

---

## Analysis Of *Training* Effectiveness In Improving Employee Performance At My Dormy Hostel Umm: Senior And Junior Employees Perspectives (Case Sub My Dormy Hostel Umm)

Nofa Suci Agustina<sup>1</sup>, R. Iqbal Robbie<sup>2</sup>, Immanuel Mu'ammal<sup>3</sup>

<sup>1,2,3</sup> Management Departement, University of Muhammadiyah Malang, Indonesia

\*Correspondence E-mail: [nofasuciagustina@gmail.com](mailto:nofasuciagustina@gmail.com)

---

Received: 2 November 2024. Approved: 15 January 2025. Published: 30 March 2025

### ABSTRACT

This study analyzes the effectiveness of *training* in improving employee performance at My Dormy Hostel UMM, considering the perspectives of both senior and junior employees. In the competitive hospitality industry, *training* plays a crucial role in enhancing productivity, work efficiency, and service quality for customers. This research adopts a qualitative approach using interviews, observations, and documentation to gather comprehensive data. The findings indicate that *on-the-job training* is more effective than theory-based *training*, as it provides hands-on experience in a real work environment. Additionally, the involvement of senior employees as mentors in *training* has proven to help junior employees adapt and understand the company's work culture. However, several challenges remain, such as the lack of a systematic evaluation of *training* effectiveness and gaps between the provided *training* materials and real work conditions. Therefore, it is recommended that My Dormy Hostel UMM develop a more structured and relevant *training* program, tailor materials to the specific needs of each employee group, and enhance post-*training* evaluation systems to ensure optimal implementation in improving employee performance.

**Keywords:** *Training Effectiveness, Employee Performance, Hospitality Industry, Senior and Junior Perspectives.*



## INTRODUCTION

In an increasingly competitive business world, improving employee performance is a crucial factor in achieving organizational success, as optimal performance not only enhances productivity but also directly impacts customer satisfaction and the company's image. In the hospitality industry, where customer service is a top priority, human resource development strategies, including *training* programs, play a vital role in ensuring high-quality service. My Dormy Hostel UMM, as an emerging accommodation business, faces challenges in evaluating and optimizing its employee *training* strategies to improve individual productivity and workplace performance. The intense competition in this industry makes employee skill development essential, as well-trained workers can deliver better, more professional, and more responsive customer service. Proper and continuous *training* enables employees not only to increase their work efficiency but also contributes to building a positive corporate image, ultimately enhancing customer satisfaction and strengthening My Dormy Hostel UMM's competitiveness in the hospitality industry (Rizq & Amalia, 2023).

Employee *training* at My Dormy Hostel UMM still faces ineffectiveness in *training* new employees, as well as weaknesses in the evaluation and human resource management systems. Even though *training* is designed as a three-month probationary program, in reality, some employees do not meet the required work standards but are still promoted to permanent positions. This indicates a misalignment between *training* outcomes and management decisions regarding recruitment and employment contracts. These issues have led to various operational problems after new employees start their jobs, such as failure to implement standard operating procedures (SOPs), lack of discipline, poor cleanliness, and unprofessional behavior. If the selection, evaluation, and supervision of *training* outcomes are not improved, the effectiveness of human resources at My Dormy Hostel UMM will decline, potentially affecting the overall organizational performance.

Research shows that *training* directly influences employee performance. Some studies confirm that *training* positively and significantly impacts employee performance (Sianulan & Fitroh, 2021)(Ikhsan et al., 2024), while others argue that *training* has no significant effect on performance (Sahputra & Daulay, 2024)(Kadek et al., 2023). The inconsistency in these findings indicates a research gap that requires further investigation. Factors such as *training* methods, relevance of *training* materials, and effectiveness of *training* implementation may contribute to this inconsistency. Since employees are the most important asset in an organization, their performance directly affects the company's overall success. Previous studies indicate that *training* tailored to employees' needs can improve job satisfaction and loyalty, reducing turnover rates (Fegade & Sharma, 2023). However, many organizations still struggle to design and implement effective *training* programs due to a lack of communication between management and employees, which can result in irrelevant *training* programs and low employee participation (Teja & Oktavio, 2020).

At My Dormy Hostel UMM, senior and junior employees have different perspectives on *training* effectiveness (Sebayang, 2022). Senior employees often focus

on leadership and managerial development, while junior employees need more practical and hands-on *training* to understand operational tasks. This distinction is crucial for designing an effective and tailored *training* program that meets the needs of different employee groups. Research has shown that well-designed *training* programs can significantly improve employee performance by enhancing motivation and productivity (Julianty & Karyaningsih, 2024). This study adopts a qualitative approach using in-depth interviews, observations, and documentation to explore senior and junior employees' perspectives on the *training* programs at My Dormy Hostel UMM. By analyzing the *training* strategies in place, this study aims to develop effective recommendations for optimizing *training* to enhance employee performance.

By considering various factors affecting employee performance, this study seeks to provide comprehensive insights and recommendations for improving *training* effectiveness. It is crucial to not only focus on the final outcomes but also to evaluate the processes and strategies used in *training*. With a more structured and relevant *training* program, My Dormy Hostel UMM can ensure that its employees acquire the necessary skills to meet industry challenges, enhance service quality, and maintain the company's competitiveness in the hospitality industry.

## **LITERATURE REVIEW**

### **The Role of *Training* in Enhancing Employee Performance**

*Training* is a strategic process in human resource development aimed at improving employees' skills, knowledge, and competencies to support their performance in the workplace (Khaeruman & Hartoko, 2021). Effective *training* focuses not only on technical aspects of the job but also on the development of soft skills, which are crucial for social interactions and teamwork. To ensure its effectiveness, companies must conduct a *training* needs analysis before designing programs that align with employees' requirements. The primary objectives of *training* are to enhance employee productivity and efficiency, strengthen teamwork, and foster a continuous learning culture in the workplace. *Training* evaluation is a crucial aspect of measuring its effectiveness in improving skills, job satisfaction, and employee loyalty to the company.

*Training* methods include classroom-based *training*, *on-the-job training*, work simulations, apprenticeships, and e-learning, which has become increasingly popular in the digital era (Rizky & Sumirat, 2024). Selecting the right *training* method can enhance learning effectiveness and accelerate employees' adaptation to their tasks. Key indicators of *training* success include knowledge and skill improvement, productivity changes, participant satisfaction, and adaptability to change (Ratnasari & Thiyarara, 2020). Additionally, employee engagement in workplace discussions and projects reflects the effectiveness of *training* in increasing participation and collaboration.

Employee performance is influenced by various factors, including *training* quality, work environment, management support, and collaboration between senior and junior employees. Employees who receive relevant *training* tend to perform better as they become more confident and competent in their roles. From the perspective of senior

employees, *training* plays a crucial role in knowledge transfer and strengthening workplace culture. Meanwhile, for junior employees, *training* is essential for adaptation and skill development. Therefore, *training* programs should be designed to meet the needs of both groups, creating a more synergistic and productive work environment.

## METHOD

### Research Subject and Location

The subjects of this study are employees of My Dormy Hostel UMM, specifically senior and junior employees. These employees were selected to provide insights into the effectiveness of *training* programs in improving performance based on their respective perspectives. This research was conducted at My Dormy Hostel UMM, located at Jl. Raya Tlogomas No.246, Babatan, Tegalondo, Kec. Lowokwaru, Kota Malang, East Java, Indonesia, which operates within the Universitas Muhammadiyah Malang (UMM) area.

### Research Design

This research is a qualitative descriptive study aimed at gaining an in-depth understanding of the implementation of *training* strategies and their impact on employee performance. This approach allows researchers to explore the experiences, perceptions, and opinions of both senior and junior employees regarding the *training* program.

### Data Collection Methods

This research uses a descriptive method with three data collection techniques as follows (Sallyuana et al., 2024):

1. **Interviews:** Conducted with five employees (three senior and two junior) to assess their experiences and perceptions regarding *training* programs.
2. **Observations:** Directly observing *training* sessions, employee engagement, and performance outcomes.
3. **Documentation:** Reviewing *training* guidelines, materials, company reports, and feedback records.

### Data Analysis Methods

According to the researcher, the collected data is suitable for analysis using the triangulation technique as follows (Alfanyur & Mariyani, 2020) :

1. **Source triangulation** - comparing perspectives from different employees.
2. **Method triangulation** - verifying findings through interviews, observations, and document analysis.
3. **Theory triangulation** - cross-checking results with existing literature and prior research

## RESULTS AND DISCUSSION

My Dormy Hostel UMM is an accommodation with a modern and functional container hotel concept. Strategically located within the Universitas Muhammadiyah Malang (UMM) area, this hostel offers facilities that cater to the needs of students, tourists, and business travelers. With a minimalist yet functional design, My Dormy Hostel UMM provides comfortable and efficient lodging services. The hostel's organizational structure consists of various divisions working together to ensure optimal

customer service. The hostel has 60 rooms of the Spectrum Double and Spectrum Double Premiere types, designed for optimal comfort. Each room is equipped with modern amenities such as air conditioning, free Wi-Fi, and regular housekeeping services. Additionally, My Dormy Hostel UMM features spacious communal areas, including a lounge, shared study spaces, laundry facilities, and 24-hour security. With a combination of a unique concept, affordable prices, and complete facilities, the hostel offers a distinctive and memorable stay experience for every guest.

Based on interviews with senior and junior employees at My Dormy Hostel UMM, it was found that the *training* programs implemented have a positive impact on improving employee performance. *Training* helps employees understand operational procedures, enhance work skills, and provide more professional service to guests (Rizq & Amalia, 2023). However, despite the *training* programs being designed to improve work quality, several challenges still need to be addressed to optimize *training* effectiveness. The study also shows a difference in experience between employees who have undergone *training* and those who have not. Employees who have completed *training* tend to have a better understanding of operational standards, more confidence in performing tasks, and greater efficiency in completing work (Kadek et al., 2023). Conversely, employees who have not received *training* often struggle to grasp work procedures and require more time to adapt to the work environment.

Furthermore, findings indicate that employees who participate in structured *training* programs are more likely to demonstrate improved time management, teamwork, and problem-solving abilities. *Training* sessions that involve role-playing and case studies help employees better understand workplace challenges and develop strategies to handle them effectively (Kadir & Maulida, 2023). Additionally, employees who undergo customer service *training* report greater satisfaction in their interactions with guests, as they feel more equipped to handle complaints and inquiries professionally. Another significant finding is that employees who receive continuous *training*, rather than a one-time session, exhibit higher motivation and engagement in their roles. Continuous learning opportunities, such as refresher courses and workshops, enable employees to stay updated with the latest industry trends and best practices (Ikhsan et al., 2024). This, in turn, leads to increased job satisfaction and a sense of career progression within the company.

Interviews with employees also revealed that those who have access to mentorship programs as part of their *training* experience a smoother transition into their roles. Mentorship allows new employees to learn directly from experienced staff, reducing the learning curve and improving overall performance (Sahputra & Daulay, 2024). Senior employees who take on mentoring roles also report feeling a greater sense of responsibility and leadership development, which further benefits the organization (Holy et al., 2023). Moreover, the research highlights that *training* programs focusing on interpersonal skills are equally as important as technical *training*. Employees who receive *training* in communication, teamwork, and conflict resolution tend to work more collaboratively and efficiently with their colleagues (Teja & Oktavio, 2020). This fosters

a positive work environment and reduces workplace conflicts, contributing to a more harmonious and productive organizational culture.

Additionally, the study found that employees who are given the opportunity to provide feedback on *training* programs feel more valued and engaged. Companies that actively seek employee input and adjust *training* content accordingly are more successful in delivering relevant and effective *training*. Employees appreciate when *training* is tailored to their specific job roles and feel more motivated to apply the skills learned in their daily work (Swastika & Rian Sastrawan, 2023). The research findings indicate that *on-the-job training* is the most effective method compared to theory-based *training*. Employees feel more engaged and can better understand the material through hands-on practice in the field. The involvement of senior employees as mentors also plays a crucial role in helping junior employees adapt to the company's work culture (Sahputra & Daulay, 2024).

Although practice-based *training* methods are more effective, there is a gap between *training* materials and actual work conditions. Some employees expressed that the theories taught in *training* are sometimes difficult to apply in real-world situations (Teja & Oktavio, 2020). Therefore, a more adaptive approach is needed in designing *training* programs to align more closely with actual field requirements. Furthermore, employees who participated in technology-based *training* such as e-learning reported that this method was less effective than direct *training* due to a lack of interaction and practical engagement in learning sessions. One of the main challenges in *training* at My Dormy Hostel UMM is the lack of a systematic post-*training* evaluation (Ratnasari & Thiyarara, 2020). Currently, *training* evaluations are limited to participant satisfaction surveys, without an in-depth mechanism to assess the long-term effectiveness of the *training*. Therefore, a more structured evaluation system is required to ensure that *training* results are applied in daily work (Julianty & Karyaningsih, 2024). Other challenges identified in this study include:

1. Mismatch between *training* materials and actual work conditions.
2. Lack of employee motivation in attending *training* due to unengaging methods.
3. High work pressure, making it difficult for employees to apply *training* results optimally.
4. Lack of post-*training* follow-up, causing some materials not to be implemented in work.
5. Limited *training* time, which often results in rushed and less in-depth *training* sessions.

To address these challenges, My Dormy Hostel UMM management needs to develop a more flexible *training* system accessible to all employees without disrupting daily operations (Amin et al., 2024). This study also found differences in *training* needs between senior and junior employees.

1. Senior employees require *training* focused on leadership, managerial strategies, and team management.
2. Junior employees need more technical and hands-on *training* to support their operational work, such as customer service skills, room maintenance, and time management.

A mentoring approach involving senior employees guiding juniors has proven effective in accelerating the adaptation process for new employees. Seniors with extensive experience can share insights on handling workplace challenges, allowing junior employees to develop more quickly (Ketut Dewi Widhiastuti et al., 2023). Based on the research findings, several strategies can be implemented by My Dormy Hostel UMM to enhance *training* effectiveness, including:

1. Developing a more relevant *training* curriculum, aligning *training* materials with real work conditions and employee needs based on experience level.
2. Enhancing mentoring and coaching roles, ensuring knowledge transfer from senior to junior employees is more effective.
3. Conducting systematic post-*training* evaluations, ensuring that *training* materials are applied in daily work.
4. Providing adequate facilities and resources, supporting *training* effectiveness and ensuring that all employees benefit from the program.
5. Utilizing digital technology, such as more interactive e-learning modules and video-based simulations to enhance learning effectiveness.
6. Scheduling more flexible *training* sessions, to avoid disrupting employees' main working hours and allow them to learn without pressure.

By implementing these strategies, My Dormy Hostel UMM can ensure that the *training* provided not only improves individual skills but also contributes to overall organizational performance. With a more adaptive and employee-centered approach, the company can create a more competent, productive workforce with strong loyalty to the organization.

## **CONCLUSIONS**

This study examines the effectiveness of *training* in enhancing employee performance at My Dormy Hostel UMM by analyzing the perspectives of both senior and junior employees. The findings highlight that *training* significantly improves technical skills, operational understanding, and work efficiency. *On-the-job training* and mentoring, where senior employees guide juniors, are found to be the most effective methods, facilitating real-world learning and faster adaptation. However, challenges such as the misalignment between *training* content and actual job conditions, as well as the lack of systematic evaluation, need to be addressed. The study also identifies differing *training* needs, with senior employees requiring leadership and managerial *training*, while junior employees benefit more from practical, job-specific *training*. To maximize effectiveness, a more tailored *training* approach, improved mentoring systems, and better post-*training* evaluations are recommended. Overall, while *training* at My Dormy Hostel UMM has positively impacted employee performance, further improvements can enhance its contribution to both individual and organizational growth.

## BIBLIOGRAPHY

- Alfansyur, A., & Mariyani. (2020). Seni Mengelola Data : Penerapan Triangulasi Teknik , Sumber Dan Waktu pada Penelitian Pendidikan Sosial. *Historis*, 5(2), 146–150.
- Amin, G., Akob, R. A., Wahyuddin, N. R., & Hermansyah, H. S. (2024). *Strategi Peningkatan Kinerja Karyawan melalui Manajemen SDM di Hotel Tri Murti Kabupaten Sidrap "*. 4, 16719–16727.
- Fegade, T., & Sharma, P. (2023). Exploring the Impact of Employee Training and Development on Organizational Efficiency and Effectiveness-A Systematic Literature Review. *IOSR Journal of Business and Management (IOSR-JBM)*, 25(4), 56–63. <https://doi.org/10.9790/487X-2504015663>
- Holy, I., Haedar, H., & Dewi, S. R. (2023). Pengaruh Pelatihan Dan Pengembangan Karyawan Terhadap Produktivitas Kerja Karyawan. *Jesya*, 6(2), 1761–1771. <https://doi.org/10.36778/jesya.v6i2.1134>
- Ikhsan, M. N., Machmud, S., Manik, E., & Danasasmitha, W. M. (2024). Influence of Motivation and Work Environment on Employee Performance. *Acman: Accounting and Management Journal*, 4(1), 10–19. <https://doi.org/10.55208/aj.v4i1.127>
- Julianty, A. P., & Karyaningsih, K. (2024). Penerapan Pelatihan dan Kerjasama Tim Dalam Kinerja Pegawai (Studi Kasus Pada BKPSDM Kabupaten Karawang). *Journal of Economic, Management, Accounting and Technology*, 7(1), 40–53. <https://doi.org/10.32500/jematech.v7i1.5466>
- Kadek, N., Widhyanti, S., Ekasani, K. A., Ayu, I. G., & Dewi, M. (2023). *Pengaruh Pelatihan dan Motivasi Terhadap Kinerja Karyawan Hotel The Effect of Training and Motivation on Hotel Employee Performance*. 02(10), 2253–2269.
- Kadir, A., & Maulida, N. (2023). Peran Training Dan Coaching Dalam Pengembangan Kinerja Karyawan Perusahaan Padat Karya. *At-Tadbir: jurnal ilmiah manajemen*, 7(1), 94. <https://doi.org/10.31602/atd.v7i1.10009>
- Ketut Dewi Widhiastuti, N., Nyoman Gede Astina, I., & Wayan Mega Sari Apri Yani, N. (2023). The Effect of Leadership and Training on Employee Performance. *Jurnal Pariwisata dan Bisnis*, 02(4), 1000–1013. <https://doi.org/10.22334/paris.v2i4.394>
- Khaeruman, K., & Hartoko, G. (2021). Pelaksanaan Training Dalam Meningkatkan Kinerja Karyawan. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 7(2), 91. <https://doi.org/10.35906/jurman.v7i2.931>
- Ratnasari, S. L., & Thiyarara, O. A. (2020). Pengaruh Hard Skill, Soft Skill, Dan Pelatihan Terhadap Produktivitas Pegawai Peserta Pelatihan. *Jurnal BENING*, 7(2), 1–12.
- Rizky, M. C., & Sumirat, O. (2024). *Pengaruh Pelatihan Soft skill dan Hard skill Terhadap Kinerja Karyawan di Hotel Bayu Hill Aceh Tengah*. 1(2), 66–70.
- Rizq, H. M., & Amalia, A. (2023). YUME : Journal of Management Analisis Peran Pelatihan dan Pengembangan Sumber Daya Manusia Untuk Meningkatkan Kinerja Pegawai di Tadika Al Fikh Orchard Hq. *YUME : Journal of Management*, 6(2), 254–260. <https://journal.stieamkop.ac.id/index.php/yume/article/view/5837%0Ahttps://journal.stieamkop.ac.id/index.php/yume/article/download/5837/3891>
- Sahputra, M., & Daulay, S. (2024). *Pengaruh Pengembangan Dan Pelatihan Pada Kinerja Karyawan*. 6(3), 47–51.
- Salliyuana, C., Hidayat, M. R., Damrus, & Muzakir. (2024). Employee Engagement, Beban Kerja, dan Kepuasan Kerja terhadap Kinerja Karyawan. *Jurnal Alwatzikhoebillah : Kajian Islam, Pendidikan, Ekonomi, Humaniora*, 10(1), 159–172. <https://doi.org/10.37567/alwatzikhoebillah.v10i1.2487>
- Sebayang, Y. B. (2022). Pengaruh Pelatihan Kerja Terhadap Kinerja Karyawan di Food and Beverage Department Pada the Hill Hotel & Resort. *SKYLANDSEA PROFESIONAL Jurnal Ekonomi, Bisnis dan Teknologi*, 2(1), 55–62.
- Sianulan, J. H., & Fitroh, F. G. (2021). Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Bringin Gigantara. *Jurnal Perspektif Manajerial dan Kewirausahaan (JPMK)*, 2(1), 65–75. <https://jurnal.undira.ac.id/index.php/jpmk/article/view/102>
- Swastika, H., & Rian Sastrawan, I. K. B. (2023). Hubungan Pelatihan Dengan Kinerja Karyawan Pada Hotel Adi Assri Beach Resort & Spa. *Pramana: Jurnal Hasil Penelitian*, 3(1), 29. <https://doi.org/10.55115/jp.v3i1.3465>



**Analysis Of Training Effectiveness In Improving Employee Performance At My Dormy Hostel Umm: Senior And Junior Employees Perspectives (Case Sub My Dormy Hostel Umm); Nofa Suci Agustina, R. Iqbal Robbie, Immanuel Mu'ammal**

---

Teja, V. Y., & Oktavio, A. (2020). Pelatihan Dan Pengembangan Karir Serta Pengaruhnya Terhadap Peningkatan Kinerja Karyawan the St. Regis Bali Resort. *Jurnal Manajemen Perhotelan*, 5(2), 102–108. <https://doi.org/10.9744/jmp.5.2.102-108>