

JURNAL MANAJEMEN MARANATHA

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Improving the administrative staff performance: A study of training and development factors

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Abstract: *This article aims to examine the effect of training and development on the performance of administrative staff at Universitas Kristen Maranatha. This study involved 70 administrative staff as samples. A quantitative approach is used with data collection using a questionnaire and data analysis using SPSS software version 26. To test the hypothesis, this study used multiple linear analysis. The study found that training affects the performance of administrative staff at Universitas Kristen Maranatha positively and significantly, and development also affects the performance of administrative staff at Universitas Kristen Maranatha positively and significantly. Training and development have a positive impact on the performance of administrative staff at Universitas Kristen Maranatha. The more planned the training and development program, the more it will affect the performance of administrative staff.*

Keywords: *development; performance; training*

Peningkatan kinerja tenaga administrasi: Sebuah studi tentang faktor pelatihan dan pengembangan

Abstrak: Artikel ini bertujuan untuk mengkaji dampak pelatihan dan pengembangan terhadap prestasi kerja tenaga administrasi di Universitas Kristen Maranatha. Penelitian ini melibatkan 70 tenaga administrasi sebagai sampel. Pendekatan kuantitatif digunakan melalui kuesioner dan pengolahan datanya menggunakan perangkat lunak SPSS versi 26. Untuk menguji hipotesis, studi ini menggunakan analisis linier berganda. Hasil studi menemukan bahwa bahwa pelatihan memengaruhi kinerja tenaga administrasi di Universitas Kristen Maranatha secara positif dan signifikan, pengembangan juga memengaruhi kinerja tenaga administrasi di Universitas Kristen Maranatha secara positif dan signifikan.

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Pelatihan dan pengembangan berdampak positif pada kinerja tenaga administrasi di Universitas Kristen Maranatha. Semakin terencana program pelatihan dan pengembangan maka akan semakin berpengaruh pada kinerja tenaga administrasi.

Kata kunci: *kinerja; pelatihan; pengembangan*

INTRODUCTION

Employees are the most crucial asset of the company in achieving its target or objective. Thus, the presence of employees in a company is important. Companies need to focus on their employees' needs, including their training and development needs so that employees can continue to learn many new things to support them in conducting their duties, as well as to develop themselves. Employees are considered essential for training and development, which is a crucial aspect of human resource management. With training and development, employees can perform well, contributing to the achievement of the company's target.

Previous research showed that human resource development had a significant influence on performance (Pramesrianto et al., 2020). A study conducted by (Pasaribu et al., 2023) that shows training and development influence employee performance. Similarly, a revealed that training and development have a significant impact on the level of work discipline and work performance. (Sulaefi, 2017).

In contrast with the previous findings, Universitas Kristen Maranatha (UKM), provides employees with the opportunity to participate in training and development. Employees receive at least two regular training programs. Training is provided on various topics ranging from values, work competencies, work ethics, leadership, and administration. In addition, employees are also allowed to continue their studies to develop themselves into more qualified employees. The training and development program provided aims to make employees more qualified so that they can contribute to the progress of Universitas Kristen Maranatha in the current era of competition in the education sector. However, in practice, the training and development program can not optimize the performance of administrative staff. From the secondary data obtained by researchers in the last three years (2020-2022), there are still administrative staff who have not achieved maximum performance, namely 65 people in 2020, 45 people in 2021, and 49 people in 2022. The data shows that it is not suitable with the previous findings, where administrative staff are still unable to achieve optimal performance, even though they have participated in training and development.

Therefore, researchers are interested in further examining the extent to which training and development have a significant impact on the individual performance of administrative staff. It is known that training focuses more on imparting existing knowledge and skills and how to use them better in current roles while development focuses more on preparing employees for higher or different future roles, as well as on their personal growth. The objective of this research was to examine the impact of training on the performance of administrative staff and analyze the impact of development on their performance.

Training refers to the process of improving employees' knowledge and skills, which in some cases, also includes changing attitudes so that employees can perform their duties more efficiently. It is important to notice that training can be applied at various levels in the organization. (Lolowang et al., 2016). Training is the most important factor before starting a job. The implementation of training is to improve competence and quality of work, which ultimately has a positive impact on employee performance. Training is considered one of the solutions that can be implemented by companies to level up employee performance. An increase in employee career development leads to an increase in employee performance (Dewi & Rahmawati, 2020). Training is a part of personal activities to improve abilities and knowledge in a structured manner so that individuals can achieve professional work in their fields (Pareraway et al., 2018). There are several training indicators: 1) Training objectives must have clear and measurable goals. The training's objective is to provide participants with better job skills so they may perform to their full potential. Additionally, training tries to improve participant's comprehension of the need to uphold work ethics. 2) Training materials cover a wide range of topics, such as management, manuscripts, psychology of work, communication, discipline, work ethics, leadership, and reporting. These materials were used as teaching materials. 3) Training methods involve

different approaches including conferences, teamwork, simulations, role-playing, games, tests, and classroom activities. 4) Qualifications: appropriate participants, such as permanent employees or staff recommended by management, are eligible for training. 5) Qualifications trainers (instructors) are well qualified. They should have expertise relevant to the training material, the ability to motivate participants, and the ability to use participatory methods to deliver the training material. (Tarigan et al., 2021).

Companies must also decide what acceptable development may be offered to staff. Increasing the mental or emotional capacity required to perform a task more effectively is typically tied to development. This is due to the understanding that an employee needs constantly evolving knowledge, skills, and abilities to perform well in various positions that may be undertaken throughout their career. The long-term preparation of an employee to address this series of positions regarding employee development. (Retnilasari & Putra, 2019). Development can assist employees in achieving certain career positions at Universitas Kristen Maranatha ranging from Head of Faculty Administration, Operations Manager, Head of Section, Head of Division, Director, and Head of Unit. To achieve optimal results with affordable expenditure, it is recommended to first establish an appropriate development program. The indicators of employee development (Richardson, 2016) are as follows: 1) Effectiveness of professional development on own employment needs: employee development programs impact on meeting the technical and conceptual needs of employees that will be used in their work. 2) Effectiveness of professional development on personal goals: employee development programs affect the achievement of employee's personal goals at work, such as promotion opportunities, promotions, salary increases, and opportunities to continue studying. 3) Effectiveness of professional development on career aspirations: employee development programs improve employee's qualifications, competencies, and capacities relevant to their career aspirations to enhance their career development. Organizations use a structured strategy called career development to make sure the availability of individuals with appropriate qualifications and experience is available when needed. Career planning and development are advantageous to both individuals and organizations. (Manoppo et al., 2021).

The implementation of appropriate training and development is predicted to increase employee productivity in performing tasks and responsibilities. Performance reflects the contribution of employees to a company. The level of quality and frequency of an employee's work about the tasks assigned to them is referred to as performance or work achievement. The primary criteria in assessing employee's performance, are as follows: 1) Quantity of output. In manufacturing or technical divisions, output standards are more frequently employed to evaluate employee performance. 2) The output's quality. If utilized to evaluate an employee's performance at work. 3) Output timelines. The output timeliness is frequently employed as a gauge or evaluation of work performance. 4) Attendance at work. A worker won't be able to contribute as effectively to the business if their attendance is lower than the required number of hours per day. 5) Effectiveness of task performed. Every task is required by an organization to achieve the desired outcomes with the least amount of work, in conformity with the applicable standards, and with the least amount of effort. 6) Effectiveness of the work finished. If a task is completed on schedule and according to the plan, it is considered to be effective. (Rozalia et al., 2015).

Therefore, according to the theory and findings from previous studies, the research model can be illustrated as follows:

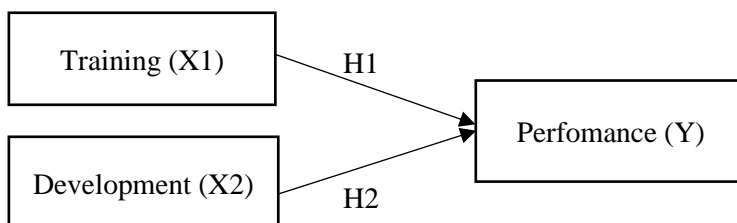


Figure 1. Research model
Source: Literature review (2023)

There are two research hypotheses, as described in Figure 1. The following are the hypotheses developed for this study:

H1: There is an effect of training on the performance of administrative staff.

H2: There is an effect of development on the performance of administrative staff.

METHOD

This study used quantitative data obtained through primary data collection using the questionnaire distribution method. The questionnaire used was a closed questionnaire that was distributed online via the Google form platform. The research focuses on administrative staff who are actively working in the Universitas Kristen Maranatha (UKM). The sampling method used was simple random sampling, where the number of samples was determined using the Slovin with a statistical error rate of 10%. Therefore, the calculation results show that 67 samples were used in this study. However, for ease of sample calculation, the sample size was rounded to 70 people. To test the hypothesis was performed using multiple linear regression analysis. A Likert scale was used to measure the indicators of the three variables in this research. The indicators used in this research are as follows:

Table 1. Training variable indicators

Variable	Definition	Indicator	Scale
Training	Training refers to a series of individual activities carried out to improve their abilities and knowledge in a structured manner so that they can achieve a professional level of performance in their field (Pareraway et al., 2018).	Training Objectives	Ordinal
		Training Materials	Ordinal
		Training Methods	Ordinal
		Training Participants	Ordinal
		Training Instructure	Ordinal

Source: Sulaefi (2017)

Table 2. Development variable indicators

Variable	Definition	Indicator	Scale
Development	Development refers to efforts to improve employee competence in terms of technical, theoretical, conceptual, and moral aspects, which are tailored to the requirements of a particular job or position through education and training (Busono, 2016).	Training Needs	Ordinal
		Education	Ordinal

Source: Pramesrianto et al. (2020)

Table 3. Variables performance indicators

Variable	Definition	Indicator	Scale
Performance	Performance can be defined as an individual or a group of persons' willingness to carry out their tasks and do so with outputs that are compatible with expectations. (Indika & Adia, 2021)	Number of Jobs	Ordinal
		Quality of Work	Ordinal
		Timeliness	Ordinal
		Attendance	Ordinal
		Cooperation Skills	Ordinal

Source: Sulaefi (2017)

RESULTS AND DISCUSSION

Results

Profile respondent

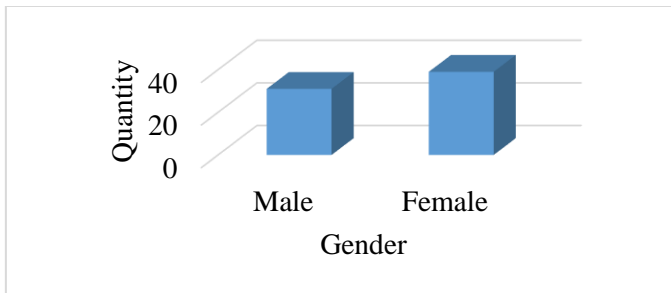


Figure 2. Gender
Source: Processed data (2023)

Figure 2 reveals that there are 39 female participants and 31 male participants.

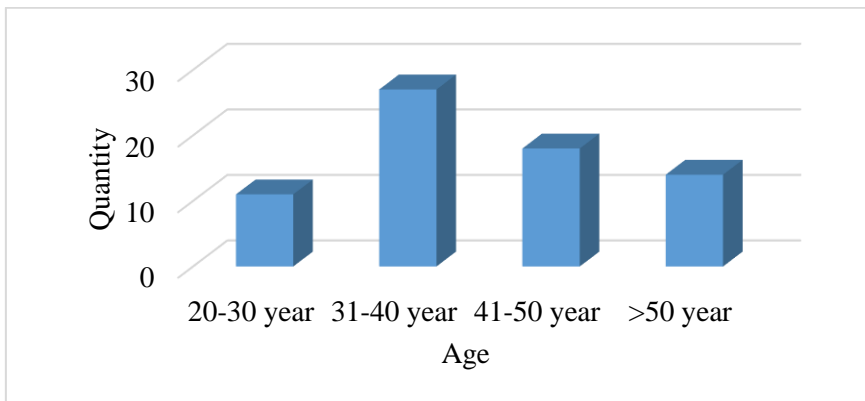


Figure 3. Age
Source: Processed data (2023)

Figure 3 presents the information on respondents' ages. Respondents between the ages of 31-40 years are the large proportion of the sample.

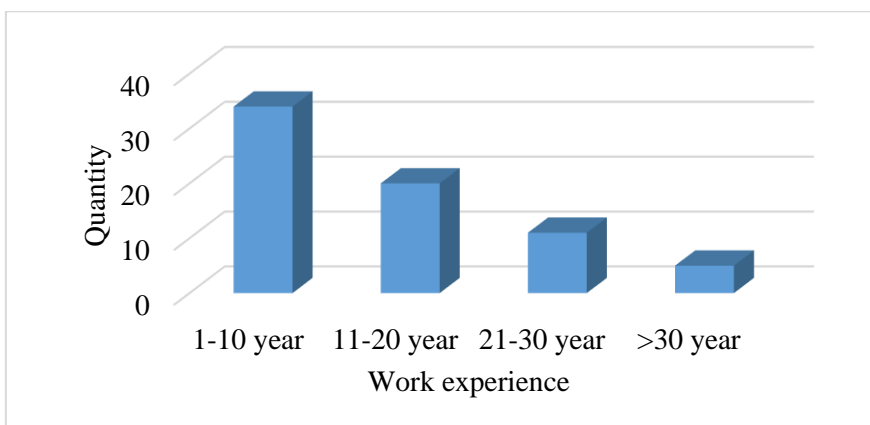


Figure 4. Work experience
Source: Processed data (2023)

Figure 4 provides information on the length of work experience of the respondents. It can be observed that most respondents who participated in the research survey have 1-10 years of work experience.

Table 4. Validity testing

Item	R count	R table 5% (70)	Sig.	Criteria
X1_1 Pearson correlation	0.650	0.235	0.000	Valid
X1_2 Pearson correlation	0.615	0.235	0.000	Valid
X1_3 Pearson correlation	0.727	0.235	0.000	Valid
X1_4 Pearson correlation	0.382	0.235	0.000	Valid
X1_5 Pearson correlation	0.651	0.235	0.000	Valid
X2_6 Pearson correlation	0.616	0.235	0.000	Valid
X2_7 Pearson correlation	0.557	0.235	0.000	Valid
X2_8 Pearson correlation	0.272	0.235	0.000	Valid
X2_9 Pearson correlation	0.630	0.235	0.000	Valid
Y_10 Pearson correlation	0.704	0.235	0.000	Valid
Y_11 Pearson correlation	0.706	0.235	0.000	Valid
Y_12 Pearson correlation	0.733	0.235	0.000	Valid
Y_13 Pearson correlation	0.678	0.235	0.000	Valid
Y_14 Pearson correlation	0.593	0.235	0.000	Valid

Source: Processed data (2023)

Table 4 summarizes each statement item from each variable that has an r count greater than that in the r table. In addition, the significance value for each statement item was < 0.05. Based on the r count and the significance obtained, the research instrument was considered valid.

Table 5. Reliability testing

Model	Cronbach's alpha	N of items
Training	0.836	5
Development	0.608	4
Performance	0.864	5

Source: Processed data (2023)

Table 5 summarizes how reliability is assessed using Cronbach's alpha, a statistical measurement that indicates how reliable a construct or variable is. If Cronbach's alpha value is 0.60, the construct is regarded as reliable. Table 5 summarized Cronbach's alpha value which was higher than 0.60. As a result, it can be concluded that the research instruments had a sufficient level of reliability.

Table 6. Test of normality results

Unstandardized Residual	
N	70
Asymp. Sig. (2-tailed)	.200 ^{c,d}

Source: Processed data (2023)

Table 6 supports the conclusion that the data is normally distributed since the Kolmogorov-Smirnov test obtained a significance value of 0.20 larger than 0.05.

Table 7. Multicollinearity test results

Model	Collinearity Statistics	
	Tolerance	VIF
Training	.863	1.158
Development	.863	1.158

Source: Processed data (2023)

If the tolerance level is below 0.10 or the VIF is more than 10, multicollinearity occurs. From Table 7, it is seen that the training and development variable does not find multicollinearity.

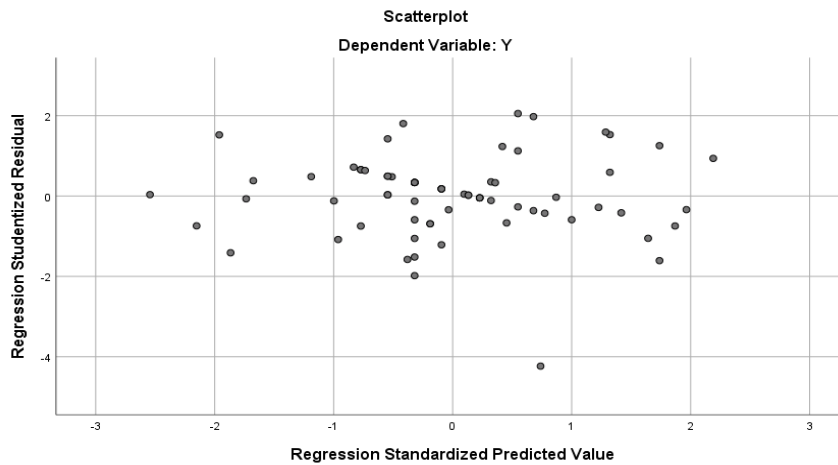


Figure 5. Scatterplot
Source: Processed data (2023)

From Figure 5, it can be seen that the dots are scattered irregularly, indicating the absence of heteroscedasticity.

Table 8. R-square results

Model	R-square
1	.330

Source: Processed data (2023)

Table 8 demonstrates that the multiple correlation coefficient (R) value is 0.330 (33%), indicating that training and development only have a 33% influence on performance and the remaining 76% is influenced by other factors.

Table 9. T-test results

Model	t	Sig.
Training	3.756	.000
Development	2.650	.010

Source: Processed data (2023)

From Table 9, the results of hypothesis testing can be described as follows: 1) The training influences the performance of administrative staff, the t count is 3.756 and the significance level of the training variable is $0.000 < 0.05$. This suggests that training significantly and positively improves the performance of the administrative staff at Universitas Kristen Maranatha. 2) The development has an impact on the performance of administrative staff, which is known to have a t count is 2.650 and the significance level of the training variable is $0.010 < 0.05$. This suggests that development at Universitas Kristen Maranatha significantly and positively influences the performance of administrative staff. The results of hypothesis testing prove that training and development simultaneously influence the performance of administrative staff.

Discussion

The training (X1) has an impact on the performance (Y) of administrative staff. The significance level for the training variable was $0.000 < 0.05$. This implies that training has a positive and significant impact on the performance of administration staff at Universitas Kristen Maranatha. In this point, when each indicator of training can be prepared better, the effect on employee performance will also be better, for example, when training materials are prepared according to employee needs, it will significantly affect employee performance. Answering the following five questions is crucial for human resource development specialists and line managers: What abilities do our employees have? What abilities will

be required in the future? Can the skills of our employees be developed? How can employees get the right kind of training? Does training lead to an improvement in employees' performance? Since innovative job performance is spurred by personal motivation, awareness, and ownership of the job role and responsibilities, the answers to these questions are critical to the success of both the organization and the employees (Mehale et al., 2021). The quality of administration staff skills can be impacted by their participation in training. Training is conducted to improve employee's knowledge, attitudes, skills, and work ethics. The aim is to increase work productivity and produce high-quality products. Training aims to reduce the gap between employees' work abilities and expected job requirements. Consequently, companies and employees are expected to create mutually beneficial situations. (Wicaksono, 2016). This is also supported by the results of previous studies (Pasaribu et al., 2023), the findings of the hypothesis test indicated that training affects performance.

Training contributes to improving the performance of administrative staff at Universitas Kristen Maranatha. This increase in performance will also indirectly improve the performance of Universitas Kristen Maranatha as an educational organization/institution while bringing Universitas Kristen Maranatha to the achievement of its strategic plan. Thus, Universitas Kristen Maranatha needs to design training programs that focus on the needs of administrative staff systematically and are carried out on an ongoing basis to encourage the improvement of the performance of its administrative staff.

The development (X2) has an impact on the performance (Y) of administrative staff. The significance level of the development variable was $0.010 < 0.05$. This shows that Universitas Kristen Maranatha's administrative staff performed significantly better as a result of development. This means that development influences decreasing or increasing the performance of administrative staff at Universitas Kristen Maranatha. Development programs are needed to improve employee performance, for example when employees are assigned to study at a higher level, these employees will have the opportunity to receive certain positions and develop their career paths. This will motivate employees to improve their performance. Also, it can be stated that development is crucial to administrative staff's performance, through development programs administrative staff can further improve the quality of their performance.

The results of this study are in line with previous studies, they investigated that performance is significantly impacted by human resource development. (Pramesrianto et al., 2020). Development contributes to improving the performance of administrative staff at Universitas Kristen Maranatha. Appropriate and systematic development strategies for both the short- and long-term need to be prepared and carried out consistently by Universitas Kristen Maranatha so that administrative staff have access to good self-development. When administrative staff develop, they find it easier to improve their performance.

CONCLUSION AND SUGGESTIONS

The study examined how Universitas Kristen Maranatha's administrative staff performance was impacted by training and development, therefore the first conclusion is training has an impact on the performance of administrative staff at Universitas Kristen Maranatha positively and significantly, which means that appropriate and inappropriate training will affect positively the employee' performance. When training is prepared by the needs, it will greatly impact improving employee performance. The other conclusion is development has an impact on the performance of administrative staff at Universitas Kristen Maranatha positively and significantly, this means that the development program facilitated by Universitas Kristen Maranatha influences improving employee performance. Through the development program, employees are motivated to provide good performance to contribute to the achievement of the goals of Universitas Kristen Maranatha. However, when training and development are not prepared in a planned manner, training, and development will not have much effect on employee performance, such as the phenomenon faced at Universitas Kristen Maranatha where there are still employees who have below-standard performance even though they have attended training and development. Another thing that may happen is that employees see training and development as a routine program that is not on target or does not to their needs.

In conducting this study, researchers also have limitations in reaching respondents in research related to filling out research questionnaires, so researchers take a personal approach to each

respondent. This is because there seems to be a sense of indifference in realizing the importance of this research. Respondents were not used to and did not like being requested to fill out questionnaires.

This research is expected to benefit Universitas Kristen Maranatha. The outcomes of this study can be used to increase the awareness of Universitas Kristen Maranatha leaders in designing and formulating a strategy for training and development for administrative staff, which can be started by conducting a training and development analysis so that a systematic and targeted training and development syllabus can be prepared in the future.

This research is certainly not perfect, therefore suggestion for future research that can be proposed is that it is expected that future research will not only be conducted for administrative staff but also for all employees, including educators (lecturers) at Universitas Kristen Maranatha so that it will become more obvious how much training and development may affect the employee's performance.

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