



Faculty of Cognitive Sciences and Human Development

**ON THE JOB TRAINING EFFECTIVENESS AND EMPLOYEE
PERFORMANCE: A CASE STUDY OF PUBLIC AGENCY IN
SIBU, SARAWAK.**

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This project is submitted in partial fulfilment of the requirements for a
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ABSTRACT

ON THE JOB TRAINING EFFECTIVENESS AND EMPLOYEE PERFORMANCE: A CASE STUDY OF PUBLIC AGENCY IN SIBU, SARAWAK.

Charles Anak Christopher

The purpose of this study is to identify on the job training effectiveness and employee performance of public agency in Sibul, Sarawak. Previous research indicates that on the job training could distant leads to employee performance. Kirkpatrick model and Expectancy theory is used in this study. The on the job training is acquired through the process of reactions, learning, transfer and results and the employee motivation will be observed in their performance. This study is using qualitative methodology and has been conducted at employees in Rajang Port Authority in Sibul, Sarawak. A set of interview questions is used as research instrument in this study. The data was collected based on interview of 5 informants in this organization. All the data collection has been analyzed and discussed by the researchers. The findings show that the employee was actively engaged in training based on their understanding of the on the job training. The factor that contribute to on the job training effectiveness has been discuss and majority of informants agree that those factors would affect to employee performance. The on the job implementation has been explore which is the training method such as sharing session, lecture session, practical session, slide presentation session and role play session. The few issues that affect the on the job effectiveness has been discussed by the informants. Thus, from the findings that has been analyzed, the suggestion and recommendations were made to the organization, top management and the future researchers. The recommendations were made to improve the on the job training design and maximize the performance of employees to the workplace.

Keywords: On the job training, Effectiveness, Employee Performance

ABSTRAK

KEBERKESANAN LATIHAN SEMASA BEKERJA DAN PRESTASI PEKERJA: KAJIAN KES TERHADAP AGENSI AWAM DI SIBU, SARAWAK.

Charles Anak Christopher

Tujuan kajian ini dijalankan adalah untuk mengenal pasti keberkesanan latihan semasa bekerja dan prestasi pekerja terhadap agensi awam di Sibu, Sarawak. Kajian lepas menunjukkan latihan semasa bekerja begerak agak jauh kepada prestasi pekerja. Model Kirkpatrick dan Teori Expectancy digunakan di dalam kajian ini. Latihan semasa bekerja diperolehi melalui proses tindak balas, pembelajaran, permindahan dan hasil dan motivasi pekerja akan dikaji berdasarkan prestasi mereka. Kajian ini menggunakan kualitatif metodologi dan telah dijalankan kepada pekerja di Lembaga Pelabuhan Rajang di Sibu, Sarawak. Set soalan temu bual digunakan sebagai instrument kajian ini. Data telah dikumpul berdasarkan temu bual oleh 5 informan di dalam organisasi ini. Pengumpulan data telah dibuat dan dikaji serta dibincang oleh pengkaji. Berdasarkan dapatan kajian menunjukkan pekerja aktif terlibat dalam latihan berdasarkan kefahaman mereka terhadap latihan semasa bekerja. Faktor yang menyumbang kepada latihan semasa bekerja telah dibincangkan dan majoriti informan bersetuju bahawa faktor akan mempengaruhi terhadap prestasi pekerja. Pelaksanaan latihan semasa bekerja telah diterokai iaitu kaedah latihan seperti sesi pengkongsian, sesi pengkuliahan, sesi praktikal, sesi pembentangan slaid dan sesi main peranan. Beberapa isu yang mempengaruhi keberkesanan latihan semasa bekerja telah dibincangkan oleh informan. Oleh hal yang demikian, berdasarkan dapatan yang telah dianalisa, beberapa cadangan telah dikemukakan kepada organisasi, pihak atasan dan penyelidikan masa depan. Cadangan dibuat adalah untuk memperbaiki reka bentuk latihan semasa bekerja dan memaksimumkan prestasi pekerja di tempat kerja.

Kata Kunci: Latihan semasa bekerja, Keberkesanan, Prestasi Pekerja

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CHAPTER 1

INTRODUCTION

This study explores the on the job training effectiveness and employee performance: A case study of public agency in Sibu, Sarawak. This chapter consists of background of study, problem statement, research objective, research question, conceptual framework, significant of the study, limitations of the study and definitions of terms. This chapter is important is because it gives the overall perspectives of what is this study all about.

1.1 Background of Study

On the job training is vital field in human resource department which highlight on the progress of the performance of an individual or groups of employees. Pattanayak Biswajeet (2005), stated that training has defined as an arrangement plan to develop the performance and bring about assessable changes in skills, attitude, skill, knowledge and social behavior of employees. The training is provided to make unskilled workers into a skilled worker in which it can take place the skill development of individual. On the job training is the one of the initial methods of training and it is carried on at the workplace when someone know how to do the task that are given. Development is the long-term education process that have an organized procedure in which people can learn about theoretical knowledge and concept. According to Yoder (1975), development is a procedure with both administrators and individual workers are engaged. The training and development enhance the employee's competence to create the competitive benefit, ensure employability and lead to successful of the organizational.

The human resource department in state and federal government office encourage the training program to be carry on in their department for the officers. To accomplish the vision to make Malaysian as a developed country by 2020, the government employee required to be capable, courteous, responsive and knowledgeable so that they can fulfill the nation's objective and goal. The government are provided training centre to train their employees. The National Institute of Public Administration (INTAN) is one of the training centre of the Public Sector in Malaysia. This training centre provide training to government officers which is various modern training facilities had provided for trainees and trainers. INTAN has also provide various module as the central areas of training identified are leadership and creativity; accountability, moral values and others.

The employee performance in public sectors involves both behavior and results aspects. Employees should have training in group dynamics to understand better of their organization role that suitable together and have connection each other's. Rajang Port Sibul have provided several training programs to enhance civil servant's skills and qualification based on their role in various department in organization. After they had completed their training, the employee would require to fill the evaluation form and some of them are having sharing session with colleague. It is one of the methods to measure the on the job training effectiveness.

1.2 Problem statement

In theoretical framework, Baldwin and Ford (1988) stated that development of a model, based on a systematic literature review, distinguishing clusters of factors affecting the efficiency of training. The research about on the job training has not been carried in various field and not strong enough to handle in organization due to lack of time, insufficient training materials and lack of awareness between the employee. Faizuniah et. al. (2002), discover that 24.4% of 60 Malaysian manufacturing companies would allocate 2% and above of annual budget for training programme. The organization might face a dilemma to determine what kind of training that would deliver, where should be the training given and to whom it will give. Apart from using the various method of training and their effectiveness of the training method, the effect of the training method on employee performance should be discussed in depth. Wenham et al. (2014) and Alice (2014) stated that when the employee training affects employee performance in positive way. In the research, we would like to know whether the employee achieve their aim in their training by having the good outcome. Then, the theory of social learning that presented by Albert Bandura is used in this research. The training that involve at employee would enhance their learning skills. The organization in public sector mostly has outsourced the training activity for their employee. Research has shown that 93% in Human Resource departments outsourced at least of their work (Greer, Youngblond, & Gray, 1999)

The involvement of training and development in organization which is to enhance the employee performance in organization still need to be improve. Regardless of having the strong expectations that in office training program effects employee performance, there is a restricted number of researches in field situation addressing these issues empirically (Dysvik and Kuvaas, 2008). The effect of training and

development has been studied by the researcher but it only few focused-on employee performances in public sector and agencies. There is very limited accomplishment of the levels of performance following typical training activities and other performance interventions (Broad, 2005).

Employees in the public sector demotivated by the training offered and this has effect negatively on their performance. Training and development are therefore unplanned and not systematic. Many of employees also even did not involve in any training and development activities as it would affect their own motivation. As a result, the employee's performance has not been boosted to allow them to become effective and efficient. There are few public sectors still using the tradition teaching style for their employee. The study that involve randomly 30 employees at university college institutions in Ghana, the working nature that using advancement of technology would continue training and development of human resource in vital (Ampomah, 2016). Cegos (2015) highlighted that Malaysia seemed out of step with the growth of the company in other Asia Pacific countries in terms of the amount of corporate training provided. This study are conducted at Sibu, Sarawak because there are few studies had conducted in this region.

In conclusion, the effectiveness of on the job training in public agency should be investigated specifically since public agency play important role in development of nation. In this study the researchers tend to explore the effectiveness of on the job training and employee performance in public agency.

1.3 Research Objective

1.3.1 General Objective

The aim of the research is to discover the on the job training effectiveness and employee performance of public agency in Sibul, Sarawak.

1.3.2 The specific objectives are

1. To understanding the concept of on the job training practices at Rajang Port Authority.
2. To identify the factor contributing on the job training towards employee performance at Rajang Port Authority.
3. To explore how on the job training is implemented at Rajang Port Authority.
4. To explore related issues on the job training effectiveness at Rajang Port Authority.

1.4 Research question

1.4.1 General research question

What is the on the job training effectiveness and employee performance of public agency in Sibul, Sarawak?

1.4.2 Specific research questions

RQ1: What is the concept of on the job training practices at Rajang Port Authority?

RQ2: What is the factor contributing on the job training towards employee performance at Rajang Port Authority?

RQ3: How on the job training is implemented at Rajang Port Authority?

RQ4: What are the issues related on the job training at Rajang Port Authority?

1.5 Significance of the study

This research has significant among employees in public sector. This study is important to knowledge. When this study is conducted, the employee would know the effectiveness of on the job training in their performance. It equipping the workers with the latest skills and knowledge to meet the requirement of their workplace and their performance targets. It would encouraging the management to embrace training to increase competitiveness in employee performance. It would cause the organization hold an inimitable competitive advantage for growth of organization.

This study important to researchers who interest in this topic. The researchers who study the related theme and topic would gain some useful finding in this research. This study would be a source of inspiration to other scholar in developing a practical approach about human resource management practices.

This study also important to practitioners. This study is useful to employees to perform well in the work and keep them motivated. Motivated workers can lead to better productivity of employees and allow an organization to accomplish higher levels of productivity. Employee commitment would be improved if they have good in motivation.

1.7 Definitions of terms

In research, the definitions of terms has divided into two category which is conceptual definition and operational definition. Based on Church (2005) , conceptual definition is definition outlining the basic principals underlying a terms and operational definition is a metric for qualtyfying something of interest. In this research, it will be have 2 definitions of terms which is on the job training effectiveness and employee performance

1.7.1 On the Job Training Effectiveness

In conceptual definition, Laing (2009) define that to increase skills, knowledge, capabilities and outlook that give the effective performance feedback of the employees. Training and learning take place by learners to performing their effort and monitoring others performs (Rothwell and Kazanas, 1994). In operational definition, on the job training is one of the training methods that using hands-on method to educate the knowledge, competencies and skills needed for employees in organizations to perform a specific job.

1.7.2 Employee Performance

In conceptual definition, the employee performance as indicator of output and input. It appears the efficiency and effectiveness that create a goal to workplace and may rely on various aspects like organizational structure, employee satisfaction, employee motivation, compensation, job security, performance appraisals and others (Saeed & Asghar, 2012). Employee performance also contribution of employees to accomplish the goals (Herbert, John & Lee, 2000). Employee Performance also is the extent of employee which is contributing to the strategic objective of organization (Dessler,

2000). In operational definition, Employee performance is the effectiveness with its organizations administer, develop and stimulate their employees.

1.8 Summary

With the comprehensive overview of background of study, statement of problem, the objectives of the study, research question, significant of study, limitation of study and definition of terms, the next chapter will be discussing about literature review.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

Chapter 2 will focus on the relevant literature in connection area of this study. It divided into 3 parts which is discussion of issues related to topic, discussion of related theory or model and discussion of past findings. This review will focus on the issues that are related which is training and development, on the job training, employee performance.

2.1 Discussion of Issues Related to Topic

2.1.1 Training and Development

Training and development is important areas of the human resource management (HRM) for the effectiveness usage of human resources. It is the field which aim to enhance the performance of persons and groups in actual settings. Fitzgerald (1992) defines that training is accomplishment of understanding and skill for present of the job. According to Kennedy (2009), The training is includes designing and supporting learning activities that outcome in a appropriate level of performance. Aguinis and Kraiger (2009), mentions the vital of training by stating in increasing the employees job performance and bring more positive changes such as achievement of new talents. (Beardwell, Holden, Claydon, 2004; Cascio, 1998; Cherrington,1995;Dessler,2005; Mondy & Noe, 2005; Noe, Hollenbeck, Gerhardt & Wright, 2006; Torrington, Hall & Taylor, 2005; Yong 2003), mention that training and development is vital compenent that contribute to effectiveness of organizational in human resource which is to build sustainable of organization via skills and knowledge enhancement.

2.1.2 On the job training

The workplace of the organization is acquired their employee to enhance their knowledge by learning while they do their task in organization. According to DeCenzo and Robbins (2000), the learning experience of training would improve their aptitude to complete the job provided. One the job training is one of the training methods that used in workplace to acquire the skill and knowledge. On the job training (OJT) is a hands-on method of competencies, knowledge and teaching the skills needed for employees to carry on certain task within organization. Kleynhams et al. (2007) explained that on the job training is employees taught by the employee's supervisor about the job while they are working. He debates that most of training and development occurs on the job training and the implementation is very effective. Bocodol (2008) mentions in survey that has been carried on in United Kingdom, revealed that half of the training carried across all industries and sectors happens using on the job training. It concludes that on the job training was popular process of training that are used in organizations.

The employee in organization need to study in the situations where employee will need to practice the knowledge and ability during the training session. On the job training which is to improving the employee performance and productivity play a play a huge role (Tukunimulongo, 2016). The development of employees to obtain knowledge and technology for the improvement of staff performance (Nader et.al, 2011). The organization would use either 2 of training method which is on the job training and off the job training.

2.1.3 Employee Performance

Khan et al (2011), organization performance which is employee performance itself has related positively in on the job training which is measure by empirical data. According to Brum (2007), training is perhaps the difficult plan to develop the employee in organization have to perform their job successfully so they have goal to increases their performance in their workplace. According to Terrington (1995), involvement of employees in development process helps them to comprehend the targets of the organization. Choo and Bowley (2007), study shows the related between employee productivity and training which more distant leads to employee performance. As stated by DuBrin (2006), workers using their knowledge, capacity, experience and others to complete with efficiency the assigned job needed by their subordinate.

2.2 Discussion of Related Theory/Model

This study using Kirkpatrick Model and Expectancy Theory which is focus on the job effectiveness and employee performance.

2.2.1 Kirkpatrick Model (1959)

The Kirkpatrick Model is for studying and assessing the outcomes of training and educational programs. Kirkpatrick (1998) mention that the model consists of 4 processes which are reactions, learning, transfer and results. The first process which is reaction, assess how employees respond to the training such as their satisfaction. Second process, learning examines if they truly comprehend the training such as enhance in knowledge and skills. Third process, behavior aspects at if they are applying what they learned at workplace. Finally, the fourth process of Kirkpatrick Model is results which is to intent on if the things had a positive impact on the organization.

This model was used in various training programme which is it can see the effectiveness the training programme that organized by organization through the evaluation. The evaluation help to determining the effectiveness of learning programme. Phillips (1991) mention that this model was probably most popular framework for categorizing the areas of evaluation. Kraiger, Ford and Salas (1993) have forwarded a multidimensional model of training outcomes and described a process training evaluator that could be used to develop learning assessment measures. Kraiger, Salas and Cannon (1995) developed and used a framework for evaluating the domain-specific expertise and skills of an individual trainee. Other researchers have provided tools for assessing the multidimensionality of participant reaction measures more accurately.

2.2.2 Expectancy Theory

The expectancy theory is the most widely accepted views of motivation. Vroom (1964) mention that expectancy theory is discuss about the individuals process use to make decisions in variety behavioural. Expectancy theory has three components which is expectancy, instrumentality and valence. Expectancy is the theory that understand one's objectives and how effort relates to performance of the employee. Expectancy affect by element such as availability of accurate resources, possession of relevant skills for performing the tasks, availability of critical details and getting required support for completing the job. Ronen and Livingstone (1975), who used the extended the expectancy framework to reconcile the fragmented research findings on budget and managerial behavior in the accounting literature. The same expectancy model was later employed in a laboratory experiment by Rockness (1977), who found evidence to support the model's descriptive validity, and a survey-based study by Brownell and McInnes (1986) used the model to examine the effect of budgetary participation on managerial motivation and managerial performance. Jiambalvo (1979) also extended the traditional expectancy model to examine the impact of the performance evaluation process on auditors' motivation. Most previous studies have concentrated on identifying the factors that motivate employees and on suggesting implications for further improving employee motivation (Simons and Enz, 1995; Siu et al., 1997; Wong et al., 1999)

2.3 Discussion of Past Related Findings

According to past researchers, Saide (2019), was studied the impact of on the Job Training on Employee's Performance (The Case of Wollega University Main Campus) exposed that the proficient workers are keen to endure employed in the same workplace after being trained than those who are haven't trained. It mentions that the employees who are not trained would scare to lose their job because of lack requirement of performance. Ahmad, Mustabsar and Omer (2016) has discuss their research about on the job training which is on the job training and Its Effectiveness: An Employee Perspective. This research is mention about the factors associated with on the job training and its effectiveness which utilizes few employees in McDonalds and Domino's Pizza in United Kingdom as their research respondent. The outcome of the study told that both fast food chains have systematic and organized training programs which is using on the job training method. Locke and Latham (2002), aims have a universal influence on the employee behaviour and performance in organizations and management practice. Ismail and Othman (1998), acknowledged that 23% of respondents managed official training does not handling a Training Needs Assessment (TNA) but 16% showed TNA only based on the organization's strategic plan. In Dar es Salaam, Tanzania, a study was carried out on the relationship between job training and worker performance in courier companies (Jagero, Komba, & Mling, 2012). The purpose of the this study is to find out whether they see any correlation between the types of on the job training employees received and their consequential good performance. The study of Surbaini and Khairul. (2018) which is about Training Effectiveness and Employee Performance in A Malaysian Government-Linked Company is describe about the connection between training effectiveness and employee performance which is using quantitative questionnaire survey method. This researcher

purposely wants to know whether the training effectiveness would improve the employee performance or not. The researchers of this study were found that training effectiveness and employee have connection in between them which is the correlation analysis of two variable has a significant relationship. The study of Lin and Yang (2020) about the effect of perceived training and development on employee performance has determine the training and development has a significant positive influence on employee performance at selected hotels in middle region such as at Sibuh. Apart from conduct the study in hotel industry, the researchers can explore more to public agencies that are giving the service to people at Sibuh.

2.4 Summary

As conclusion, this chapter discussed a literature review on the research conducted related to the research topic. The next topic, we will discuss about research methodology.

CHAPTER 3

METHODOLOGY

3.0 Introduction

In this section, the methodology will discuss and study how the data were retrieved, and data collection undertaken by the research. In this section contains the research design, population, sample and sampling procedure, instrument of study, data collection procedure, data analysis procedure validity and reliability, pilot study, ethics of study and summary. The important of methodology would provide us the necessary choosing method, scientific tools for the problem chosen.

3.1 Research Design

According to Sekaran (2000), the research design that used in study consists of a plan for conducting research that comprehends requirement of elements to be investigated and the procedures to follow. Research design is the basic plan of research which content the logic, validity and possibility to produce general conclusion (Oppenheim, 1999).

This research using the qualitative research methodology which is to study on the job training effectiveness and employee performance: A case study of public agency in Sibul, Sarawak. This is because the main focus of this study is to get the accurate data based on the relevant data from the research.

This research design is using case study which is non-experimental design. The case study allows researcher to study a particular issue in certain period of time. This research is focus on the crucial issue that occurs in one of the government agencies in Sibul, Sarawak, which is at Rajang port authority. This study also using cross sectional study that would analyze the data analysis with different level of managerial in organization.

The primary data is used in this research data collection. Primary data is unique data which is directly collected from source such as case study, interviews, observations and questionnaires. Primary data is collected by having observation or direct communication with informant.

3.2 Population, sample and sampling procedure

As stated by Ahmad (2014), the population is define as community of people with the characteristic one to understand. A population includes all of the elements from a set of data. In this study, we target the population which is from public sector employees which is government servant in Sibuluan, Sarawak. Rejang Port Authority is one of organization that we choose for the research population.

Sample defines as a group of people selected for measurement from a larger population. It is only selected few numbers of people from the population in this research. The sample size of the research consists of 5 respondents that collected from employee which from different department in Rejang Port Authority.

The sampling procedure is the procedure to selecting numbers of people from the population of the organizations. This study using non probability sampling which is purposive sampling. Purposive sampling is sampling method that depend on judgmental when choosing informant to participate in the study. By using this sampling, it can make researchers easier to make generalizations from the sample that is being studied.

3.3 Instrument of Study

Instrument of study is general item that researchers used for measurement device. The researchers will be using a set of interview question as the instrument to collect data of the research. Researchers will used semi structured question and voice recorder for research aids. Voice recorder is one of main instrument that used by researcher to gather data from informant during interview.

There are 3 types of interview that will be used in this qualitative research, which is unstructured, semi structured, and structured. First, for unstructured interviews, the informant will engage with normal conversation which is to establish rapport and so that the informant will comfort with interviewer. Next, semi structured interviews, the interviewer will interview the informant based on the structured interview question which is related on the research question that provided by the researcher. Lastly, structured interviews, which is the informant will be answer all the question based on the interview protocol that as guideline of the researcher. There are more opportunities that will gain with this method. The researcher will interview the employee at Rajang Port Authority Sibul, Sarawak that will be choose from different department.

The questionnaires that used in this research will consist of four part. Part A is about the demographic of the informant. The informant will be asked by respondent about their gender, races, age, profession and length of service. Part B will focus the detail of informant's demographic such as level of education, current position and working from which department in organization on the concept which is consists 3 questions. Part C will focus on the 4 research question which is what is the concept of on the job training practices at Rajang Port Authority?, what is the factor contributing on the job training towards employee performance at Rajang Port Authority?, how on the job training is implemented at Rajang Port Authority? and what are the issues related on the job training at Rajang Port Authority? The last section, section D will be asking about the additional question regarding the study and the informant comment or personal opinion about the research study.

3.4 Validity and Reliability

Validity is the range to which the scores actually to represent the variable and reliability is consistency of the research. In research, the validity and reliability is vital to measure the quality of study and it would be addressed in a concise manner. According to Patton (2001), validity and reliability are two variables that should be considered when planning the analysis, assessing the findings and evaluating the consistency of the study by any qualitative researchers. In this research, the question that are used in questionnaire were adapted from different sources and modified based on the research question and study will causes high chances for the validity and reliability to be measured. The interview question was been tested through the pilot study that has been advise from the supervisor and selected expertise.

3.5 Ethics of the study

Ethics is the application of professional codes of conduct to informant that involved in this research. Before the researcher engages the interview session with informant, the researcher have to inform the informant about the purpose of interview and researcher have to retrieve the premission from the informant before begin the interview session. The informant will sign the ethical agreement that provided by the researchers. The researcher have to give an explanation to the informant about the purpose of the research carry on and the purpose of choosing them so that the degree of their understanding in the reseach purpose and question will be increases. Respondent are given all the rights to withdraw from participating in this research. The information that get from informant will be protected and kept as confidential as it used for the research purposes only. All the question in the questionnaires were valid and they are proper questions, related to the research only.

3.6 Pilot study

Pilot study is where sustainability ,reliability and validity of structure research questionnaire are tested. According to Arnold et al. (2009), pilot study is a small study which to plan a comprehensive confirmatory test. Pilot study also a way of pre-testing the particular research instrument. Ahmad and Usop (2011) stated that pilot study is vital in research. The questionnaires were distributed to a randomly sample of 2 informants from the employee. The small scale of participants has been chosen randomly to participate in this pilot study. The questionnaires consists of 10 fixed alternatives questions and the respondents have to answers the questions and they asked to deliver their opinion regarding the questions that they answered.

3.7 Data collection procedure

In beginning, the researcher will obtain the letter of premission from faculty office and approve by supervisor before hand over the letter to organization to comfirmation. The structure questionnaire question that has been approved by supervisor will be submitted to organization and informant by hand so that they are well prepared for the interview sesssion. In interview session, The informant of this questionnaires are free to answer the question that provided. The data that collected from the informant will observe to conducting the interview session. The conversation of the informant will be recorded after the premission was retrieve from organization to make sure the data and information is collected during the interview session. After the interview session, the interview will be analyze by the researchers.

3.8 Data analysis procedure

Data analysis is a systematic process to applying statistical techniques which is to describe, illustrate and evaluate data. Data analysis enclosed all aspect that emphasize actions that has been done (Coffey & Atkinson 1996). Miles and Huberman (1994) describe that the foremost stages of data analysis which is data reduction, data display, and conclusion drawing and verification. Data analysis would be prepare in carefully so that there is no mistakes happen in the research.

Miles and Huberman (1994) describe that there are five stages related in data analysis procedures which are:

1. Text transcription

Data from audio recording interviews were transcribed. Data is hear and read carefully and they are related to the research questions have been marked

2. Coding

Statements related to the research questions are identified and categories are developed based on the research questions. By using code developed earlier, reseacher rereads the data and search for statements that fit into any categories. Further codes are developed where necessary.

3. Identify the theme

Phase display data, compiled and compressed data obtained to justify the conclusion

4. Answering the research question

Data is display using tree diagram that helps to show a systematic pattern and interrelationships of each of categories that has been developed earlier.

5. Describing

The researcher described what they saw in the data and begin to develop the conclusions about the study.

3.9 Summary

This chapter is explained about the overview of data methodology which is being used in practical and technical aspect such as data collection procedure and data analysis procedure. Next chapter, we will discuss about finding and discussion.

CHAPTER 4

FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter is discussing about the findings and the analysis from the information that has been collected from the informants. This section contains demographic aspect, findings and discussions. This section is important because it would discuss about the findings that carried on based on the informant that we get. This research was conducted among the staffs in Rajang Port Authorities and qualitative data analysis was used in this research with interview sessions and open-ended approach has been used.

4.1 Demographic Aspect

In this section describe the demographic aspect of 5 informants that are identified during the sampling process for the study. The technique used was purposive sampling technique to select the informants based on their position and services. In this study, researchers selected the officer which are in support group and few professional group positions. Informants' profiles are illustrated in Table 4.1 as follows:

Informants Demographic Information

Informants	Age (Years)	Gender	Position	Year of Service (Years)	Education Background
1	38	Female	Administrative Assistant N19	12	Malaysia School Certificate (SPM)
2	52	Male	Administrative Assistant N22	25	Malaysia School Certificate (SPM)
3	33	Female	Administrative Assistant N19	10	Malaysia Higher School Certificate (STPM)
4	51	Female	Internal Audit W44	25	Degree
5	36	Female	HRAE N29	9	Degree

Table 4.1: The demography of the Informants

Table 4.1 shows the information about the informants. There were 5 informants interviewed in this research. The following table that attached would summarize the informants' composition based on age, position, years of services and education background.

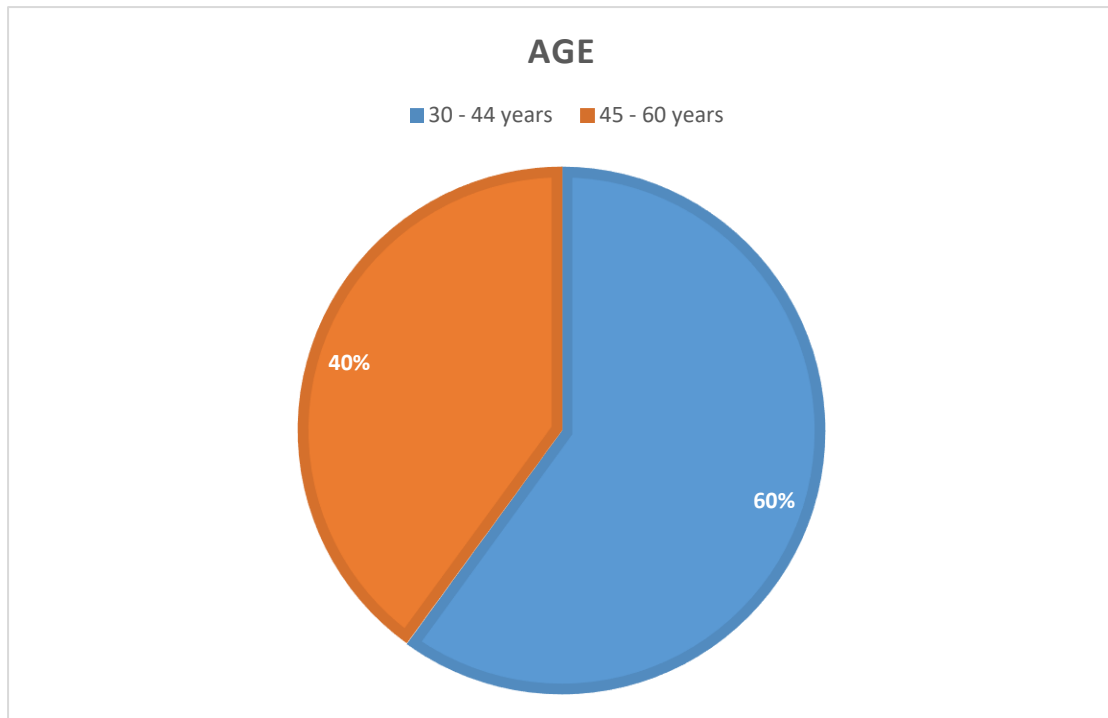


Figure 4.1.1 Age of informants

Figure 4.1.1 show the range of informants age. Three (3) out of five (5) or sixty percent (60%) of the informants has age within 30 – 44 years old. Next, Two (2) or (40%) of remaining informants has age within 45 – 60 years old.

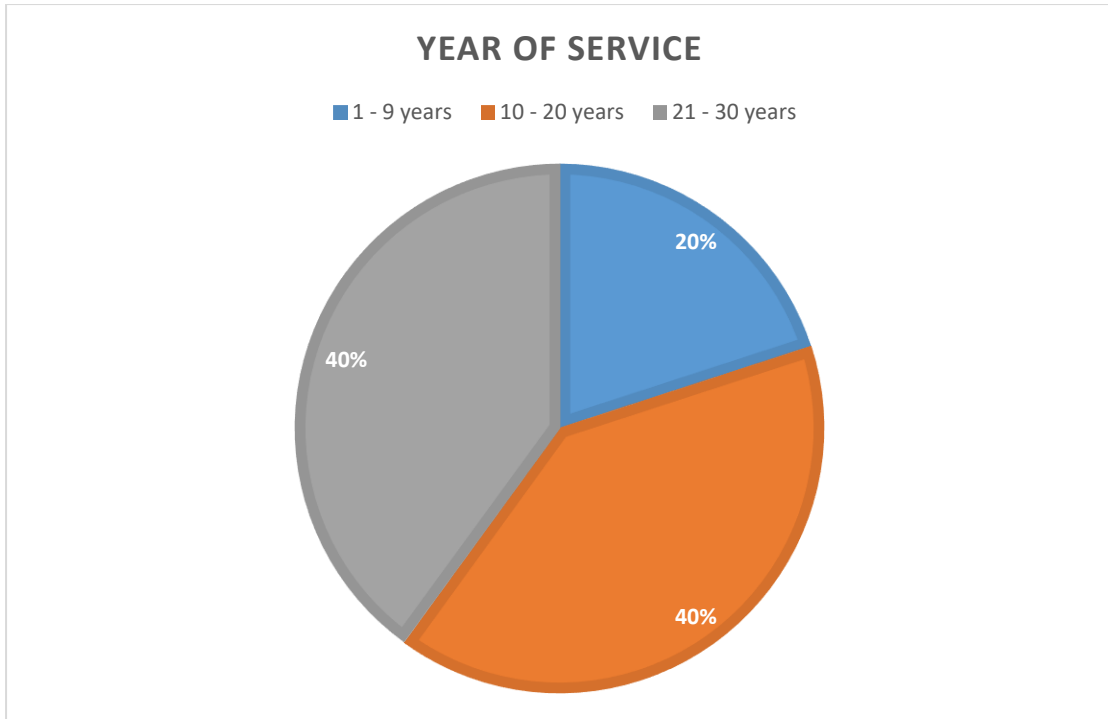


Figure 4.2.2 Year of Service

Figure 4.1.2 shows the year of service of the informants in the organization. One (1) out of five (5) or twenty percent (20%) of the informant has 1 – 9 years of service in the organization. Two (2) or (40%) informant has equally same year of service in 10 – 20 years and 21 – 30 years representatively.

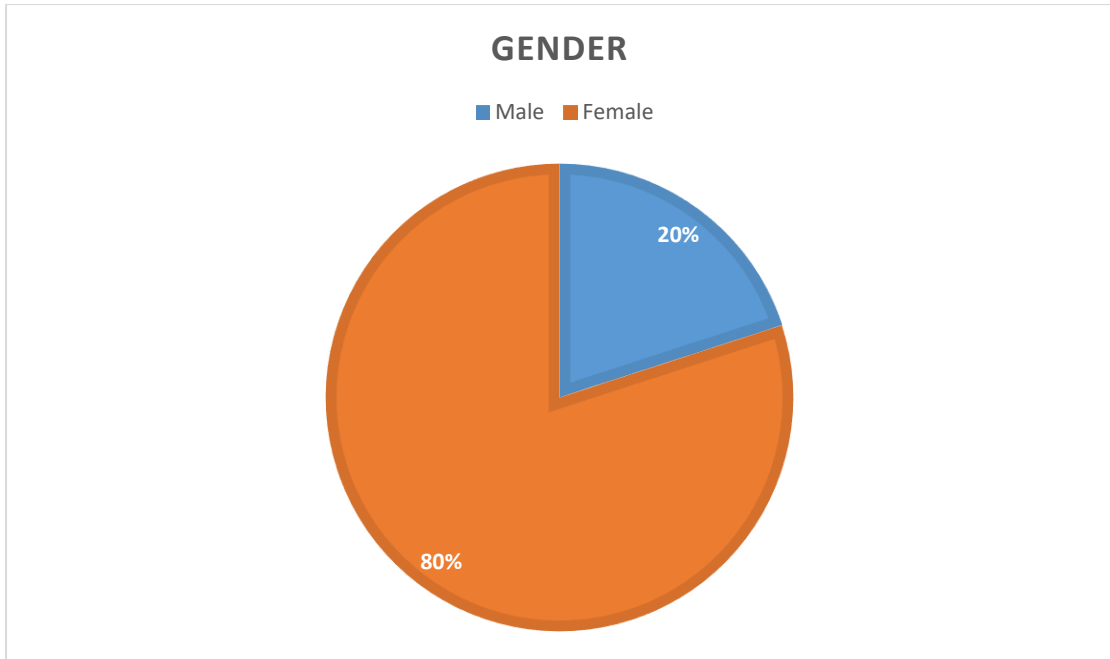


Figure 4.2.3 Gender

In figure 4.1.3, show the gender of informant. Majority 80.0% are female while the other 20.0% are male.

4.2 Findings and discussion

This section was report based on four specific objectives that researchers had come up in chapter 1. Firstly, is to understand the concept of on the job training towards employee performance. Secondly, to identify the factor contributing to on the job effectiveness to employee performance. Thirdly, to explore how on the job training is implemented in organization. Fourthly, to explore the issues related to on the job training effectiveness.

4.3 To understanding the concept of on the job training practices.

Table 4.3.1 present the results of the concept of on the job training practices at Rajang Port Authority.

Questions	Findings	Informants
1. What is your understanding about on the job training ?	Upgrade skills and quality to employee	1,4
	Knowledge from seniors	2
	Experiential Learning	3
	Job Specific and given to employee who perform that job	5
2. Is on the job training has been carried on in this organization before?	Yes	All

3. What types training that has been carried on in this organization?	Internal and External training	1,3,4,5
	Job Training	2

Table 4.3.1 The concept of on the job training practices.

Table 4.3.1 shows the questions regarding the understanding the concept of on the job training towards employee performance. The reaction stages in Kirkpatrick model show that the informants will give initial reaction to gain an understanding about on the job training based on their opinion. Based on the question given, all the informants deliver their own opinions about on the job training. Except informant 1 and 4, other give different understanding about on the job training. Followed by question 1, 2 of the informants has mentioned:

“ Latihan yang berkaitan, yang diperlukan untuk tugas yang saya lakukan dan latihan ini adalah untuk meningkatkan taraf kualiti ataupun skills saya dalam melakukan tugas-tugas hakiki saya”

(Informant 1 and 4)

This findings is in line with research that conducted by Elnaga and Imran (2013) that stated that training that is related would improving the skills and quality to accomplishing organizational goals. From their study, the customer satisfaction, skills and quality are valuable asset to develop their tasks when they undergo the proper training. The informants understand that the on the job training that deliver in

organization is to increase their skills for their satisfaction when doing their task or job.

Another 3 informants have different views of their understanding about on the job training.

“The knowledge that from seniors that has experiences working in organization”

(Informant 2)

The informant above told that on the job training is the knowledge that seniors experience when they are working in the same organization. In the study of Paul (2000), the nature of knowledge is retrieved when the process of learning is gained from a practitioner that had synthesis of experiences working element in workplace. It shows that on the job training is conducted to the new employee and the process of learning is carried on by the employee who are experienced in the organization.

“Someone received training while doing their job. Given training with actual job situations.”

(Informant 3)

Informant above view on their understanding about the experiential learning that given to the employee. In a study Bohon et al., (2017), the experience learning of teachers of English Language using the experiential learning in which engage in their understanding of concepts while they doing their career as English language teachers. From this study, we know that the teachers are working while doing their training at workplace so that they can gain the experience from the task that are given to them.

“Job specific and is given to the employee who has to perform that job”

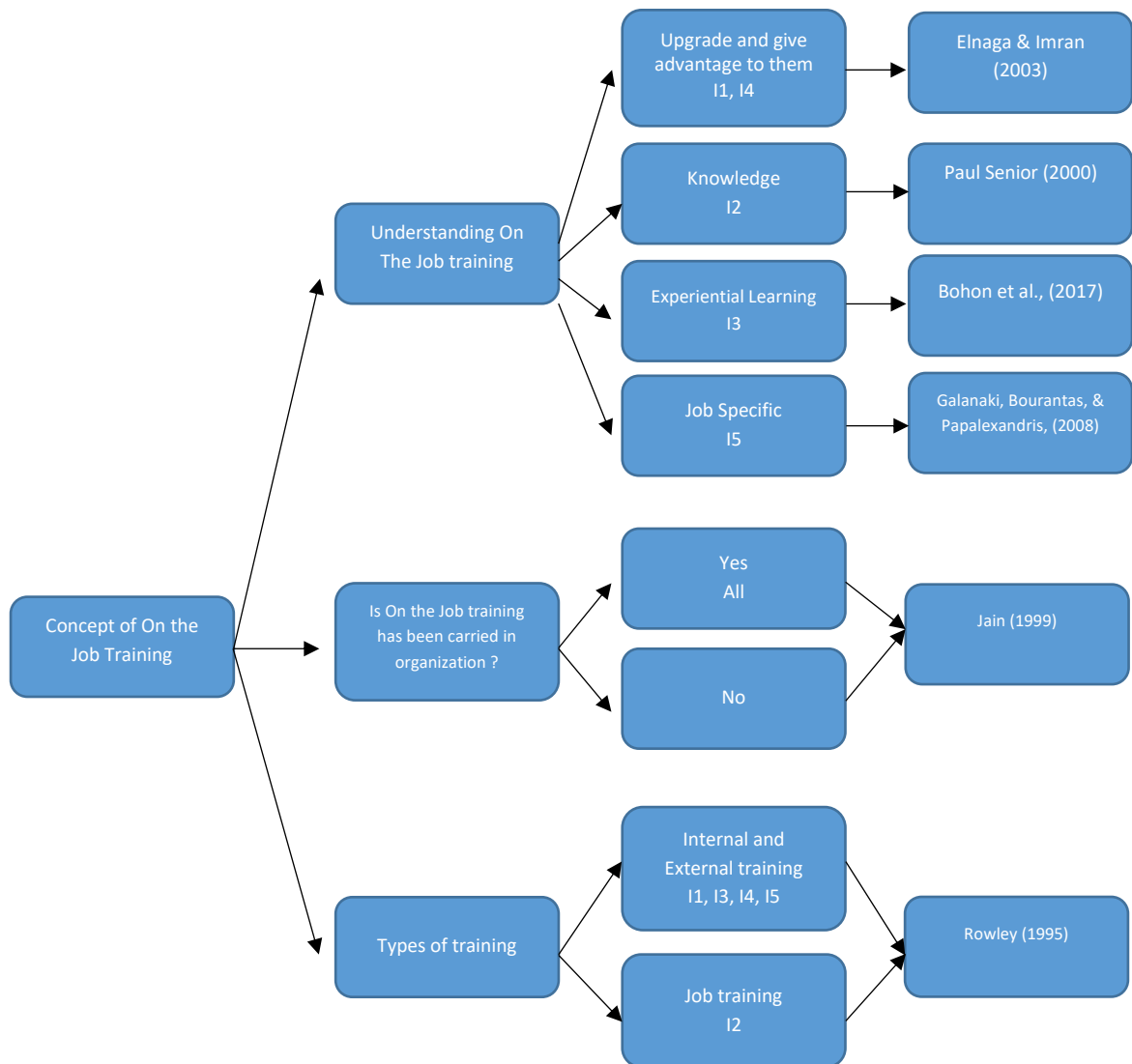
(Informant 5)

Informant above told that on the job training is the training that related to the job specific and it is given to the employee who perform that job. Based on Galanaki, Bourantas, and Papalexandris (2008), the job specific in outsourcing training functions proves the difference in perception of benefit by type of training provided. It shows that the employee will assign the specific task for the employee gain their benefit to perform the job.

In question 2, all are agreed that on the job has been carried on in this organization before. Based on Sarawak State Human Resource Unit, on the job training and off the job training was conducted to fulfill the requirement of training hour of the government servant which is 42 hours for management and professionals group for position grade 41 and above, 36 hours for support group for position grade between 27 to 40 and 27 hours for support group for position grade between 1 to 26. The employee who attended the training will be given a confirmation letter for attending the training and all the recorded will be kept in their personal file. Jain (1999), stated that on the job training is carried on in workplace because to equip employee with enhanced skills to provide more efficient services to the customer. In question 3, the types of training that has been carried on in this organizations which is internal and external training that mention by Informant 1 ,3,4 and 5. But, Informant 2 mention that training related to job training. Rowley (1995), stated that the maintenance type of training module is reviewed as integral part of the core organizational strategy.

Internal training is the training that are provided in the organization with internal trainee that will train the selected employee that join the training program. The internal trainee will provide the learning contract before they deliver the training to the employee. The trainer will educate employee on the related courses so that employee able to perform their job and to familiarize them with the policies and environments at work. The external training is the training that given from outside the organization. The external training module is recommended by Sarawak State Human Resource Department Unit to the Rajang Port Authority as statutory body to the State Government of Sarawak. The training module will be approved by General Manager of Rajang Port Authority before it managed by the Human Resource and Administration Department for the arrangements.

Below is the summary concept of on the job training practices illustrated in the figure below:



4.4 To identify the factor contributing to on the job effectiveness to employee performance

Table 4.4.1 present result of the factor contributing to on the job effectiveness to employee performance at Rajang Port Authority.

Questions	Findings	Informants
1. What is the factor that you think contribute to on the job training effectiveness ?	Productivity factor	1
	Effectiveness factor	2
	Working environment	3
	Commitment and Expertise	4
	Motivation, attitude, emotional intelligence, support from management and peers	5
2. Does the factor contribute would affect to employee performance?	No.	1,2
	Yes	3, 4, 5
3. In your opinion, how on the job effectiveness occur in employee in this organization?	Upgrade the way we work with more arranged, systematic	1
	Better change if doing continuous training	2

	Get closer with working environment to be more proficient doing their task	3
	Evaluation	4
	Achieve at training effectiveness based on the defined criteria	5
4. Did you ever involve in any on the job training that offer by this organization?	Yes	All
5. What is current on the job training that you involve?	IPMS, PORTRACT, Balance Score Card, Employee Data and File Management	All
	Integrity Officer Training, Communication and Leadership Skills	I4
	Computer Programmer Training	I2, I3

Table 4.4.1 The factor contributing to on the job effectiveness to employee performance

Table 4.4.1 shows the questions regarding the factor contribute to on the job effectiveness to employee performance. The contributing factor that mention by informant is productivity factor (Informant 1), Effectiveness factor (Informant 2), Working Environment (Informant 3), Commitment and Expertise factor (Informant 4), Motivation, attitude, emotional intelligence, support from management and peers (Informant 5). This factor would gain the motivation of the informants which is in line with the expentancy theory. All the informant has their different of view regarding on the factor contribute based on the statement that they deliver in below:

“Memang akan lebih meningkatkan cara kita bekerja jadi apa yang kita lakukan seiring dengan bidang tugas yang diberikan”

(Informant 1)

The finding above is related with the study by Haenisch (2012) said that productivity improvement in state government workplace would improve supervision and management, and better communication. The study is about worker motivation and productivity in United States state government which is impact to their service and society. The researchers of the study could give some recommendation to increase of their learning culture with eliminate bureaucracy, supervise better and improve communication. With this study, researcher can see that the productivity factor could bring good benefit to the motivation of the workers.

“Faktor keberkesanan ada kaitan dengan tugas yang dikendalikan oleh kakitangan”

(Informant 2)

The effectiveness factor could contribute to on the job training in organization because the employee could get some positive outcome after they participate in the training. The finding above is consistent with the study by Ho and Dzung (2010) point out the effectiveness can be influenced by learning satisfaction, learning achievement and classroom assessment. The learning effectiveness is essential with the positive training result and safety behavior is an achievement to the employee who bring the effectiveness in their satisfaction and achievement.

“Seperti kita sudah biasa dengan keadaan persekitaran bekerja jadi secara tidak langsung mempercepatkan lagi dari segi ilmu pengetahuan”

(Informant 3)

The finding above is inline with the study by Jaskiewkz and Tulenko (2012) said that the working environment is important approach to increases the productivity and ultimately workers' knowledge base on community strategies. Establishing with the elements it is comprise the working environment which is workload, supportive supervision, supplies and equipment would improving the effectiveness and quality of the service that provided by community workers.

“Komitmen kita dan kepakaran orang yang mengajar kita dalam kursus yang kita hadiri itu”

(Informant 4)

The finding above is relevance with the study by Jakobsson (2012) said that the employee commitment to organization must be clear for recognition and engagement. One of most significant elements in achieving employee engagement achievements may be the ability of the company to change its practices whenever necessary in order to achieve full potential. (McGrath and Hammontree, 2016). Work commitment will result from believing in the aims of the group, feeling loyalty, economic relations and loyalty to the organization and interacting with the organization. As such, these factors which have been known to contribute commitment may all be related to the experience or someone expertise, or both as a singularity.

“Motivation, attitude, emotional intelligence, support from management and peers”

(Informant 5)

The finding above is in line with Law, Wong and Song (2004) that said that the emotional intelligence involves in interpersonal and intrapersonal intelligences that relates to one’s ability to deal and make distinctions among others. Either one of those alternate emotional intelligence concepts require encouragement, not just emotion and intellect, dispositions and features of vulnerability, and personal and social functioning globally (Mayer et al., 2000). An individual with high levels Emotional Intelligence could also be able to comprehend the moods of others correctly and thus have a higher

Emotional Intelligence opportunity to form close relationships and generally get social support.

In the finding, majority agree that factor contribute would affect to employee performance except Informant 1 and 2. The factor that mention in the finding is in line with the study by Nayab and Hafiza (2013) about the factor affecting the performance of employee which is manager's attitude, organization's culture, personal problems, job content and financial rewards. The findings of this study give creative findings which is indeed a positive relationship between the factor of the employee and the success of the employees in attempting to investigate an obvious but overlooked correlation. The companies with the mindset of a congenial director have a more positive impact on the efficiency of the employees.

Below is discuss about how on the job effectiveness occur in employee in this organization, the informants mention that:

“Melalui latihan yang diberikan, kita dapat mempertingkatkan cara kerja kita dengan lebih teratur, tersusun dan kita akan mempelajari pekara baru yang telah diberikan semasa latihan”

(Informant 1)

The statement above is related with the developing our working arrangement and systematic. Based on study by Jon (2019) stated that the legal right would be provided to employee to increasing their working style or working schedules for more flexible in regard of provide working quality opportunity. The working style of the employee

would be improving with the new learning outcome that related to their task so that employee would gain the effectiveness in the organization.

“ Latihan yang kita kendali mungkin ada perubahan jika dibuat latihan dari masa ke semasa ”

(Informant 2)

The findings above discuss about the changing in better if their having continuous training. This finding is in line with book that wrote by Bushart, Fretwell and Cumbest (1994) about continuous improvement through employee training. The book is discussing about the effective and efficient training improvement of quality customer service in financial service industry. Based on the book, the industry place significant aggressive programme for continuous improvement through new focus of their training.

“ Mereka akan lebih mendekati lagi dengan persekitaran pekerjaan dan secara tidak langsung mereka akan lebih mahir melakukan pekerjaan ”

(Informant 3)

The findings above focus on getting closer on working environment that to be more proficient to doing their task. The more they get involved in working environment, the more they are skilled engage in the task. According to Feffer (2019), the author of Society for Human Resource Management (SHRM), the study that they conduct in June 2008 which is there are huge workplace soft skills are vital to the skilled veteran. These skills is teamwork, critical thinking skills, work ethic and professionalism.

“ Dapat dilihat melalui perubahan kerana kita ada penilaian”

(Informant 4)

Based on the statement above, it in line with studies that the job effectiveness would occur by having the evaluation to the employee. Tracey (1968) stated that evaluation is to assess whether the time, money and resources expended on preparing and running training and development activities yield sufficient results to justify the expenditure. Tracey listed out three functional ways for the adequate evaluation which is defending their plans by understanding the results and contributions of the tasks to the company's goals, supplying coaches with performance , efficiency and usefulness and assessment offers a starting point for the creation of an enhancement programme.

“Trainees always achieve at least 70% training effectiveness based on the defined criteria”

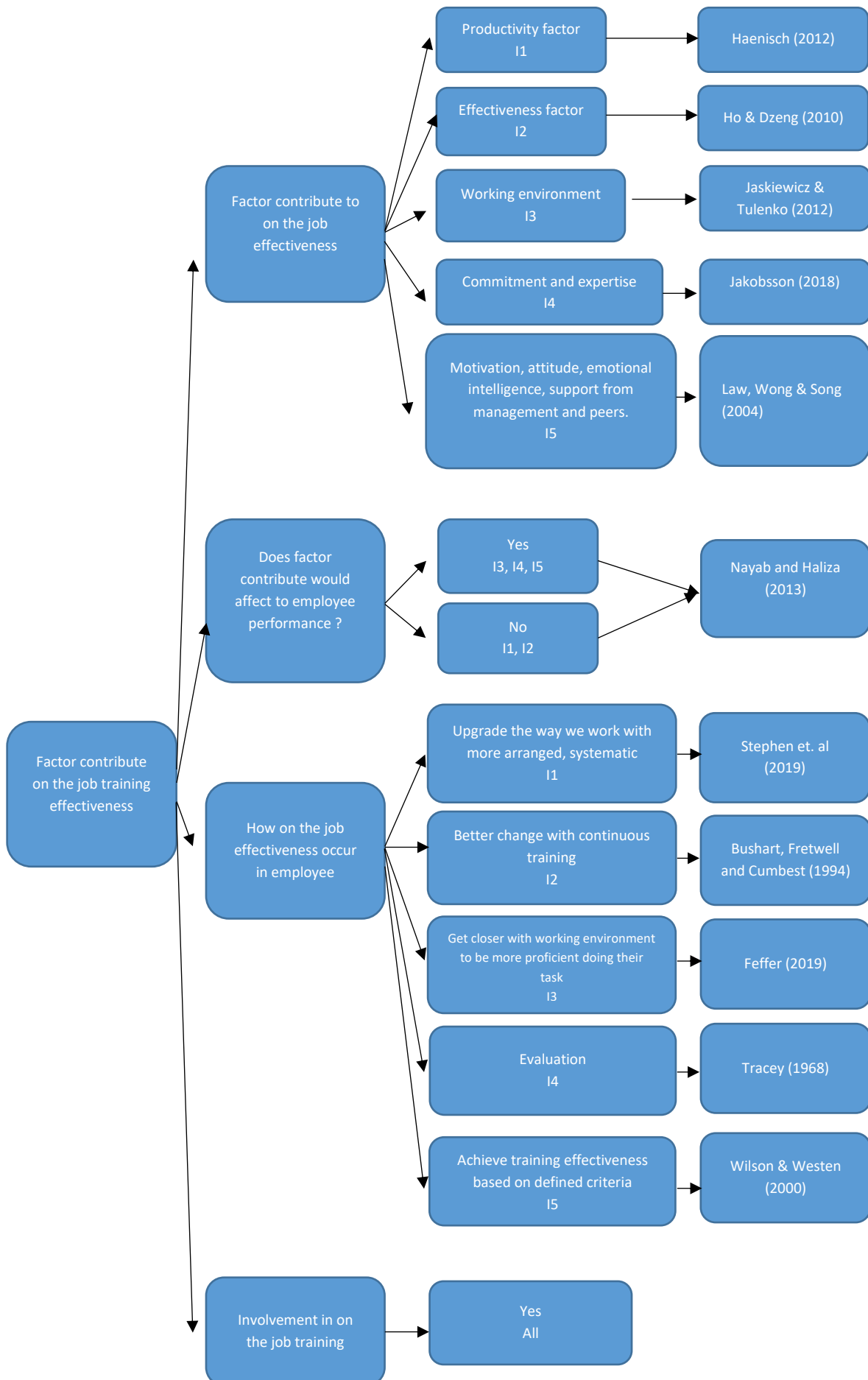
(Informant 5)

The informants above told the achievement of employee based on their criteria. These criteria is related to the employee performance appraisal towards the training effectiveness. Wilson and Westen (2000) stated that the appraisal was supposed to suggest that the evaluators played a leading role in assessing the preparation and development of training to be followed, but this was not always a smooth operation.

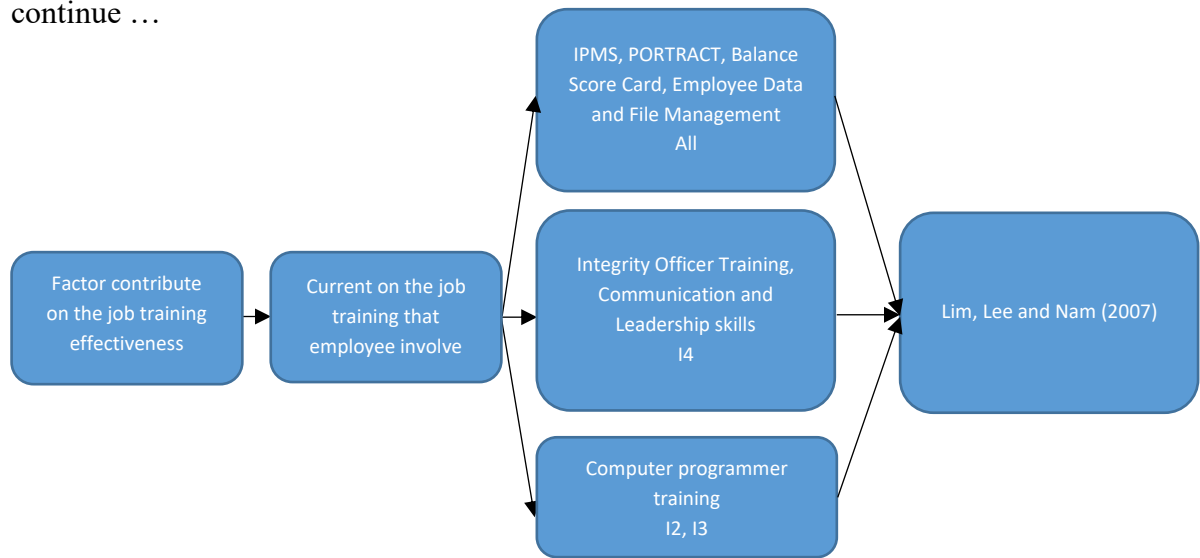
In next question regarding on the involvement on the job training, all of them involve in any on the job training that offer by organization. Lim, Lee and Nam (2007)

stated that the involvement participants in any training program is important to effective vocational learning in transferring learning to the job performance. The current on the job training that informant involve all such as Integrated Port Management System (IPMS), PORTRACT system, Balance Score Card, Employee Data and File Management. The training that informant is mention are one of their requirements for them to increases they knowledge about their organization that handling containerized cargo. All of the training is related to the Port Management System and how the employee can manage and operate the integrated port system. Apart from that, the employee that from Human Resource and Administration Department will be given the training to manage the employee data and file management so that they know and familiar with the organization file management. Some of informants involve training such as Integrity Officer Training, Communication and Leadership Skills (Informant 4), Computer Programmer Training (Informant 2 and 3). The Informant that attend Integrity Officer Training, Communication and Leadership Skills is because they have to engage in quality management that determined the strategic objectives and strategic map based on the Key Performance Indicators (KPIs) of the organization, employer and employee. Most of employee which handle in Management and Professional group position will give to those training. Apart from that, to enhance the competency of employee in computer and technology in office, the training about computer programmer is deliver to the employee that are not mastering the basic skills of computer.

In summary, the factor contribute on the job training effectiveness is presented in the figure below:



continue ...



4.5 To explore how on the job training is implemented in organization

Table 4.5.1 shows the result of how on the job training is implemented at Rajang Port Authority.

Questions	Findings	Informants
1. What are on the job training method that used in organization ?	Sharing session	1,2,3
	Lecturer	1,3,5
	Practical	1,2
	Slide Presentation	4,5
	Role Play	4
2. How the on the job training is implemented in organization ?	Is done by workshop session using training method	1
	Inviting lecturer and absorb all the info given	2,3
	Lecture environment and field work to new employee	4
	Identify necessary tools and system	5

3. How is the process of implementation about on the job training ?	1. Training Provider 2. Nomination of Participants 3. Learning Contract 4. Co-ordinating of Course 5. Training Delivery 6. Completion of course	1,3,4,5
	Not really know the process	2

Table 4.5.1 The explore how on the job training is implemented in organization

Table 4.5.1 show how on the job training is implemented in organization. Few method has been stated by informant which is sharing session (Informant 1,2,3), Lecturer (Informant 1,3,5), Practical (Informant 1,2), Slide presentation (Informant 4,5) and Role Play (Informant 4). According to Barbara, Klodiana and Tony (2013), training methods is used for creating guidelines to determine the best way to provide learning for a particular scenario and improving communication as well as research and training methods development. Formal needs evaluation is defining empirically the training needs and the most appropriate approaches to address those defined needs. Finally, the guidelines for training decisions must be influenced by local circumstances and context, and trainers must strive to follow the gold standard of teaching: use a range of training approaches to accommodate the different learning styles and needs of trainees. From

the training method that are said by Informant, the implementation of on the job training in organization is stated by informant as below:

“ Dilakukan dengan cara berbengkel sesama pekerja menggunakan kaedah latihan semasa yang dijalankan di organisasi ini”

(Informant 1)

The statement above shows that the on the job training is done by workshop using training method. Callaham and Schriger (2002) mention that workshop substantially which is making more specific and focused to enhancing the interaction with participants. The workshop would help to develop social skills within the participants that engage in the training. The engagement activity in the workshop would encourage the employee work in group. Moreland and Myaskovsky (2000) imply that groups perform tasks effectively if their participants are learned and work together through the learning process than if they are trained separately.

“ Latihan dikendali dengan menjemput penceramah dari luar ataupun RPA sendiri”

(Informant 2, 3)

From the statement above, the training is handled by outsourcing trainer to deliver the training in the organization. The outsourcing trainer is more specialized and experiences engagement with other organization (Eleanna, Dimitris & Nancy, 2008). Several benefit can gain from outsourcing trainer such as cost savings, lack of internal resources , access to best practices and expertise, reducing capital costs, timeliness, concentrating on and removing peripheral training activities , improving efficiency,

measuring and contestability, updating the training role (Richman and Trondsen, 2004). Apart from outsourcing trainer, Rajang Port Authority has its own trainer who are experienced in the learning module that they involve. Employee who participate outsourcing training also require to give internal training to the selected employee by sharing their knowledge and what are they learn throughout the training session to the employee so that they gain same knowledge with the employee who are attend the outsourcing training session.

“ Persekitaran bilik kuliah dan ada juga pergi kerja lapangan atau lawatan sambil belajar kepada staf baru”

(Informant 4)

From the statement above, we can see that the training is handle in lecture room environment and field work is given to the new employee. Armstrong & Taylor (2014) as cited in Chaudhry et. al (2017), training is systematic growth to employee who perform their duty related in the organization. The good lecture room style would make the employee can stay engage in conducive environment. They attention towards to training session would be increases and it would gain the input of learning outcome in their cognitive. It would make the employee would perform their task better prior the training session is held.

“ Identify necessary tools and system to implement on the job training”

(Informant 5)

Informant above emphasize the implementation system on the job training and identify necessary tools in organization. Wandersman and Katz (2012) stated that the implementation system was developed to collaborate the contributions funders, researchers, reviewers and professionals can make to bring forward evidence-based innovations to achieve outcomes. The system would boost the ability of an entity by assisting the entity in the choice of ideal innovation, fitness-enhancing innovation adaptive responses and skills building for innovation implementation and assessment.

The process of implementation about on the job training has been mention by majority informant except informant 2 who are not really know about the process. Nuckols (1990) stated that implementation strategy would be better understanding about how to manage the conflicting imperatives that characterize the politics of administrations. The researcher having deep interview to informant who are Human Resource Administrative Executive of Rejang Port Authority and the informant had explained about the process of implantation on the Job training which is In-House Course in Rejang Port Authority. The process is Training Provider, Nomination of Participants, Learning Contract, Co-ordinating of course, Training Delivery, Completion of course. The explanation about the process has been discuss below:

1. Training Provider

Based on the approved annual in-house training plan, identify the relevant training provider. Once a date has been fixed for the course, write to training provider to request for training outline, quotation and details such as Facilitator’s vitae curricular. The

training outline is review to ensure it meets the training needs. Ensure quotation is within the approved estimates. Negotiate if possible. If it is still too high, write to Management for further approval. Upon approval by Management, write to the Training Provider to confirm the course. List out all the terms and conditions as agreed including what are to be included and excluded in the package deal. If transport and accommodations are required for outstation facilitators and participants, arrange with Mechanical Dept. for transport to be provided and make hotel reservations according to their entitlements.

2. Nomination of Participants

Prepare a minute on the objectives of the course and seat allocation to be distributed to related Head of Departments (HODs) for nomination of relevant officers to the course. Compile and review the list of nominated officers. Replace any unsuitable nominee if necessary. Prepare Letters of nomination to be sent to the nominees. Contents of letter should include date/ time and venue of the course and submit Course Evaluation Report (Form ADM.14) together with Certificate of Attendance within 2 weeks to GM upon completion of the course. After that, submit course materials for the library and Eligibility of relevant claims according to G.O. for outstation members.

3. Learning Contract

Prepare Learning Contract (for course only) with reference no. for each trainee. Attach a copy of the course objectives and contents to the contract for easy reference of the HOD/ HOS when making assessment. Send the Learning Contract with a covering minute to the trainee's Supervisor for completion. Keep record of the dispatch and return of the Learning Contract in a logbook. Ensure that the Learning Contract is

returned duly signed by both trainee and his/ her Supervisor. File the Learning Contract and monitor its progress. 6 months upon completion of the course, send the contract to the supervisor and trainee to complete Part II and ensure it is returned for record. 1 year upon completion of the course, send the contract of the trainee, make assessment on the effectiveness of training and report the % in the quarterly report to be submitted to management

4. Co-ordinating of Course

Check from facilitator whether any reproduction of course materials is necessary. If so, arrange for a master copy of the course materials to be photostated for all participants. Prior to the course, using check-list, check all necessary requirements regarding room facilities, Av equipments and visual aids and ensure they are in good condition. Where necessary, notify technician for repair or replacement. Ensure spare bulbs are available for OHP and Projector. Ensure all training materials such as folders, handouts, pencils, papers, flip-chart papers, markers, transparencies etc, are sufficient. If not, place order. Arrange for caterer to provide refreshment (morning and afternoon tea breaks) during course. Ensure proper seating lay out of the room, table nameplate of participants, training manual, paper, folder, pencil are on each table a day before the course.

5. Training Delivery

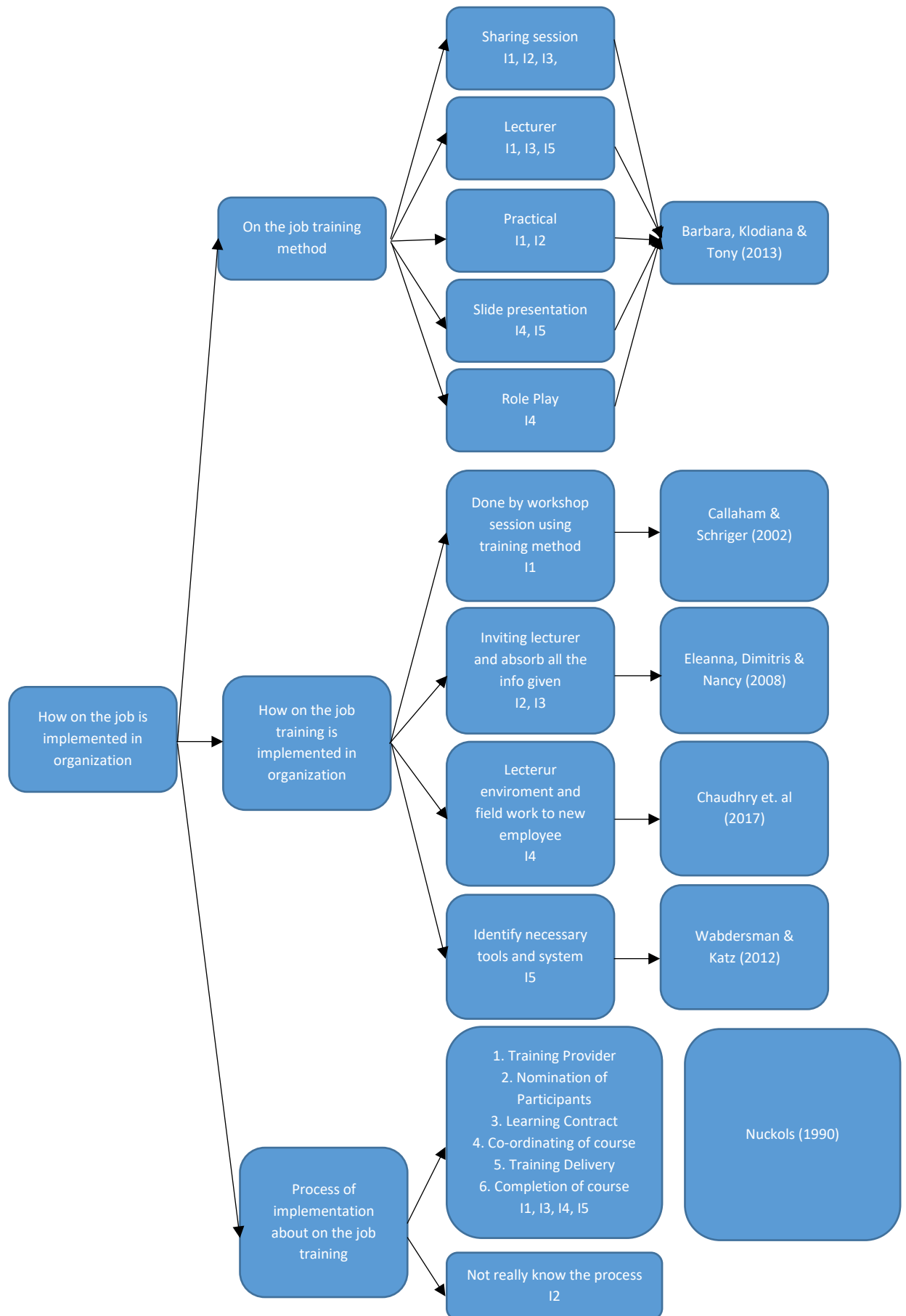
On the first day of training during the opening ceremony, explain Course Objectives Invite GM or HOD to speak if present. Introduce Course facilitator and brief on housekeeping rules such as attendance record, location of training facilities, rule of conduct and attendance, transportation to and from class for external trainees, safety

and security procedures, dress code, course timetable and lodging and meals for outstation trainees. Co-ordinate and supervise the trainees during the duration of the training. Be responsible for all administrative arrangements on training. Ensure tea breaks are arranged on time. Prepare Certificates of Attendance to be signed by GM if course is delivered by own officers etc. In-house Induction Course. For courses provided by outside Training Provider, request for signed Certificates of Attendance without names of trainees. Name of trainees can only be confirmed on the day of the course as there are cases of absentees or replacements. Confirmed names will then be typed on the certificates for presentation at the closing ceremony. Certificates are then photostated and copies to be filed in individual trainee's training personal file. Distribute Course Evaluation Report form (Form ADM.14) to trainees to complete. Collect them at the end of the course or ensure that they are submitted within 2 weeks upon completion of the course. Remind General Manager (GM) or Head of Department (HOD) to present certificates to trainees and to declare close the ceremony.

6. Completion of course

Ensure that Course Evaluation Report Form (Form ADM.14) together with Certificate of Attendance are submitted to General Manager (GM) within 2 weeks upon completion of course and that they are returned, dated and initiated by PB before filing. Ensure that the record is updated and filed in the respective trainee's training Personal File. If facilitators are from own office, prepare their claim for honorarium. Arrange all necessary payments to be settled i.e. course fees to training provider, hotel charges, cost of tea breaks etc.

The summary of how on the job is implemented in organization is presented in below:



4.6 To explore the issues related to on the job training effectiveness

Table 4.6.1 shows the result of the issues related to on the job training effectiveness at Rajang Port Authority.

Questions	Findings	Informants
1. What are on the job training issues that you think arise in the organizatoon ?	Attandance	1,4
	Efficiency	2
	Time Constraints	3
	Irrelevant of training based on actual job	5
2. Does the issue give any influence to the effectiveness on the job training ?	Yes	3,4
	No	1,2,5
3. Is it any issues related with organizations, manager and peers ?	Yes. It influence in terms of increase our productivity and give contribution to organization.	2
	Yes. No enough time indirectly would affect employer and also organization	3
	No	1,4,5

Table 4.6.1 The explore the issues related to on the job training effectiveness

Based on figure 4.6.1, the issues related on the job training effectiveness has been answer by informant based on the question that provided. The on the job training issues that arise in organization according informants as stated below:

“Ada pelatih tidak dapat menghadiri latihan disebabkan beberapa perkara yang tidak dapat dielakkan” (Informant 1,4)

Based on the statement above, it shows that some of the trainee did not attend in training session. Based on study of Fishbein and Stasson (1990), the people would have strong desire or motivated to attend a schedule training session but attendance is impossible due to circumstances that beyond one's control.

“Isu kecekapan penyediaan latihan memberi kesan yang baik kepada kakitangan di sini” (Informant 2)

The efficiency issue in providing training also address that would bring impact to employee in the organization. Stevens (1994) stated that the training firm is informed about the efficiency of the training contracts that would increasing the labour market competition. This study is identifying the efficiency issues that affect the provision of training.

“Isu kekangan masa atau mungkin masa yang diberikan tidak mencukupi seperti sesuatu tajuk yang besar” (Informant 3)

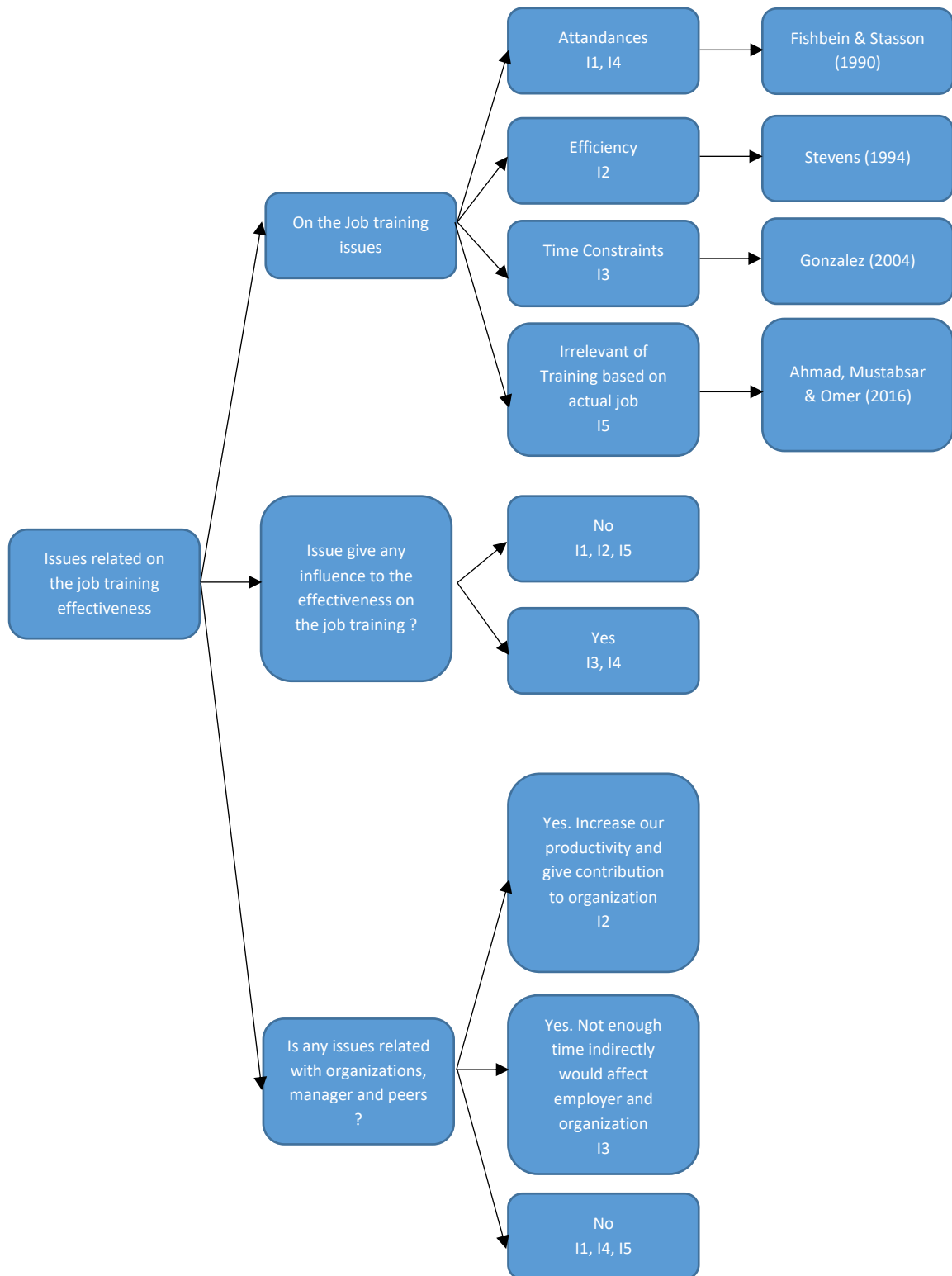
The time constraints issue or not enough time provided during training is also issue in the organization. Gonzalez (2004) stated that the learning and performance of individual that are trained in dynamic decision making would affected because of time constraints compare to those where trained without time constraints.

“Irrelevant of training based on actual job” (Informant 5)

Another issue that happen in this organization is irrelevant of training that conduct based on actual job. Based on study of Ahmad, Mustabsar and Omer (2016), without the actual module that relates to the scope of work, a training program will never be successful. Employees are completely encouraged to undergo the appropriate job-related training program. Research has shown that workers are inspired directly related to behavior by the board.

Majority of informant agree that issue would influence to effectiveness on the job training except informant 1 and 5. Informant 1, 4 and 5 stated that no issues that related with organization, manager and peers except Informant 2 and 3. According to informant 2 and 3, the issued related with organizations, manager and peers because it would increase their productivity and give contribution to organization (informant 2) and not enough time indirectly would affect employer and also organization (informant 3).

In conclusion, the issues related on the job training effectiveness is presented in the figure below:



4.7 Summary

In concise, this chapter is discussed about the data collection that are retrieve during the structured interview session. All the data collection has been analyzed and discussed based on the questions that are develop. In next chapter, the researchers will discuss about summary, recommendation and conclusion of this research.

CHAPTER 5

IMPLICATIONS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

In this chapter, the researcher will discuss in further from the data and information that gather in previous chapter. This section contains summary of research, implications, recommendations, limitation of study and conclusion summary. This chapter is important because it will give brief summary of our research that would explain the entire research and give some recommendations for future references.

5.2 Summary of Research

This research was conducted to access on the job training effectiveness and employee performance: A case study of public agency in Sibul, Sarawak. This research consists 5 chapter which is introduction, literature review, methodology, findings and recommendation. In chapter 1, the background of the study has been discussed which is emphasize job training effectiveness in public sector. The statement of problem has been explained in theoretical, conceptual and practical framework. The objective of this research is given based on it general and specific objective. The definitions of terms has been explained which is on the job training effectiveness and employee performance.

In chapter 2, the researchers have discussed about the review of literature of this research. The literature review briefly discussed on issues related to topic, which the argumentation of related article. It also discusses the related theory or model that used

which is Kirkpatrick model and expectancy theory. The findings from past related finding is also include on this topic.

Next, the discussion continue methodology. The methodology used of method collecting data and informants in research. It contains the explanation of research design, population, sampling procedure, instrument of study and data collection procedure. This study was conducted using semi-structured interviews of informants. 5 informants among the employee of Rajang port authority will go through semi-structure interviews and the researchers received constructive feedback and response to shows the purpose of this research.

In chapter 4, the discussion about the finding and discussions. The responses of the informants from the interview sessions are extract in form of context analysis. For analyzed the findings, the study of the on the job training practices were answered. The answer is upgrade skills and quality to employee, knowledge from seniors, experiential learning, job specific and given to employee who perform that job. The factor contributing on the job effectiveness to employee has been identify which is productivity factor, effectiveness factor, working environment, commitment and expertise and motivation, attitude, emotional intelligence, support from management and peers. Next, on the job training implementation has been explore which is it done by workshop session using training method, inviting lecturer and absorb all the info given, lecturer environment and field work to new employee and identify necessary tools and system. Then, the issues related on the job training effectiveness has been explore which is attendance issues, efficiency issues, time constraints issues and irrelevant of training based on actual job.

Last but not least, a summary of each chapter of this research, discussion of the findings that obtain from the data analysis and the recommendation that help to improve the organization, individual and future research. Lastly the convincing conclusion of this research were constructed to tell readers what can be concluded from the research project.

5.3 Implications

From the results of the research, the researchers can see that the on the job training would be enhance in the organization. The researchers imply the implication to show how findings are important to theoretical, practitioner and policy.

5.3.1 Theoretical Implications

The findings shows contribution among the theory or model that used in this research. The theories used in this research is Kirkpatrick Model and Expectancy Theory. Kirkpatrick Model explain about the model to analyzing and evaluating on the job training effectiveness and employee performance. In these findings, the employee of Rajang Port Authority emphasizes the important of training to build up their talent management skills and improve their learning acquisition in future. The workplace training is more dominant to public sector employee as that approach are more productive with their development skills. The findings also show the expectancy theory which is the employee behavioral and their motivation towards on the job training. When employee engage in training in workplace, they would have self-motivation that make them satisfied with their own performance.

5.3.2 Practitioner Implications

This research would contribute to the human resources practitioner to identify the effectiveness of on the job training in organization. The human resource practitioner play a important role to make sure all employee had acquire the training in the organization. From the findings, the human resource practitioner could be aware on the issue that arise by the employee that make them difficult to attend and get engage in training session which is it would affect their performance. The organization would enhance the performance and potential of employees in their jobs and in positions to come. The development of human resources will function to enhance efficiency or personal qualities in a field where an employee is weak.

5.3.3 Policy Implications

This research would help the organization to identify the on the job training factor lead to the effectiveness and employee performance. This research would give exposure to organization about the employee's understanding to the training effectiveness that would affect their work performance. The organization could also perform the suitable guideline or policy by educating staff on applicable laws or regulations in which they are responsible to help a company adhere to government regulations or guidelines. For example, the government could impose guideline to the public agency for encourage their employee involve in training session in workplace.

5.4 Recommendations

In the organization, top management play an important role in providing on the job training to their employee. Continuous on the job training should be given to the employee so that it would enhance their skill, ability and knowledge so that it would increases employee performance. Training initiatives should be effective in all ways, such as enhancing efficiency and motivation and reward. The training programs that are assigned by the management should be related with their job description.

Next, the organization should revise the training modules, training techniques and outcomes according to the standard that set by Malaysia Training Centre (MyTC) and National Institute of Public Administration (INTAN) so that the employer and employee can enhances their skills more efficiently throughout their participation in the training. The organization should be equipped up-to-date technology and teaching aids so that the trainer and trainees can enhances their training and teaching experiences. The high technology video conferencing could be provided for online training session with trainer and trainees.

This study is providing the information to the future researcher about on the job training effectiveness and employee performance and the future researcher are recommended to carry out further research in this area such as consider conducting more specific department in organization. The future researcher could take an opportunity to study about the on the job training which affect to employee performance during the pandemic Covid-19. Apart from the pandemic, the researcher can study the effectiveness of training using video telecommunication method that are used by most of organization to deliver the training to employee.

5.5 Limitations of Study

This study consists of few limitations. First, this research is only involved by the employee who working at public sector which is at state government office. The sample of this research is only limited to the employees who working permanently as government servant. Some of the workers are in middle ages that might reduce their degree of understanding during interview session.

Next, the sample size of the research area is difficult to reach the researchers target. It is because when the data collection is carried in the research area there are most of employee having their leave which is that time the seasonal festival is occur. It makes the researchers difficult to find suitable informant to get involved in this research interview.

Besides that, limited access of further engagement information with informant in organization. For this research, after the interview session with informant in the organization, the researchers plan to make further interview session to question further information regarding the research question findings with the HR Executive of the organization but because of current issues that occur which is pandemic Covid-19 force the session would be postponed until the situation controlled.

Then, lack of available or reliable data of this study. This research is faced limited access of some information due to the private and confidential of the organization. The respondents or informants of the research unable to give the information and the researchers need to redesign the data acquisition in different way.

5.6 Conclusion

In conclusion, this chapter is discussed about the summary of this research. It had been discussed about the implication and recommendation of the study that is suitable to the research. This research has been successful achieving the objective which is general objective and the specific objective. The prior findings have found the interesting informant engagement that has been highlight during the interview session. The findings show that the employee understand the concept of on the job training basically and they are able to list down the factor that contribute on the job training effectiveness which is productivity factor, effectiveness factor, working environment, commitment and expertise and motivation, attitude, emotional intelligence, support from management and peers. Furthermore, the informants able to mention the training that they involve and most of the training method that are used based on the employee majority is sharing session and lecture method. The study also shows few issues that inhibit to on the job training which is cause the training not carried on in conducive environment. The researchers hope that this research would provide clear overview about the employee performance to the on the job training effectiveness.

5.7 Summary

In this chapter, the summary of research, implication, recommendation, limitation of study, conclusion has been discussed by the researchers. This chapter would be the last chapter of this researchers.

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Appendix 1: Consent Form



ON THE JOB TRAINING EFFECTIVENESS AND EMPLOYEE PERFORMANCE: A CASE STUDY OF PUBLIC AGENCY IN SIBU, SARAWAK.

I am an undergraduate student from the Faculty of Cognitive Sciences and Human Development in Universiti Malaysia Sarawak (UNIMAS). This qualitative research paper attempts to explore **On the job training effectiveness and employee performance: A case study of public agency in SibU, Sarawak** as my Final Year Project (FYP) required of me as a partial requirement for an award of Bachelor of Science with Honours (Human Resource Development).

This Research Instrument consists of Consent Letter, Consent to Record Interview Session and Research Questions/Interview Guides. Please take your time to read and understand the Research Instrument. I would like to seek your consent to be an informant for this research. All information gathered from you will be kept confidential and will not be used for any other purpose other than for this study. It is important that you answer these questions honestly and truthfully.

The interview may take 30 – 45 minutes of your time. There is a possibility that there will be more than one interview session (if you permit) if required. On top of that, you are also free to cease the interview at any time you wish or you may refuse to answer any question if you do not want to. If you agree to be interviewed, I will proceed, if not, thank you for your time.

Thank you for your participation.

If you have any questions, feel free to contact me at:
CHARLES ANAK CHRISTOPHER (60482)
Faculty of Cognitive Sciences and Human Development
Universiti Malaysia Sarawak (UNIMAS)
94300 Kota Samarahan
Sarawak
Tel: 012-8488594
e-Mail: charlesedu97@gmail.com

CONSENT FORM

- I agree to be an informant in the research done by **CHARLES ANAK CHRISTOPHER**, matric number **60482**, a student in Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak (UNIMAS).
- I understand that the researcher will be supervised by a lecturer as a requirement for **Final Year Project** entitled **On the job training effectiveness and employee performance: A case study of public agency in Sibul, Sarawak**
- As the interview requires the need to use audio recorder, I hereby ***agree / refuse** to let the audio be heard by authorized person for research and academic purposes other than the researcher itself.

What can I expect from this interview?

1. The interview session may require the need for me to give the information in verbal or written form. This is to help the researcher to further understand the informant and the information given.
2. This interview may require 30 – 45 minutes of my time. There is a possibility that there will be more than one interview session until the information regarding the research topic is fully acquired.
3. I am aware that while the data collecting is taking place (during interview), I may feel that my privacy is being violated. I am also aware of the fact that the research questions can cause disturbance and uneasiness to my emotional being.
4. Even though I am invited by the researcher to be an informant, my choice to participate is voluntary. Therefore, if, during the data collection period, I want to withdraw from being informant for this research as a result of the disturbance that the research may cause, I may do so by letting the researcher know.
5. Any reference to my identity that would compromise my anonymity will be removed or disguised prior to the preparation of the research report.
6. I understand and accept the fact that UNIMAS has made no provision for monetary compensation in the event of injury resulting from the research.
7. I understand that I will not be paid for participating in this research.

Name:

Appendix 2: Interview Questionnaire

Research Question

On the job training effectiveness and employee performance: A case study of public agency in Sibul, Sarawak.

Part 1: Warming Up Question

1. How are you today ?
2. How long have you been working in this organization ?

Part 2: Situational Questions

1. What is your current position in the organization?
2. How many years did you work in this organization?

Part 3: Interview Questions

RO1: To understanding the concept of on the job training practices at Rajang Port Authority.

1. What is your understanding about on the job training ?
2. Is the on the job training has been carried on in this organization before ?
3. What types of on the job training that carried on in this organization ?

RO2: To identify the factor contributing to on the job effectiveness to employee performance at Rajang Port Authority.

1. What is the factor that you think contribute to on the job training effectiveness ?
2. Does the factor contribute would affect to employee performance ?
3. In your opinion, how on the job effectiveness occur in employee in this organization ?
4. Did you ever involve in any on the job training that offer by this organization ?
5. What is current on the job training that you involve ?

RO3: To explore how on the job training is implemented at Rajang Port Authority.

1. What is on the job training method that used in organization
2. How the on the job training is implemented in organization ?
3. How is the process of implimentation about on the job training?

RO4: To explore the issues related to on the job training effectiveness

1. What are the on the job training issues that you think arise in the organization ?
2. Does the issue give any influence to the effectiveness on the job training ?
3. Is it any issues related with organizations, manager an peers ?

Additional and closing question

1. Do you have any comment and personel opinion about on the job training effectiveness to employee performance ?
2. Do you have any additional question related to this research topic ?

Appendix 3: Permission Letter for Data Collection from Faculty

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



www.unimas.mx

UNIMAS/NC-16.03/04-13/01 Jld.17 (44)

24 Disember 2019

Puan Norhiya Bt. Hussain
Pengurus Sumber Manusia dan Pentadbiran
Rajang Port Authority
Jalan Pulau, 96000 Sibulau
Sarawak

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Charles Anak Christopher (60482)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian/Tesis : *"On the job training effectiveness and employee performance: A case study of public agency in sibulau, Sarawak."*
Pensyarah : **Profesor Dr Haji Rusli Bin Ahmad**
No. Telefon Pensyarah : **082-581561**
Emel : **arusli@unimas.my**
No. Telefon Pelajar : **012-8488594**

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak tuan/puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,

Profesor Dr Haji Rusli Bin Ahmad
Pensyarah

s.k – Penolong Pendaftar Kanan, FSKPM



Appendix 4: Approval Letter for Data Collection from Organization



LEMBAGA PELABUHAN RAJANG

96000 Sibu, SARAWAK, MALAYSIA
Telefon : 6084-319004 – 6084-319009
Faks : 6084-318754
Laman Web : www.rajangport.gov.my
E-mail : rpa@rajangport.gov.my



“ KEUTUHAN ASAS KEPUASAN PELANGGAN “

Rujukan Kami: 38/RPA/0359/9

Tarikh: 22 Januari 2020

Profesor Dr. Haji Rusli Bin Ahmad
Pensyarah
Fakulti Sains Kognitif dan Pembangunan Manusia
Universiti Malaysia Sarawak (UNIMAS)
Kota Samarahan Sarawak

Tuan

Permohonan Menjalani Kajian / Soal Selidik Bagi Projek Tahun Akhir - Encik Charles Anak Christopher (No. Matrik 60482)

Surat tuan bil. UNIMAS-16.03/13/04-13/01 Jld. 17 (44) bertarikh 24 Disember 2019 mengenai perkara di atas adalah dirujuk.

2. Sukacita dimaklumkan bahawa permohonan tuan untuk menghantar Encik Charles Anak Christopher (KP: 971205135155) untuk menjalani Kajian / Soal Selidik bagi Projek Tahun Akhir **Bachelor of Science (Hons) – Human Resource Development** di Lembaga ini telah diluluskan dan beliau akan ditempatkan di Jabatan Pentadbiran & Sumber Manusia sepanjang masa lkajian / soal selidik diadakan.

3. Sehubungan dengan itu beliau adalah diminta untuk melapurkan diri ke Bahagian Latihan, Tingkat 4 Bangunan LPR tepat jam 8.00 pagi dengan membawa bersama dokumen-dokumen lain yang berkaitan.

Sekian, terima kasih.

” BERSATU BERUSAHA BERBAKTI ”

” An Honour To Serve ”

Yang benar

Norhiya Bint Hussain
b.p. Pengurus Besar
LEMBAGA PELABUHAN RAJANG

s.k. Encik Charles Anak Christopher
1D Lorong 1A
Taman Primeview
96000 Sibu Sarawak

SEMUA URUSAN DIALAMATKAN KEPADA PENGURUS BESAR