



## Analysis of Training Effectiveness and Training Methods Influence on Soft Skills and Performance in Public Works, Housing, and Settlement Area Offices of Sleman Regency

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### ABSTRACT

This study aims to analyze how training effectiveness affects soft skills, how training methods affect soft skills, how training effectiveness affects performance, how training methods affect performance, how soft skills affect performance, how soft skills mediate training effectiveness on performance, and how soft skills mediate the effect of training methods on performance. The research method used was quantitative research. The data collection technique was a questionnaire instrument with a Likert scale. The population of this study was all employees of the Department of Public Works, Housing, and Residential Areas of Sleman Regency. The sample was 275 respondents with the criteria of employees working more than 1 year. The method of data analysis used the analysis of Structural Equation Modeling or Structural Equation Modeling.

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Human resource management studies human relationships and roles in corporate organizations (Lantara, 2017). Human resources are a concern to keep the image of government organizations good in the eyes of the community due to public trust and satisfaction. Learning from a constantly changing environment requires organizations to pay attention to improving performance, which will impact the organization's image (Ratnasari, 2019).

Wibowo (2014) suggested that performance includes working and achievements. Employees should

work hard and achieve optimal work results (Hasibuan, 2005). With each employee's optimal performance, the organization's vision and mission will be realized more quickly. One of the factors that affect performance is soft skills. Purnami (2013) stated that soft skills are a social or sociological term to indicate a person's level of EQ, consisting of a group of personality traits accepted by society, communication, language, habits, friendliness, and optimism relationships with others. Seeing the importance of soft skills in organizations, rapid developments in science and technology have encouraged organizations to apply, utilize, and manage knowledge (knowledge management) and technological advances for organizational developers.

Along with these developments, employees' work is getting heavier. It takes employees with unique abilities and skill specifications, distinguishing them from those who work in the organization. Human resource training is needed to ensure that the right employees carry out the work in the organization. Human resource training is an important means of developing superior human resources. Training is a systematic effort to change or develop new knowledge, skills, and attitudes that follow the organization's needs (Ratnasari, 2020). Through training, organizational management will get important input in facing challenges in the competitive era, where the workforce will have unique abilities and skills to complete their assigned work. The right training will affect the performance displayed by the workforce.

Department of Public Works, Housing and Residential Areas of Sleman Regency has provided employee training in improving employee performance. Still, some problems with new employees are found due to employee changes and mutations. Employees do not understand the job due to a lack of knowledge and employee training. The department is concerned about training each employee to achieve maximum performance. Maximum performance is closely related to training. Therefore, the organization must optimize human resources to produce quality output and meet the organization's expectations. In these circumstances, support is needed for employees and the organization's management. Employees can instill loyalty to the company, follow its standards and rules, and improve their performance. Meanwhile, the company management needs to provide what employees need, which will impact their performance. Hence, the issue regarding enhancing employee performance should get better attention from the organization.

Many previous studies have raised the topic of the effectiveness of training and training methods on soft skills and performance. However, the author feels the urgency to discover the differences between previous studies and this study. There are inconsistent results of earlier studies, which raises the question of whether an effect on the effectiveness of training and training methods on soft skills and performance exists. Several previous studies still have research gaps. There is a discrepancy between the actual situation and the theory regarding the effectiveness of training and training methods on soft skills with performance. The author is interested in conducting further studies. This study has additional research objects, methods, sampling, and theory compared to previous research.

### Soft Skills

Robles (2012) stated that soft skills include character traits, attitudes, and behavior rather than talent or technical knowledge. These soft skills are what students must develop optimally. To enhance employees' soft skills, the company must continuously conduct soft skills training (Lahope, 2020). Susanto (2012) explained that 80% of human success is determined by how to carry themselves or manage their emotions at work. Soft skills cannot be taught but can only be developed through training. It is the process of human capital management and human resource management to improve skills such as aptitudes, soft skills, knowledge, life skills, abilities, Employability skills, and communication skills,

including updating old talents and developing new skills in individuals to do certain jobs effectively (Refaldi, 2020). Soft skills education training helps promote better understanding and improve client performance in the company. Training helps increase the income and status of individuals in leadership roles and corporate profits (Becker, 1994).

### Effectiveness of Training

Training is a process by which people gain the capability to help achieve organizational goals (Santoso, 2015). Training helps workers improve their current or future jobs by developing appropriate habits of thought and action, skills, knowledge, and attitudes (Rustiana, 2010). Samsudin (2005) stated that effectiveness is “the capacity of an organization to acquire and utilize valuable resources as efficiently as possible in pursuit of operational goals. Apart from that, Devi & Shaik (2012) revealed that effectiveness is the ability to produce the desired effect.

### Training Methods

The training method has its way of delivering material to achieve goals and provide additional knowledge or expertise for employees (Setyawan, 2015). Handoko (2000) stated that training and development programs improve job performance, reduce absenteeism and turnover, and improve job satisfaction. Each method has a similar general goal: to prepare employees to have the abilities required by the company. Still, some training methods also have specific objectives that are the main objectives of the training activity method. To further maximize training activities, not infrequently, a company combines several training methods to meet the skills of employees needed (Handoko, 2000).

### Performance

Cascio (1992) stated that performance refers to the employee’s performance of a given task. Gibson (2009) defined performance as the result of work related to organizational goals such as quality, efficiency, and other effectiveness criteria. According to Hersey and Blanchard (1993), achieving business and social goals measures job performance and accountability.

## HYPOTHESIS DEVELOPMENT

### The Effect of Training Effectiveness on Soft Skills

The trainer’s effectiveness, Kirkpatrick’s (1976) evaluation model is assigned, while the supervisor’s evaluation and assessment of subordinates is an indicator of job performance. Gage and Medsker (1996) and Noe (1999) mentioned that the effectiveness of trainers could be characterized as a solution to the inability of trainees to translate the training experience to improve job performance. Furthermore, in support of Powell and Serkan (2010), a trainer who provides sufficient information regarding the acquisition of soft skills will enable employees to find information for themselves on the soft skills needed to bring about change in work (Ibrahim, 2018). Ibrahim (2018), Rustiana (2010), Setiawan (2015), and Subroto (2018) showed that training effectiveness had a significant positive effect on soft skills.

Thus, a hypothesis can be formulated.

H1: The effectiveness of training positively and significantly affects soft skills.

### The Effect of Training Methods on Soft Skills

Training methods refer to the strategies and methods adopted by a trainer to influence the soft skills of a trainee. Thus, developing employee soft skills, coupled with training in the methodology adopted in the

process, will increase employee performance. The training methodology assigned to this study was defined as distance learning. The indicators for soft skills include self-confidence, communication, problem-solving, leadership, changes in attitude and mindset, and interpersonal skills (Ibrahim, 2018). Ibrahim (2018) and Setyawan (2015) revealed that training methods significantly positively affected soft skills.

Thus, a hypothesis can be formulated.

H2: The training methods positively and significantly affect soft skills.

### **The Effect of Training Effectiveness on Performance**

Mangkunegara (2013) mentioned that training is an educational process to change and improve skills and behavior in a direction that uses systematic and organized procedures to achieve company goals. In contrast, non-managerial employees learn technical knowledge and skills for a limited purpose.

Training creates an environment where employees can acquire or learn job-specific attitudes, abilities, skills, knowledge, and behaviors. Training is usually focused on providing employees with special skills or helping employees correct weaknesses in employee performance. Bangun (2012, p. 202) explained that the benefits of training are improving job skills and helping employees feel a sense of belonging and greater responsibility for their work. In addition, training and more skilled employees will reduce the use of costs on their work. Thus, it will have a direct effect on increasing productivity. Ibrahim (2018) and Santoso (2015) revealed that the effectiveness of training had a significant positive impact on performance. Anisah (2017), Setyawan (2015), and Wulandari (2018) also showed similar study results.

Thus, a hypothesis can be formulated.

H3: The effectiveness of training positively and significantly affects performance.

### **The Effect of Training Methods on Performance**

According to Idrees, Xinping, Shafi, Hua, & Nazeer (2015), employee performance can be increased to a greater extent by increasing employee training. The quantity and quality of training are improving, indirectly improving employee performance and giving employees the freedom to participate in training according to their respective interests (Subroto, 2018). The training methods, adapted to the conditions and demands of the job, will create employees with the competencies desired by the company to achieve company goals (Kusuma, Musadieq, & Nurtjahjono, 2015). Hasibuan (2003) stated that the training program will shape and improve the abilities and knowledge of employees. Even the skills and knowledge that employees get must make them experts in carrying out their duties because expertise is specific and focused. Ibrahim (2018) and Santoso (2015) showed that the training method significantly positively affected performance. Setyawan (2015) also revealed a similar result.

Thus, a hypothesis can be formulated.

H4: The training method positively and significantly affects performance.

### **The Effect of Soft Skills on Performance**

Spencer et al. (1994). Rosen (1993); Heneman and Hakim (2003); and Rungtusanatham, Anderson, and Schroeder (1994) argued that organizational success is a function of the system established by management to improve the employee's work performance. Thus, if all required soft skills are given to an employee, work performance in an organization will still depend on the employee's ability to utilize

the information provided to improve his work performance. Weber, Finley, Crawford, and Rivera (2009), argued that soft skills contribute to managers' job performance in decision-making and problem-solving. Meanwhile, Renna and Fedor (2001) explained that soft skills did not significantly contribute to organizational improvement. Ibrahim (2018), Setyawan (2015), Ramadhan (2021), Santoso (2021), Irawati (2020), and Rasid (2018) showed that soft skills had a significant positive effect on performance.

Thus, a hypothesis can be formulated.

H5: Soft skills positively and significantly affect performance.

#### Soft Skills Mediating the Effect of Training Effectiveness on Performance

The combined effect of training effectiveness and methods shows those employees can apply or practice the soft skills acquired during training. They need a competency trainer and must be provided with some experience during the learning period with time intervals to adequately apply the skills they have acquired (Ibrahim, 2017). Brown (2005) described learning spaces as various places where learning occurs, from real to virtual and from classroom to work.

Schneider, Hsieh, Sprod, Carter, and Hayward (2007) and Sutton, Masters, Bagnall, and Carew (2001) implied that forming memory is highly sensitive to the total training amount and the experimental pattern used during training and the time interval. The learning is better to distribute and sustain learning for long-term use than mass training in an organization.

Thus, a hypothesis can be formulated.

H6: Soft skills mediate the effect of training effects on performance.

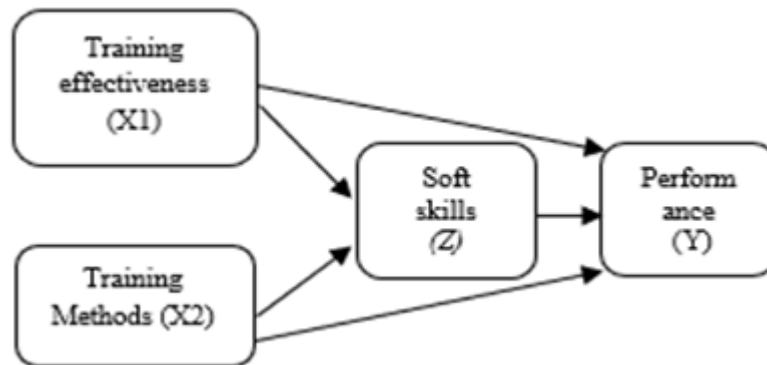


Figure 1. Research Mode

## RESEARCH METHOD

This research used quantitative research. The data collection technique used was a questionnaire instrument. The scale used was a Likert scale with 5 preference answers: SD = Strongly Disagree, d = Disagree, N = Neutral, A = Agree, and SA = Strongly Agree. The population of this study was all employees of the Department of Public Works, Housing, and Residential Areas of Sleman Regency. The sampling technique used a type of non-probability sampling used was purposive sampling. Purpose sampling refers to the author's intentional use of their judgment in selecting people considered to provide the information needed (Sugiyono, 2014). The author set the standards for chosen respondents. The sampling criteria selected were employees with one year or more working period. Based on these criteria, the number of samples was 275 respondents.

## Operational Definition of Research Variables

An operational definition uses operative words so that variables can be measured. Variables have the types of variables in a study, such as independent and dependent variables, attribute variables, active variables, continuous variables, and categorical variables, classified as latent variables. In this study, there are 4 variables:

1. Training effectiveness as an independent variable (X1) affects the dependent variable (bound) change.

Indicators: (Perdue et al., 2002)

- 1) Additional knowledge
  - 2) Ability to remember
  - 3) Ability to practice
2. The training method as an independent variable (X2) is a system of shared meaning adopted by members that distinguish the organization from others.

Indicators of training methods, according to Bangun (2012), include:

- 1) On-the-job training
  - 2) Off-the-job training
3. Soft Skills as a mediating variable (Y1) is an intermediary variable between the independent and dependent variables. Soft skills have five indicators (Dwi Riyanti et al., 2016):
    - 1) Information
    - 2) Efficiency orientation
    - 3) Systematic planning
    - 4) Troubleshooting
    - 5) Persuasive ability
  4. Performance as the dependent variable (Y2) is a variable that affects or results from the independent variable.

Performance indicators (Sedarmayanti, 2001) include:

- 1) Quality of work
- 2) Promptness
- 3) Initiative
- 4) Capability
- 5) Communication

The data analysis method in this study used Structural Equation Modeling analysis, abbreviated as SEM. This study analyzed the relationship between variables using the statistical program AMOS and SPSS. The analytical techniques include classical assumption tests, SEM analyses, and hypothesis testing.



## RESULT AND DISCUSSION

### Measurement Model Analysis

The next step in SEM modeling is the analysis of the structural model. If the study of the measurement model is directed at testing the unidimensionality of the observed variables describing a construct, the study of the structural model examines the causal relationship between the various constructs of the research model specified. This research model has been developed through a series of scientific explorations of literature review and previous studies discussed in the last chapter. The following structural model analysis consists of the goodness of fit assessment and hypothesis testing. The full model SEM analysis is intended to test the models and hypotheses developed in this study. Testing the model in SEM is conducted through the model suitability test and the causality significance test through the regression coefficient test. The data analysis using the AMOS 21.0 application program is shown in Figure 2.

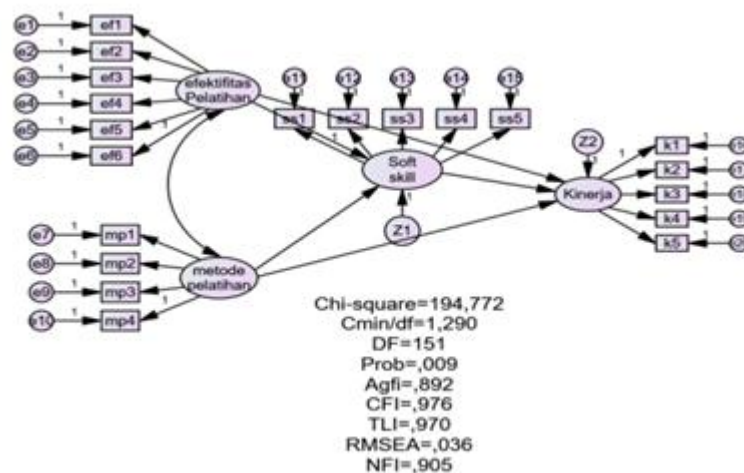


Figure 2. Structural Model

Table 1. The Goodness of Fit Structural Model Test Results

Indicator	Reference Value	Estimated Results	Conclusion
<i>Chi-square</i> ( $X^2$ )	Close to 0	194,772	FIT
CMIN/DF	$\leq 2,0$	1,290	FIT
Probability	$\geq 0,05$	0,009	NOT FIT
AGFI	$\geq 0,90$	0,892	NOT FIT
CFI	$\geq 0,90$	0,976	FIT
TLI	$\geq 0,90$	0,970	FIT
RMSEA	$\leq 0,08$	0,036	FIT
NFI	$\geq 0,90$	0,905	FIT

Source: Data processed from AMOS

Table 1 shows that the overall values for the goodness of fit parameter are good. Out of the seven criteria, six criteria have met the goodness of fit criteria.

## Hypothesis Testing

The following are the results of hypothesis testing.

**Table 2. Hypothesis 2 Test Results**

Regression Path	Estimate	S.E.	C.R.	P	Desc.
Soft_skills <--- training_effectiveness	,317	,099	3,198	,001	Sig
Soft_skills <--- training_methods	1,095	,118	9,317	***	Sig
Performance <--- training_methods	,654	,225	2,903	,004	Sig
Performance <--- training_methods	1,139	,515	2,210	,027	Sig
Performance <--- Soft_skills	1,318	,454	2,903	,004	Sig

### The Effect of Training Effectiveness on Soft Skills

Based on the hypothesis test, the estimated value is 0.317, with a significance level of 5% (P-value of  $0.001 < 0.05$ ), and the critical ratio (CR) value of  $3.198 > 1.96$ . Thus, the effectiveness of training has a significant effect on soft skills. Similarly, Ibrahim (2018), Rustiana (2010), Setiawan (2015), and Subroto (2018) showed that training effectiveness had a significant positive effect on soft skills.

### The Effect of Training Methods on Soft Skills

Based on the hypothesis test, the estimated value is 1.095, with a significance level of 5% (P-value  $0.000 < 0.05$ ), and the critical ratio (CR) value is  $9.317 > 1.96$ . Thus, the training method has a significant effect on soft skills. Similarly, Ibrahim (2018) and Setyawan (2015) showed that training methods significantly positively affected soft skills.

### The Effect of Training Effectiveness on Performance

Based on the hypothesis test, the estimated value is 0.654, with a significance level of 5% (P-value of  $0.004 < 0.05$ ), and the critical ratio (CR) value of  $2.903 > 1.96$ . Thus, the effectiveness of training has a significant effect on performance. Similarly, Ibrahim (2018) and Santoso (2015) showed that the effectiveness of training had a significant positive effect on performance. Anisah (2017), Setyawan (2015), and Wulandari (2018) also revealed the same result.

### The Effect of Training Methods on Performance

Based on the hypothesis test, the estimated value is 1.139, with a significance level of 5% (P-value of  $0.027 < 0.05$ ) and a critical ratio (CR) value of  $2.210 > 1.96$ . Thus, the training method has a significant effect on performance. Similarly, Ibrahim (2018) and Santoso (2015) revealed that training methods significantly positively affected performance.

### The Effect of Soft Skills on Performance

Based on the hypothesis test, the estimated value is 1.318, with a significance level of 5% (P-value of  $0.004 < 0.05$ ) and a critical ratio (CR) value of  $2.903 > 1.96$ . Thus, soft skills have a significant effect on performance. Similarly, Ibrahim (2018), Ramadhan (2021), Santoso (2021), Irawati (2020), and Rasid (2018) discovered that soft skills research had a significant positive effect on performance.

### Soft Skills Mediating the Effect of Training Effectiveness on Performance

Based on the hypothesis test, the direct effect is 1.772, and the indirect effect is 2.244. The indirect effect is greater than the direct effect, and the hypothesis is accepted. Thus, soft skills can mediate the



effect of training effects on performance. Schneider, Hsieh, Sprod, Carter, and Hayward (2007) and Sutton, Masters, Bagnall, and Carew (2001) revealed that memory formation is highly sensitive to the total amount of training and also to the experimental pattern used during training and the time interval. The learning is better to distribute and sustain learning for long-term use than mass training in an organization.

**Conclusion:** Based on the objectives, data analysis, and discussion, conclusions can be drawn as follows: effectiveness of training affected soft skills, training methods affected soft skills, the effectiveness of training affected performance, training methods affected performance, soft skills affected performance, soft skills mediated the effect of training effects on performance, and soft skills could not mediate the effect of training methods on performance.

This study suggests that the Department of Public Works, Housing, and Residential Areas of Sleman Regency improve the soft skills of each employee, especially regarding technology. Companies must increase employee awareness to continue to comply with the rules within the company, in this case, working hours, and the company must build a solid team to maintain the company's integrity and improve employee performance. Implications for further research are to increase the number of samples using different analyses and research methods to see the quality analysis of other research variables and add additional variables that can affect performance and soft skills.

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