.05. These results conclude that in the regression model 1, x_1 and x_2 have a significant effect on y_1 .
 - 4) Meanwhile, the value of e_1 can be found using the formula $e_1 = \sqrt{(1 - 0.334)} = 0.666$.
- b. Regression Model Testing 2
- Regression Model 2 analyzes the effect of On The Job Training (X_1), Off The Job Training (X_2) and Competence (Y_1) on Employee Performance (Y_2). The structural equation can be seen in Figure 2 below:

Figure 2 Structural equations of the Regression Model 2

$$Y_2 = PY_2 X_1 + PY_2 X_2 + PY_2 Y_1 + e_1$$

Table 2 Regression Model Testing Results 2

Variable	Betas	t count	Sig. t	Information
X1	-.344	-2,357	.023	Significant
X2	.719	5,606	.000	Significant
Y1	.308	2077	.045	Significant
R square	0.474			

Source: Primary Data Processed

Based on table 2 above, it can be concluded that:

- 1) R^2 square value = 0.474 or 47.4 %. This means that employee performance (Y_2) is influenced by *on the job training* (X_1), *off the job training* (X_2) and competency (Y_1) of 47.4 %. While the remaining 9.8% is influenced by other variables outside the exogenous variables studied.
- 2) The regression equation formed is:

$$Y_2 = 0.344 Y_1 X_1 + 0.791 Y_2 X_2 + 0.308 Y_2 Y_1 + 0.526$$
- 3) Referring to the output of regression 2 in the coefficient table, it can be seen that the significance value of the variables $x_1 = 0.023$ and $x_2 = 0.000$ and $y_1 = 0.045$ is smaller than 0.05. These results provide the conclusion that in the regression model 2, x_1 and x_2 and y_1 have a significant effect on y_2 .
- 4) Meanwhile, the value of e_2 can be found using the formula $e_2 = \sqrt{1 - 0.474} = 0.526$.

Hypothesis Testing Results

- a. Analysis of the effect of X_1 on Y_1 : from the analysis above, a significance value of X_1 is $0.000 < 0.05$. The first hypothesis which states that it is suspected that there is significant influence between *On The Job Training* (X_1) of Mojokerto Water Supply Company employees, can be accepted. So it can be concluded that there is a direct significant effect of X_1 on Y_1 .
- b. Analysis of the effect of X_2 on Y_1 : from the analysis above, it is obtained that the significance value of X_2 is $0.049 < 0.05$. The second hypothesis states that it is suspected that there is significant influence between *Off The Job Training* (X_2) on Competence (Y_1) of Mojokerto Water Supply Company employees. So it can be concluded that there is a direct significant effect of X_2 on Y_1 .
- c. Analysis of the effect of X_1 on Y_2 : from the analysis above, a significance value of X_1 is $0.023 < 0.05$. The third hypothesis states that it is suspected that there is a significant influence between *On The Job Training* (X_1) on the performance (Y_2) of Mojokerto Water Supply Company employees. So it can be concluded that there is a direct significant effect of X_1 on Y_2 .
- d. Analysis of the effect of X_2 on Y_2 : from the analysis above, it is obtained that the significance value of X_2 is $0.000 < 0.05$. The fourth hypothesis states that it is suspected that there is significant influence between *Off The Job Training* (X_2) on Performance (Y_2) of Mojokerto Water Supply Company employees. So it can be concluded that there is a direct significant effect of X_2 on Y_2 .
- e. Analysis of the effect of Y_1 on Y_2 : from the analysis above, a significance value of Y_1 is $0.045 < 0.05$. The fifth hypothesis states that it is suspected that there is an influence between competence (Y_1) on performance (Y_2) of Mojokerto Water Supply Company employees. So it can be concluded that there is a direct significant effect of Y_1 on Y_2 .
- f. Effect analysis of X_1 via Y_1 on Y_2 : it is known that the direct influence given by X_1 against Y_2 of 0.344. While the indirect effect of X_1 via Y_1 against Y_2 is the multiplication of the beta value X_1 against Y_1 with a beta Y_1 value against Y_2 , that is $0.537 * 0.308 = 0.165$. Then the total effect given X_1 against Y_2 is the direct effect plus the indirect effect, namely: $0.344 + 0.165 = 0.509$. Based on the results of these calculations it can be seen that the value of the direct effect is greater than the value of the indirect effect, this result indicates that X_1 directly via Y_1 has a significant influence on Y_2 .
- g. Effect analysis of X_2 via Y_1 on Y_2 : it is known that the direct influence given by X_2 against Y_2 of 0.719. While the indirect effect of X_2 via Y_1 against Y_2 is the multiplication of the beta value X_2 against Y_1 with a beta Y_1 value to Y_2 , that is $0.275 * 0.308 = 0.084$. Then the total effect given X_2 against Y_2 is the direct effect plus the indirect effect, namely: $0.719 + 0.084 = 0.803$. Based on the results of these calculations it can be seen that the value of the direct effect is greater than the value of the indirect effect, this result indicates that directly X_2 through Y_1 has a significant influence on Y_2 .

Test Results for the Coefficient of Determination (R^2)

The accuracy of the hypothesis model from the research data is measured by the relationship of the coefficient of determination (R^2) in both equations. The results of the model precision are:

$$\begin{aligned} R^2 \text{ models} &= 1 - (1 - R^2_1) (1 - R^2_2) \\ &= 1 - (1 - 0.334) (1 - 0.474) \\ &= 1 - (0.666) (0.526) \\ &= 1 - 0.350 \\ &= 0.650 \end{aligned}$$

The results of the calculation of R^2 indicate that the diversity of data that can be used by the model is 65 % or the information contained in the data, 65 % can be explained by the path model. While the remaining 35 % of the diversity is explained by other variables that are not yet included in the model in this study.

The results of this study are in line with research (Badawi et al., 2018), (Novie et al., 2022), (Kristin & Wilujeng, 2015), (Diky Azis, 2021), (Prabowo, 2019), (Pramadista & Engkus, 2022) and (Teja & Oktavio, 2020) which show the results that training on the dimensions of on the job training and off the job training has an effect on employee performance

4. Conclusion

Based on the results of the research that has been done, it can be concluded several things as follows: Based on the research results, it shows that variable *on the job training* has an effect on competency variables in the Mojokerto Municipal Water Supply Company. Based on the results of the study, it shows that *off the job training*

variables have an effect on competency variables in the Mojokerto Municipal Water Supply Company . Based on the research results , it shows that variable *on the job training* has an effect on employee performance variables in the Mojokerto Municipal Water Supply Company . Based on the results of the study, it shows that *off the job training* has an effect on employee performance at the Mojokerto City Water Supply Company . Based on the results of the study, it shows that competency variables influence employee performance variables at the Mojokerto Municipal Water Supply Company . Based on the research results , it shows that the variable *is on the job training* through competence has a significant influence on the performance of employees in the Mojokerto Municipal Water Supply Company . Based on the research results , it shows that the variable *is off the job training* through competence has a significant influence on the performance of employees in the Mojokerto Municipal Water Supply Company .

In the future, in carrying out the training process, the company must pay attention to various things, including the company must pay attention to the training mechanism and the material provided given during the training process. Companies must also pay attention to the training process carried out in accordance with the goals and objectives of the company

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