

## **Evaluation of the Leadership Management Training Program Based on Kirkpatrick's Model of Lecturer Performance at Tangerang Raya University**

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### **Abstract**

Determining employee potential to support training and career development as well as positions in human resources is not easy. One way to evaluate is that Kirkpatrick's model influences performance effectiveness, as well as the effectiveness of the training programs that have been implemented. The aim is to find out leadership management training for Higher Education Lecturers. The population in this study were participants in leadership management training at the University of Tangerang Raya. Use of data based on primary data (questionnaire). The sampling technique used is non-probability sampling using the proportional random sampling method. With the number of research samples, there were 35 lecturers at the University of Tangerang Raya located in Tigaraksa. The dependent variable is performance. The independent variables are Kirkpatrick's attributes: reaction, learning, behavior, and result. This study provides recommendations for evaluating leadership management training using the cryptic method affecting performance, explaining that there is no training carried out in leadership management training activities that do not affect HR performance in the University of Tangerang Raya. Follow-up research conducts training according to competency standards that are following the needs of Lecturer HR.

**Keywords:** Training, Performance, HR, Kirkpatrick; Lecturer.

### **1. Introduction**

The need for increased insight for Lecturers in developing self-quality, especially in the field of education. Mustapha et. al. (2021) discuss the training system, which is making major changes, especially regarding the teaching system and learning system, which should be offline

to online (online). One of them is holding training for lecturers at the University of Tangerang Raya, especially lecturers who teach within the University. Training on soft skills (internal abilities) needs to be carried out to develop the quality of lecturers.

Training or training in the form of offline and online as in this research on the effectiveness of e-learning, in the form of This e-training study, recommending assessments needed before training, pre-training activities to gain skills in using learning management systems, and monitoring and evaluation after training. (Dwikunaningsih et al, 2022: 1).

The implementation of the training must be following the direction and planning based on the objectives of developing the University's human resources. The system that is implemented, namely the training and development program for lecturers regarding learning, must be adjusted to the wishes of lecturers and universities. The importance of training conducted in the work environment has been discussed by Kucherov & Manokhina (2017) in Russia that the aim of conducting evaluations in training in manufacturing companies in Russia is that evaluation of training is the main thing to understand problems in activities that occur based on the Kirkpatrick Model which focuses on reaction rate. Kirkpatrick's model is a form of program evaluation that uses four levels developed by Donald Kirkpatrick. C, then an evaluation instrument is arranged based on the table: Kirkpatrick Four Level Evaluation Instrument (Dalimunthe, 2022: 369). In research he also said. Evaluation of the apprenticeship program uses Kirkpatrick's four-level evaluation model which is more responsive in assessing the development of abilities and challenges faced by students during the apprenticeship program.

Kirkpatrick's model assesses the effectiveness of the training program at four levels: (1) the trainee's response to the training experience (including the training experience); (2) student learning outcomes and increased knowledge, skills, and attitudes towards the presence experience (how much the participants learn the content after the training). This level is usually measured using a pretest and posttest; (3) behavior change and student improvement (whether learning transfers into workplace practice); and (4) results (final impact of the training). (Keydari et.al, 2019)

Papa et al. (2022) conducted research in Ghana which discussed the reluctance of participants to conduct training, especially employees. As a result, the attention paid by the parties studied how to conduct training so that it can be evaluated. Any weaknesses regarding the training program carried out should be an evaluation for further activities. The amount of reluctance when conducting training must be encouraged by the company. The importance of employee training programs is to evaluate training effectiveness. Each individual gets information about how it is implemented regarding the impact of the training program as well as useful values for evaluation (Mohanty et al., 2019). The purpose of this research is (1) to provide quantitative evidence of the need to conduct leadership training, especially for the Lecturer environment at the University of Tangerang Raya, (2) to explain the results of the training carried out so that it is effective so that it can be compared with other studies. The research contributions are (1) providing information on the need for an effective leadership (training) program using the Kirkpatrick model, and (2) providing differences and comparisons of leadership programs conducted at the University of Tangerang Raya, especially if a follow-up program is held.

## **2. Theoretical Review**

### **2.1. Leadership Management**

Hac & Veli (2021) in Turkey explains that leadership is needed in an organization. The results explain that leadership has a significant influence on the implementation of activities in creating knowledge for individuals. In addition, the implementation of good management has

a good impact on organizational conditions that are more effective. This is also reinforced by Kim & Beehr (2017) that a quality leader must be able to carry out behavior by influencing self-efficacy (self-confidence) and having a psychological impact on those around him, and being able to give his abilities in the group participation so that he is more responsible. Optimal leadership as an effective decision making in its implementation.

## 2.2. Kirkpatrick's model

Evaluation of the model in training using 4 levels in the model. Based on the results regarding training, it is measured from 4 levels, namely reactions, implementation, matters related to behavior, and results applied (Kirkpatrick and Kirkpatrick, 2006). Alsalamah & Callinan's previous research (2022) regarding the evaluation of the Kirkpatrick model 1959-2020 stated that the Kirkpatrick model has future benefits and can be applied in various aspects.

Kirkpatrick, D., L. & Kirkpatrick J., D. (2006) put forward three specific reasons for evaluating training programs, namely: to justify the existence of a training budget by showing how the training program contributes to organizational goals and objectives; to determine whether a training program is continued or not, and to obtain information on how to improve future training programs. This model can be used in the development of specific activities such as evaluation in training related to systemized computerization, business development, and the social world.

In this evaluation, the instructor's ability level is highly prioritized. Evaluation research shows that (1) at the facility, the level of satisfaction is in the 'very satisfying' category (77.01%); (2) the instructor's level of satisfaction is in the 'very satisfying' category (82.76%); (3) on a scheduled basis, the level of satisfaction is in the 'satisfying' category (50.57%); (4) materially the level of satisfaction is in the very satisfying category (89.66%); and (5) students' teaching ability. The increase is in (Dewi and Kartowagiran 2018. P.155.).

Kirkpatrick's model appears to be powerful because of its simplicity and capacity to help individuals to understand the concept of training evaluation, besides that the success of training is associated with four factors; practical orientation, environmental training, the role of the trainer, and the usefulness of the training. (Sahni, 2020. P.1227-1233). The Kirkpatrick Model website (kirkpatrickpartners.com) reveals that the Kirkpatrick Model is the Standard for Leveraging and Validating Talent™ Investments. It has been developed through more than six decades of application by learning and development professionals worldwide so you can trust its effectiveness.



Figure 1: Measurement Model Based on Kirkpatrick  
(Source: Alsalamah & Callinan., 2022)

Figure 1 explains in detail the evaluation model based on 4 levels where each level based on this evaluation model is related to one another. 4 levels in evaluation activities (1) Level 1 (Reaction) is an evaluation based on measurements of how participants have reactions according to activities that have been followed, or related to how participant satisfaction is (customer satisfaction), this is following Alsalamah & Callinan (2022 ) so that hypothesis 1:

- a. H1: Reaction has an effect on lecturer performance at the University of Tangerang Raya. (2) Alsalamah & Callinan (2022) also discusses Level 2 (Learning), which provides an evaluation by measuring the learning process based on training using

transfer of learning activities. This level 2 evaluation has the aim of measuring the learning outcomes of the participants, for example, there is a change in attitude, there are developments regarding knowledge/increasing improvements in carrying out maximum skills; so hypothesis 2:

- b. H2: Learning has an effect on lecturer performance at the University of Tangerang Raya. (3) Level 3 (Behavior) based on Alsalamah & Callinan (2022), namely conducting evaluations to see changes in behavior that occur after the parties, namely participants, have finished training. So hypothesis 3 is:
- c. H3: Behavior influences the performance of lecturers at the University of Tangerang Raya. (4) Level 4 (Results), which is to evaluate the results after everything has been completed. The final results consist of measurements of productivity or performance, increasing quality, reducing and decreasing costs, decreasing levels of reducing work accidents, making improvements in the sales process, reducing employee turnover, and others depending on the situation and conditions. what happened according to Alsalamah & Callinan (2022). So hypothesis 4 is:
- d. H4: Results have an effect on lecturer performance at the University of Tangerang Raya. The training program is an activity that must be carried out in a system and learning in companies/organizations. Prieto, R. G. (2021) in Spain conducted research regarding the evaluation of police training programs in the European Union region regarding activities based on a Likert scale about satisfaction with the training carried out. The result of the research is that there is evidence of quite an increase in performance regarding activities that have been carried out in training. Dixit & Sinha (2022) conducted research in India using techniques that were effective in conducting training. The result is that the investigation provides disclosures about the need for effectiveness and efficiency regarding appropriate techniques in conducting training that correlate so that skills and knowledge increase optimally in work organizations. Training programs need to be carried out in every organization in developing the performance of existing employees.

### **3. Research Methods**

The research used a quantitative model, namely a survey of 35 lecturers at the University of Tangerang Raya in September 2022 (COVID-19 period). The total of all research observations is 35 people x 5 research variables = 175 observations. The research time is 1 week, namely September 14-20 2022. The sample used is a purposive sampling method. Lecturers are measured based on filling out a questionnaire based on a Likert scale (5 = Strongly Agree and 1 = Strongly Disagree). Measurement based on multiple linear regression method. Research using Stata. Primary data using a questionnaire. This data uses questionnaire data and uses previous research. The reasons for using statistical analysis using linear regression are (1) to explain the relationship between the independent (independent) and dependent (dependent) variables in more detail, (2) to explain the linear regression model in more specific and detailed ways, (3) to prove the value of research using the regression model which can be measured.

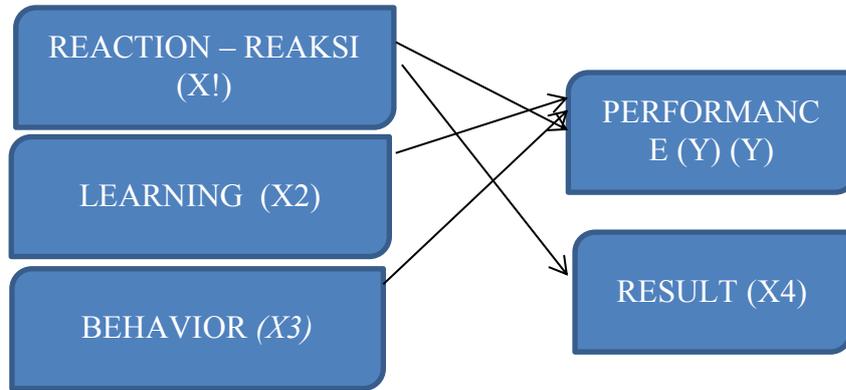
#### **3.1. Research Measurement**

Research based on primary data using quantitative methods uses questions based on the Kirkpatrick Model (2006) with 4 levels, namely level 1 (reaction), level 2 (learning), level 3 (behavior), and level 4 (results). The dependent variable is performance (Y) and the

independent variables are Reaction (X1), Learning (X2), Behavior (X3), and Result (X4). Measurement based on simple linear regression. So that:

**3.2. Research Model**

$$Y_{it} = \alpha_{it} + \beta_1 X1_{it} + \beta_2 X2_{it} + \beta_3 X3_{it} + \beta_4 X4_{it} + \epsilon_{it} \dots \dots \dots (1)$$



**4. Results and Discussion**

Based on the number of respondents 35 people, it can be described through the table:

Table 1 (appendix) explains the number of observations of 15 people (men) and 20 people (women), bringing the total to 35 people. This respondent explained that there were fewer female respondents than male respondents. The percentage results are 57.1428571% (male) and 42.8571429% (female).

Table 2 (attachment) explains that the age of respondents for lecturers at the University of Tangerang Raya is at most 25-35, namely 25 people and the least is <25 years, 1 person. The gender of the most men is 20 people and women 15 people.

Table 3 (descriptive statistics) explains the observations of 35 people. The highest is 5 based on the average Likert scale and the lowest is 3.75. The average score is around the range of 4.4-4.7. This explains the Likert scale which is answered is quite balanced.

Table 1. Regression Results

Variable	Coef	t	P>t	Hypothesis
X1	-.0873781	-0.32	0.753	Rejected
X2	.1224882	0.41	0.684	Rejected
X3	-.0841881	-0.33	0.741	Rejected
X4	.2772277	0.79	0.433	Rejected
_cons	3.391754	1.41	0.170	

(Source: Data proceeded – Stata Ver.14)

Table 4 explains the regression results from the study, namely that all hypotheses were rejected (H1, H2, H3, and H4) because the value was > 0.05. This is different from previous research, namely Alsalamah & Callinan (2022) that the Kirkpatrick model does not affect employee performance. These results explain that employee performance is influenced by reaction, learning, behavior, and result. Whether or not there is training regarding leadership provided by the University to Lecturers does not have a significant effect. This could be because leadership training can be studied both online and offline as well as in other media so

that there is no effect on performance, meaning that the implementation of this training can at least provide insight to lecturers even though it has no significant effect.

Table 2. VIF

Variable	VIF
X3	1.27
X2	1.27
X4	1.01
X1	1.01
Mean	1.14

Table 2 describes the VIFs. The VIF value is 1.14 which is below 10 which means that this study is free from multicollinearity. The highest VIF value is X3 at 1.27 and the lowest is X1 at 1.01.

## 5. Conclusion

This study provides evidence that the existence of leadership management training based on the Kirkpatrick model on the performance of lecturers at the University of Tangerang Raya does not affect the quality and performance of lecturers. The implementation of effective training can be understood in detail by the Lecturer to the Students. The Kirkpatrick model explains that socialization regarding learning training is easy to understand, by participating in activities or not, lecturers still understand leadership management training activities, especially at the University of Tangerang Raya. Research limitations (1) the number of individuals is limited to 35 people, (2) the research locations are limited to only 1 university. Future studies can use additional, more samples, and more individuals so that the sample measurements are even wider.

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