

Implementation of Off The Job and On The Job Training in Human Resource Planning and Development

Mardiana Putri Oktavia¹⁾, Wenny Desty Febrian²⁾, Lingga Yuliana³⁾

¹⁾ Universitas Dian Nusantara

Email: 111212203@mahasiswa.undira.ac.id

²⁾ Universitas Dian Nusantara

Email: wenny.desty.febrian@undira.ac.id

³⁾ Universitas Paramadina

Email: lingga.yuliana@paramadina.ac.id

Abstract: *The purpose of this study is to identify Off the Job and On The Job Training methods and their implementation in Human Resource Planning and Development with a case study of Multi Solusi Toolsindo Company. Qualitative descriptive is used in this study. Using primary data with interview methods, involving employees working at PT Multi Solusi Toolsindo. The results of the study indicate that the implementation of Off The Job and On The Job Training can improve employee performance in terms of adjusting to digitalization needs, increasing technological competence, productivity showing a better direction, increasing operational efficiency and increasing adaptability. Managerial implementation in this study is that companies need to be adaptive in providing training to both old and new employees. This aims for employees to gain insight that is in accordance with the working conditions they are carrying out. So that errors that occur can be minimized and prevent losses for the company.*

Keywords:

Off the job training, On the Job Training, Human Resources

INTRODUCTION

Human resources are an important factor that determines the success of an organization (Ega et al., 2025). Human resources have an element of organizational competitive strength and are also the main determinant of the organization in improving its products or services to consumers (Nazara & Yuliana, 2024). Therefore, human resources must have qualified competence and optimal performance (Rosinta & Yuliana, 2024). With that, human resource management requires planning and development so that superior and quality human resources can be achieved (Melani & Yuliana, 2024). As a builder of the organization's image, human resources are required to be professional (Oktafianto et al., 2024; Takih & Yuliana, 2025). To meet these demands, systematic efforts are needed to be able to work optimally by providing the best service (Riyanto & Yuliana, 2024). This can be achieved by increasing knowledge, skills, and expertise through human resource planning and development programs (Juliani & Yuliana, 2025).

Human resource planning and development must be carried out with a strategic approach that is in line with the vision and mission of the organization (Astri et al., 2024; Fayyaz et al., 2025). The first step that needs to be taken is to identify employee competency needs based on job analysis and future organizational targets (Palmucci et al., 2025). This aims to ensure that each individual has a clear role in supporting the success of the organization. Because in reality, in the world of work there are many workers who can be called "corporate slaves" which is defined as a worker who works far from balance in time, amount of workload, or salary that does not match what he does or overload. For that, identifying important needs so that workers get a balanced job according to their salary and specifications (Ambiyah et al., 2024; Lin & Meng, 2024).

Once competency needs are identified, organizations need to design an integrated training and development program (Sibicky et al., 2024). This program can include technical training to enhance specific skills, leadership training to prepare future leaders, and soft skills development such as communication, collaboration, and adaptability to change. In addition, it is important for organizations to encourage continuous learning through mentoring, e-learning, or off-the-job training, so that employees can continue to update their knowledge and skills according to industry dynamics. Equally important, employee performance evaluations must be conducted periodically to measure the effectiveness of the development program (Khoiroh et al., 2023; Justiana & Yuliana, 2024). This evaluation not only serves to assess individual success, but also to provide feedback to the organization on aspects that need to be improved in human resource management (Saputri et al., 2024; Thybah et al., 2024). Thus, the organization can create a work environment that supports employee professional growth while increasing competitiveness in the market (Saputri et al., 2024; Utoyo et al., 2023).

Ultimately, effective human resource management not only benefits the organization but also creates employees who are satisfied, motivated, and proud to be part of the organization. The purpose of this study is to identify Off the Job and On The Job Training methods and their implementation in Human Resource Planning and Development with a case study of Multi Solusi Toolsindo Company.

RESEARCH METHODS

In this study, the author uses a qualitative approach with a descriptive research method. Tarisca et al., (2024); Bali & Yuliana (2024) and Fadzillah et al., (2025) in Yuliana (2024) define qualitative research as research that is descriptive in nature and often uses analysis. This qualitative descriptive research relies on observations and interviews in collecting data in the field (Salmat & Yuliana, 2024; Wati et al., 2024; Yuliana, 2023). Descriptive research is a research method that aims to describe the characteristics of a phenomenon or population systematically, without changing or manipulating existing variables (Alfian et al., 2024; Serick et al., 2021; Rafdi et al., 2024). The descriptive method is used to systematically describe the data collected on HR training and development policies trying to make generalized conclusions. Primary data was collected through interviews and direct observation of employees and management.

RESULTS AND DISCUSSION

Multi Solusi Toolsindo is a Company engaged in the trading of engineering tools with 40 employees consisting of administration, warehouse, marketing, and operational teams. With a sales system using an internal system using manual delivery notes, and using e-commerce such as Shopee, Tokopedia, Lazada, and Tiktok. The following is a summary of the HR planning and development process at Multi Solusi Toolsindo Company, as follows:

In the Initial Conditions (Before the HR Development Program) that occurred, firstly, the high workload of the administration team because it only consisted of two people managing thousands of monthly orders. Secondly, the manual operational system resulted in many errors in invoicing and order tracking. Thirdly, there was no special training program for new employees. The orientation process was only a short mentoring from senior employees. Finally, performance evaluations were conducted informally without clear indicators.

Based on the above conditions, the actions taken are related to HR planning and development. First, conducting an HR Needs analysis. This is done by mapping employee needs based on the volume of work and the competencies required in each division. The action is to add 2 new admin employees to manage the e-commerce platform, as well as the separation of duties between the administration and customer service sections to lighten the workload.

The company started implementing technology. This implementation is running slowly with the implementation of Accurate Online for automation of order management and invoice creation. This system reduces errors by 40% and speeds up the administration process by 30%. Because with the management of orders in an automated system, making delivery notes, sales invoices, incoming orders, managing stock and others becomes easier and of course minimizes errors with a system that is integrated with prices and automatic addition and stock of goods. The following is a view of Accurate Online after implementing the training.



Figure 1. Accurate Online Sales Invoice
Sources : Multi Solusi Toolsindo Company (2024)

The Training and Development Program provided by the company is in the form of technical training on the use of Accurate Online and the Customer Relationship Management system. In addition, the company also provides workshops on effective communication for customer service teams. This workshop is attended by admin employees through online gmeet/zoom, and there are also offline workshops. Soft skills training such as time management and teamwork for all employees is also provided to support performance. This training also provides evaluation and monitoring by implementing the Key Performance Indicator system to assess the performance of each division. Evaluations are also carried out every 12 months with feedback sessions for employees.

This training provides results and benefits not only for the company but also for employees including increased productivity where order completion time is reduced from 2 days to 1 day. A decrease in customer complaint rates by 25% when viewed from store performance that can be monitored through the seller center marketplace. Second, the level of efficiency is improving. In terms of workload, it has become more balanced after the addition of employees and automation. The problem of work overload on the administration team has decreased. Third, with more efficient operations, the company is able to increase service capacity by up to 15%. Of course, with the automatic chat reply feature using AI Technology which greatly helps admin work.

The results of HR planning and development at Multi Solusi Toolsindo Company that are relevant to the reality of the world of work in the online shop and e-commerce sector are the creation of HR that is able to meet the needs of the organization with a strategic approach and oriented towards efficiency and productivity. In the context of e-commerce, these results include first, adjustments to digitalization needs. HR planning ensures that the number of workers is in accordance with operational needs, such as digital platform management, online customer service, and digital marketing. The implementation that occurs is by adding 1 more admin for platform management work to make it more efficient. With the addition of workers, the work will automatically be divided more evenly, and the result will be that no workers feel overloaded with work and in accordance with their respective job

descriptions. Second, increasing technological competence. HR development through technical training helps employees understand the use of the latest technology, such as order management systems, customer data analytics, and automation. The implementation that occurs includes the use of the Accurate Online system that has been automated so that in the process of creating sales invoices there is no need to do it manually.

Third, productivity is showing a better direction. With strategic planning, tasks can be distributed optimally, reducing the risk of overload on certain employees. This improves the quality and speed of service. With the addition of employees, the efficiency and speed of work will also increase because each employee focuses on their respective tasks, minimizing errors. Fourth, increased operational efficiency. The use of relevant training methods, both on-the-job and off-the-job, helps employees adapt to the dynamic rhythm of e-commerce work, for example when facing a spike in orders on certain days. Thanks to HR planning and development, employees can manage problems that occur in e-commerce and understand the situation, thereby minimizing delays in orders or violations committed by system use. Finally, increased adaptability. With systematically planned steps, employees are better prepared to face challenges in the e-commerce industry, such as changing market trends, rapidly changing consumer demand, and evolving technology. Through an integrated approach to HR planning and development, Multi Solusi Toolsindo Company can create a competent and adaptive workforce, supporting the company's competitiveness in the highly competitive e-commerce market.

CONCLUSION

Based on the results and discussion above, it can be concluded that the implementation of Off The Job and On The Job Training can improve employee performance in terms of adjusting to digitalization needs, increasing technological competence, productivity showing a better direction, increasing operational efficiency and increasing adaptability. Managerial implementation in this study is that companies need to be adaptive in providing training to both old and new employees. This aims for employees to gain insight that is in accordance with the working conditions they are carrying out. So that errors that occur can be minimized and prevent losses for the company. This study has limitations because it focuses on training, both off the job training and on the job training. Suggestions for further research are to conduct research related to the implementation of employee happiness and job satisfaction.

REFERENCES

- Afrianda, R. E., & Yuliana, L. (2025). Evaluation Situation Source Power Humans Understand Powers And Challenges. *Multidisipliner Knowledge*, 3(1), Article 1.
- Alfian, R., Nugroho, W. F., & Yuliana, L. (2024). Analysis of Brand Awareness, Brand Loyalty and Brand Reputation on Purchase Decisions. *Jurnal Bisnis dan Manajemen*, 11(1), 63-74.
- Ambiyah, D., Putri, M. I., & Yuliana, L. (2024). Analisis Reputasi Merek terhadap Keputusan Pembelian pada Merek iPhone. *Indo-Fintech Intellectuals: Journal of Economics and Business*, 4(5), 1723-1737.

- Astri, A. K., Masyuhur, A. K., & Yuliana, L. (2024). Analisis Kesadaran Merek terhadap Keputusan Pembelian pada Merek Somethinc. *Indo-Fintech Intellectuals: Journal of Economics and Business*, 4(5), 1710-1722.
- Athaullah, F. A., Yuliana, L., Kurniawan, A. A., Muftikhali, Q. E., Pranata, D., Manalu, C. F. D., ... & Alfian, R. (2025). Implementasi Design Thinking Dalam Pengembangan Sistem E-Koperasi Di SMK Kosgoro bogor. *Subserve: Community Service and Empowerment Journal*, 3(1), 63-68.
- Bali, K., & Yuliana, L. (2024). Pengaruh Periodisasi Terhadap Kualitas Pelayanan Kenaikan Pangkat Pegawai Negeri Sipil. *MASMAN: Master Manajemen*, 2(4), 71-79.
- Ega, T. N., Febrian, W. D., & Yuliana, L. (2025). Implementation of Off The Job Training in Asisi Senior High School Environment. *Multidisipliner Knowledge*, 3(1), 1-10.
- Fadhillah, R., Yuliana, L., & Perkasa, D. H. (2024). Pengaruh Pembangunan Pusat Jajanan Desa (Pujadesa) Terhadap Pengembangan UMKM Di Desa Air Mesu. *Multidisipliner Knowledge*, 2(2).
- Fadzillah, M. R., Yuliana, L., & Perkasa, D. H. (2025). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Sekolah Dasar (SD) Plus Al Huda. *Multidisipliner Knowledge*, 3(1), Article 1.
- Fatharani, N. A., & Yuliana, L. (2024). Analisis Strategi Marketing 4c Pada Bogor Permai Bakery. *Jurnal Bina Bangsa Ekonomika*, 17(1), 830-839.
- Fauzan, R., Priantono, T. D., & Yuliana, L. (2023a). Pengaruh Brand Familiarity Dan Perceived Quality Terhadap Brand Credibility. *Jurnal Cahaya Mandalika ISSN 2721-4796 (Online)*, 4(2), 844-855. <https://doi.org/10.36312/jcm.v4i2.1995>
- Fayyaz, A., Liu, C., Xu, Y., & Ramzan, S. (2025). Effects of green human resource management, internal environmental management and developmental culture between lean six sigma and operational performance. *International Journal of Lean Six Sigma*, 16(1), 109-140.
- Firdaus, A. Y. A., & Yuliana, L. (2024). Pengaruh Reputasi Merek dan Kesadaran Merek Terhadap Keputusan Pembelian Produk Air Minum NU Berkah. *Mutiara: Jurnal Penelitian dan Karya Ilmiah*, 2(6), 84-98.
- Hamdani, R., & Yuliana, L. (2024). The Impact of Brand Credibility on The Brand Reputation of Teh Botol Sosro Brand. *Journal of Applied Business Administration*, 8(1), 110-117.
- Jasmine, C. P. A., Yuliana, L., Amanta, N. A.-Z., Muftikhali, Q. E., Luthfiyah, L., Rahmatika, A., Yosya, S. B., & Novyta, N. (2025). Inovasi Casing Smartphone Dengan Teknologi NFC. *SUBSERVE: Community Service and Empowerment Journal*, 3(1), Article 1.
- Juliani, S., & Yuliana, L. (2025). Analysis Of Job Training Case Study Of Gibbs Technology Company. *Multidisipliner Knowledge*, 3(1), Article 1.
- Justiana, S., & Yuliana, L. (2024). Pengaruh Viral Marketing Terhadap Minat Beli Produk Mother Of Pearl. *Jurnal Bina Bangsa Ekonomika*, 17(1), 150-158.
- Khoiroh, A., Elvira, D., & Yuliana, L. (2023). Pengaruh Brand Signature Dan Brand Logo Terhadap Brand Reputation. *Jurnal Bina Bangsa Ekonomika*, 16(2), 629-638.

- Lin, X., & Meng, L. (2024). Why do employees craft their jobs: a qualitative analysis of job crafting motives from actor and observer perspectives. *Journal of Managerial Psychology*, 39(2), 162-184.
- Marianti, S., Dharma, T. A., & Yuliana, L. (2023). Pengaruh Brand Familiarity Terhadap Brand Credibility. *Jurnal Bina Bangsa Ekonomika*, 16(2), 529-537.
- Melani, E., & Yuliana, L. (2024). Analisis Strategi Pemasaran UMKM Sandal Era Digital: Studi Kasus Juan Jaya Sandals. *Manajemen Kreatif Jurnal*, 2(4), 27-38.
- Mustikasari, M., Rusfianti, S., & Yuliana, L. (2022). Pengaruh Brand Signature Dan Brand Familiarity Terhadap Brand Attitude. *Jurnal Ilmu Manajemen*, 41-50.
- Nazara, D. J., & Yuliana, L. (2024). Pengaruh Disiplin dan Motivasi Kerja terhadap Kinerja Karyawan pada PT. Yuan Wira Perdana. *Mutiara: Jurnal Penelitian dan Karya Ilmiah*, 2(6), 22-30
- Ningsih, T. R. W. S., Mulyati, A., & Yuliana, L. (2023). Analisa Dampak Promosi Below The Line Terhadap Keputusan Pembelian Sektor Elektrikal. *Jurnal Bina Bangsa Ekonomika*, 16(2), 547-556.
- Nugroho, W. F., Yuliana, L., Alfian, R., & Perkasa, D. H. (2024). Langkah Unggul Ke Arah Digital: Studi Kasus Kantin Kalibata Sebagai Pelatihan UMKM di Era Digital. *Jurnal Pelayanan Masyarakat*, 1(3), 146-154.
- Oktafianto, R., Yuliana, L., & Perkasa, D. H. (2024). Peran Digital Marketing Dalam Mendorong Pertumbuhan UMKM Di Era Digitalisasi: Studi Pada UMKM Di Kabupaten Kudus. *Multidisipliner Knowledge*, 2(2).
- Palmucci, D. N., Giovando, G., & Vincurova, Z. (2025). The post-Covid era: digital leadership, organizational performance and employee motivation. *Management Decision*.
- Putra, M. F. R., Yuliana, L., Perkasa, D. H., & Alfian, R. (2025). Meningkatkan Penjualan Bisnis Umkm Dengan Manajemen Sosial Media. *SUBSERVE: Community Service and Empowerment Journal*, 3(1), Article 1.
- Rafdi, A., Irawan, B., & Yuliana, L. (2024). Analysis of Brand Credibility to Brand Reputation in Indomie Case Study. *JMK (Jurnal Manajemen dan Kewirausahaan)*, 9(3), 324-338.
- Ramadhani, S., & Yuliana, L. (2023). Pengaruh Persepsi Konsumen Terhadap Minat Beli Mobil Listrik Mercedes-Benz EQS. *Jurnal Orientasi Bisnis Dan Entrepreneurship (JOBS)*, 4(1), 35-44. <https://doi.org/10.33476/jobs.v4i1.3614>
- Riyanto, M. G., & Yuliana, L. (2024). Pengaruh Biaya Produksi dan Harga Jual Terhadap Pendapatan Petani Jagung Desa Sugihwaras. *MASMAN: Master Manajemen*, 2(4), 80-88.
- Rosinta, R., & Yuliana, L. (2024). Peran Insentif dan Motivasi terhadap Kinerja Karyawan PT. Kb Bank Tbk. *Mutiara: Jurnal Penelitian dan Karya Ilmiah*, 2(6), 44-52.
- Saksono, A. S., & Yuliana, L. (2024). An analysis of the Bango Soy Sauce Brand's Reputation and Performance. *Jurnal Ekonomi*, 13(01), 2093-2103.
- Saputri, K. D., Safriyanti, F., & Yuliana, L. (2024). The impact of brand familiarity on brand credibility and perceived quality of brands Marhen. J: an empirical analysis. *Jurnal Ekonomi*, 13(1), 1885-1892.
- Saputri, R. Z., Putra, M. F. R., & Yuliana, L. (2024). Analysis of Brand Credibility and Brand Reputation on Brand Performance. *Jurnal Ekonomi*, 13(01), Article 01.

- Serick, S. O., Purwoko, B., Derriawan, D., & Yuliana, L. (2021). Pemanfaatan Wadah Berbagi Pengetahuan Dan Kualitas Merek Terhadap Perilaku Loyalitas Konsumen. *Jurnal Ilmu Manajemen*, 9(4), 1420-1429.
- Sibicky, S. L., Daugherty, K. K., Chen, A. M., Rhoney, D., & Nawarskas, J. (2024). Enabling factors for the implementation of competency-based curricula in colleges and schools of pharmacy. *American Journal of Pharmaceutical Education*, 100681.
- Simbolon, H., Pratama, R. R., & Yuliana, L. (2024). The Influence of Brand Signature and Brand Reputation on Brand Performance. *Journal of Applied Business Administration*, 8(2), 415-425.
- Slamet, F. A., & Yuliana, L. (2024). The Impact of Brand Hate and Negative E-WOM on Non Purchase Intention (Case Study on American Food). *Journal of Applied Business Administration*, 8(2), 311-323.
- Takih, T., & Yuliana, L. (2025). Implementation Of Orientation Activities For Village Heads and Staff In Bogor District. *Multidisipliner Knowledge*, 3(1), 24-33.
- Tarisca, K., & Yuliana, L. (2024). Pengaruh Perceived Quality dan Brand Familiarity Terhadap Brand Credibility (Studi Kasus Merek KFC). *Mutiara: Jurnal Penelitian Dan Karya Ilmiah*, 2(6), 63-75.
- Thybah, U., Yuliana, L., & Perkasa, D. H. (2024). Implementasi Manajemen Keuangan Desa Madat Dalam Meningkatkan Transparansi Dan Akuntabilitas. *Multidisipliner Knowledge*, 2(2), 33-44.
- Utoyo, G. N. P. M., Mustofa, K. A., & Yuliana, L. (2023). Kualitas Pelayanan Difabis Coffe & Tea Terhadap Kepuasan Pelanggan. *Jurnal Cahaya Mandalika ISSN 2721-4796 (online)*, 4(2), 834-843.
- Wati, P., Aditiaga, Z., & Yuliana, L. (2024). Implementation of social media marketing in the florist business. *Jurnal Ekonomi*, 13(01), 1915-1924.
- Yuliana, L., Antonius, W. S., & Purwoko, B. (2016). Analisis Strategi Korporat Pengetahuan Aset dan Opini Pakar Terhadap Kinerja Perusahaan Terbuka. *Ekobisman: Jurnal Ekonomi Bisnis Manajemen*, 1(2), 122-142.
- Yuliana, L. (2019). Analisis perencanaan penjualan dengan metode time series (Studi kasus pada PD. Sumber Jaya Aluminium). *J. Mitra Manaj.* 3(7), 780-789.
- Yuliana, L. (2020). Manajemen Rantai Pasok Produksi Rak Piring Aluminium Di Depok (Studi Kasus pada PD. Sumber Jaya Aluminium). *JRB-Jurnal Riset Bisnis*, 3(2), 97-105.
- Yuliana, L., Trigani, I., & Putri, W. A. (2021). Analisis Manajemen Perubahan Terhadap Kinerja Organisasi Pada PT Solusi Bangun Indonesia Tbk. *Jurnal Bisnis Terapan*, 5(1), 47-56.
- Yuliana, L. (2022). Analisis Advokasi Merek Terhadap Minat Pembelian. *Jurnal Bisnis Terapan*, 6(2), 161-170.
- Yuliana, L. (2022). Pemanfaatan Manajemen Krisis Terhadap Brand Awareness. *Widya Cipta: Jurnal Sekretari dan Manajemen*, 6(2), 95-101.
- Yuliana, L. (2022). Potensi Gerakan Anti Food Waste Dalam Penguatan Perekonomian UMKM. *Efektor*, 9(2), 286-295.
- Yuliana, L., Saptorinie, N., Priantono, T. D., Rizkyllah, A., & Masnia, M. (2022). Perubahan Perilaku Konsumen dan Peran Influencer terhadap Pola Konsumtif

- dalam Kondisi Pandemi (Studi Kasus pada karyawan yang bekerja secara work from home). *Jurnal Manajemen dan Bisnis Madani*, 4(1), 26-42.
- Yuliana, L. (2023). Peran Key Opinion Leader Terhadap Keputusan Pembelian. *Jurnal Bisnis Terapan*, 7(2), 169-180.
- Yuliana, L. (2023). Analisis Tren Citayam Fashion Week Terhadap Preferensi Konsumen Pada Pembelian Produk Second Hand di Carousell. *Widya Cipta: Jurnal Sekretari Dan Manajemen*, 7(1), 13-17.
- Yuliana, L., Setiawan, H. A., & Irawan, S. (2023). The Impact of Brand Credibility and Brand Reputation on Brand Performance: An Empirical Analysis. *Jurnal Bisnis dan Manajemen*, 10(2), 195-204.
- Yuliana, L. (2024). Comfort Food as Consumer Preference in Purchasing Decisions. *Widya Cipta: Jurnal Sekretari dan Manajemen*, 8(1), 22-27.