



Faculty of Cognitive Sciences and Human Development

**TRAINING AND DEVELOPMENT: THE EXPERIENCES OF INDIVIDUAL
EMPLOYEES AT A SARAWAK GOVERNMENT AGENCY**

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**Bachelor of Science with Honours
(Human Resource Development)
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Masters

PhD

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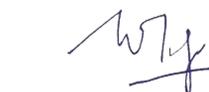


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**TRAINING AND DEVELOPMENT: THE EXPERIENCES OF INDIVIDUAL
EMPLOYEES AT A SARAWAK GOVERNMENT AGENCY**

NUR SYAHERAH BINTI SHULAINO

This project is submitted
in partial fulfilment of the requirements for a
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The project entitled ‘Training and Development: The Experiences of Individual Employees at a Sarawak Government Agency’ was prepared by Nur Syaherah binti Shulaino and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development).

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ABSTRACT

This research aimed to investigate the experiences of employees in undergoing training at a Sarawak government agency. Qualitative research method was applied for this research to obtain a better understanding on the experiences of the employees. This study used a sampling method which aimed choosing five employees from a Sarawak government agency in Kuching. A phenomenological approach was used to explore employee perceptions. Besides, the data collected in this research were analysed by using thematic analysis. Based on the data collected, the overall experiences of employees in undergoing training is affected by organisation driven which are through analysing training needs, management supports and recommendations from the superior. There were two main types of training and development programmes that have attended by the employees which were succession planning and leading team with courageous conversation. Besides, there were three themes emerged for strategies to improve the management of training and development. The three themes were adapting technology, benchmarking and better engagement. Overall, this study provides ideas and illustrations to organisations, human resource practitioners and future researchers regarding on the experiences of employees in undergoing training programmes.

Keywords: training and development, qualitative research, phenomenology, interview, thematic analysis

ABSTRAK

Kajian ini bertujuan untuk mengkaji pengalaman pekerja individu di agensi kerajaan Sarawak. Kaedah kualitatif digunakan dalam kajian ini untuk mendapatkan pemahaman yang lebih baik mengenai pengalaman pekerja. Kajian ini menggunakan kaedah persampelan yang bertujuan untuk memilih lima orang pegawai dari sebuah agensi kerajaan Sarawak di Kuching. Pendekatan fenomenologi digunakan untuk meneroka persepsi pekerja. Selain itu, data yang dikumpulkan dalam penyelidikan ini dianalisis dengan menggunakan analisis tematik. Berdasarkan data yang dikumpulkan, pengalaman keseluruhan pekerja dalam menjalani latihan dipengaruhi oleh organisasi yang didorong melalui analisis keperluan latihan, sokongan pengurusan dan cadangan dari pihak atasan. Terdapat dua jenis program latihan dan pembangunan yang dihadiri oleh para pekerja iaitu perancangan penggantian dan memimpin pasukan melalui perbualan yang sesuai. Selain itu, terdapat tiga tema utama untuk strategi menambahbaik pengurusan latihan dan pembangunan. Tema-tema tersebut ialah menyesuaikan diri kepada teknologi, penanda aras dan hubungan yang baik. Secara keseluruhan, kajian ini memberikan idea dan gambaran kepada organisasi, pengamal sumber manusia dan pengkaji akan datang tentang pengalaman pekerja dalam menjalani program latihan.

Kata Kunci: latihan dan pembangunan, kajian kualitatif, fenomenologi, temubual, analisis tematik

CHAPTER ONE

INTRODUCTION

This study focuses on the experiences in training and development of individual employees at a Sarawak government agency. This chapter consists of nine elements including summary. The first element started with the background of the study and followed by the next elements which are problem statement, research objective, research question, research framework, significant of the study and definitions of terms.

1.1 Background of the study

Training and development program plays a significant role in an organisation as it helps the organisation to improve the performance of an individual or a group of employees which later can lead to the success of an organisation (Kumari & Kumar, 2019). Most of the organisations believe that the success or failure of the organisations rely on the employees' performance. Without the employees in the organisation, organisation goals cannot be achieved as most of the job tasks are done and directed by human. Thus, training program helps employees to acquire new skills, develop abilities and strengthening the existing skills. According to Engetou (2017), training and development is a continuous effort designed by organisation to improve employees' capacity, competences and performances. The organisations will not be successful if the employees are not accommodated with skills, knowledges, ability and competency.

In any organisation, be it big or small, training and development is a necessity especially for new, unskilled and less experienced employees. Engetou (2017) added that, new employees must be properly trained not only to develop skills but to make them become fundamental in the organisation and to become an employee that is flexible and effective

while performing task, the employees need to acquire and develop skills and knowledge first. However, the skills, ability, knowledge and competencies needed in the workplace are not explicitly taught in formal education. Hence, the organisation need to conduct extensive training for employees to provide the skills, ability, knowledge and competencies, which later can contribute to employees' performance and the organisation's growth as well. Entilio (2018) also added that if training programs are not conducted in the organisation, the employees might face difficulties in performing a job and feel demotivated due to insufficient knowledge, skills and abilities.

Younas et al. (2018) mentioned that human resource department are necessary to provide a continuous and systematic training programs. This is because, every task, aspects and activity in the organisations are involving people. For instance, the employees that are lack in training will loss the skill required to communicate and enhance their performance. As mentioned by Siddiqui and Sahar (2019), communication is the exchange of information in the organization. If employees loss the skills that are required, they will face difficulties in delivering and receiving the tasks which are given to them. Concerning that, training program is a crucial element to help the employees to perform their task effectively and efficiently as it helps to enhancing the performance needed. According to Manna and Biswas (2018), in order to determine the effectiveness of training, it can be measured by the attitudes and behavior of the employees before the training, during the training and after the training. Manna and Biswas (2018) also added that the criteria on the effectiveness are reflected when the employees are able to execute their job by applying what they have learnt and gain through the training.

1.2 Problem statement

From past studies, it is clearly identified that training and development is an important

element that enables the employee to venture into a new area of expertise and enhancing their knowledge as well as skills (Alharthy & Marni, 2020). According to Asare (2019), training and development are known to be crucial for employees as it helps employees to develop knowledge, skills and attitudes. In addition to that, there are several challenges that hinder the importance of training and development in organisation. Therefore, the organizations should identify the suitable approach to improve the training and development in the organisations. Manna and Biswas (2018) also added that, although many approach has been taken to improve the training and development in the organisations, there still not enough evidence on how to identify the impact of training and development towards employee and the strategies to improve the management of training and development.

There are several studies have been done regarding on training and development. For instance, Jwu et al. (2018) have done a research to identify the relationship between employee attitude towards training. The findings from the research indicates that social support for training had a significant relationship towards retention. Another research done by Jinju and Vijayan (2018) is a qualitative research which indicates that training in the area of technical skills can improve performance and increase the level of motivation among employees. Apart from that, most of the previous studies are focusing on quantitative methodological. For instance, Mohamed Taufek and Mustafa (2018) did a research to understand the effect of training and development on employee performance and Maity (2019) did a research to identify whether artificial intelligence (AI) can lead training and development process in future. Therefore, in order to fill the gaps left by previous researches, this research will be conducted by using qualitative methodology.

A result from a computer search by Scopus from 2017 to 2021 shows that there are 4000 researches that related with the keywords “training and development”, which are mostly conducted in the western setting. Added to that, there are 42 researches that were conducted

in Malaysia context. Another search keywords which is “impact of training and development” shows that there are 305 researches and out of the 305 researches, there are 47 researches that were conducted in Malaysia and there are no research found in the context of government agency. The results from this proves that Malaysia still lack studies related to training and development in the context of government agency. According to Human Capital Report 2017, Norway has been ranked as the top-performing country in terms of training. Besides, Finland, Switzerland, United States, Denmark, Germany, New Zealand, Sweden, Slovenia and Austria are also in the top 10 of the ranking. This shows that the countries emphasizes on the growth of the human capital in their country. In the meantime, Malaysia was ranked at the 33rd place out of the 130 countries. Although Malaysia was ranked at the 33rd place, Malaysia performs ahead of the rest ASEAN countries other than Singapore. Therefore, this research intends to investigate the experiences of employees in undergoing training in Malaysia, particularly in Sarawak government agency to bridge the gap of studies.

1.3 Research objective

The research objectives in this study are consisting of general objective and specific objective.

1.3.1 General objective

The purpose of this research is to investigate the experiences of employees in undergoing training at a Sarawak government agency.

1.3.2 Specific objectives

Below are the specific objectives in this study:

- i. To identify the contextual data on how the employees define the concept of training

and development, the numbers of training attended and the types of training at a Sarawak government agency.

- ii. To assess the impacts of training and development on employees at a Sarawak government agency.
- iii. To examine the strategies to improve management of training and development at a Sarawak government agency.

1.4 Research question

The research questions in this study are consisting of general questions and specific questions.

1.4.1 General research question

What are the experiences of employees in undergoing training at a Sarawak government agency?

1.4.2 Specific research questions

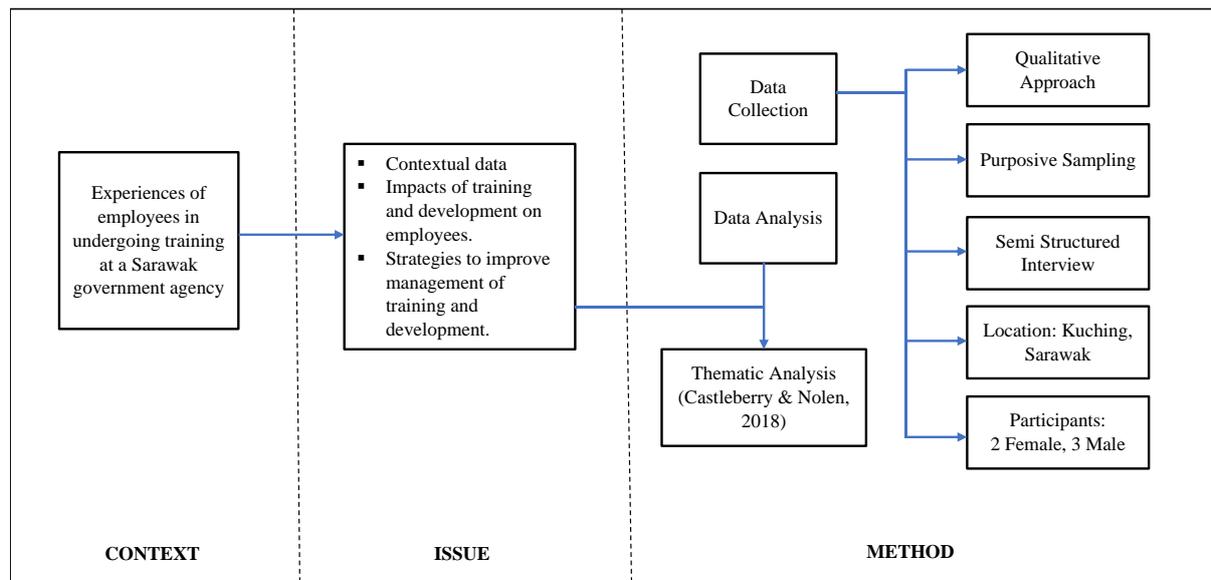
Below are the specific research questions in this study:

- i. What are the contextual data on how the employees define the concept of training and development, the numbers of training attended and the types of training at a Sarawak government agency?
- ii. What are the impacts of training and development on employees at a Sarawak government agency?
- iii. What are the strategies to improve management of training and development at a Sarawak government agency?

1.5 Research conceptual

Based on the Figure 1., this research will illustrate on the three elements which are context, issue and method.

Figure 1. Research Conceptual



1.6 Significance of the study

This study is important to help the researcher gain more understanding and knowledge on the experiences of employees in undergoing training at a Sarawak government agency. This study also can help the academicians as it provides information on the contextual data regarding on the training, impact of the training and development, and the strategy to improve the management of training and development at Sarawak government agency. Hence, the findings from this study will fill the gaps of knowledge. According to Salah (2016), the findings from this study can help government agencies to design trainings based on the employee needs. Besides, this study can benefit those who have interests in this area and want to gain more knowledge.

In terms of policy development, this study will contribute information based on the

findings gather in this study. This study also can be a reference for policy maker in the government agency on how to improve the training conducted in the organization and how to manage the training. Moreover, this study also provide information on the experiences of individual employee that undergo training in the government agency.

Thus, this study also will show how the employees feel after undergoing training and their perspectives on how to make the training become effective to the job. From this study, the practitioner can identify on the strategy to manage the training to become more better for the employees. This is because, the findings of this study can help the practitioner to see the current problems and use the employees' perspective on how to overcome the problem that happened during training. Moreover, the findings from this study also can be reference for the practitioner to implement the best approach that will improve the training in Sarawak government.

In additions, this study is a vital element to sustain the data and information from the previous study. This study used a qualitative method to gain the information on the experiences of employees in undergoing training at a Sarawak government agency. Qualitative methods are suitable to analyse a deeper meaning and context of certain study rather than numbers and statistic (Rahman, 2016). Therefore, this study can be used as reference since the previous study used a different method and topics in conducting their research.

1.7 Definitions of terms

In research, definition of terms are divided into two categories which are conceptual and operational.

1.7.1 Training and development

Conceptual

According to Mondy and Martocchio (2016), training and development is a continuous effort designed to improve employee competency and organizational performances.

Operational

In this study, training and development are referring to the programmes such as succession planning and leading team with courageous conversation.

1.7.2 Employees

Conceptual

According to Muhl (2002), employee can be referred as a person that concerned with the pay received for their services provided.

Operational

In this study, employees are referring to the informants that work at Sarawak government agency regardless their position.

1.7.3 State agency

Conceptual

According to OregonLaws (n.d.), state agency refers to the institution, department or branch of the state government where parts of their funds are held in state treasury.

Operational

In this study, a state agency in Sarawak is involved.

1.7.4 Experience

Conceptual

According to Vyas and Veer (2005), experience refers to the results of interaction between organism and environment and transformed the interaction into participation and communication.

Operational

In this study, experience is referring to the perspective and opinion of the informants regarding on their training and development conducted at Sarawak government agency.

1.7.5 Management of training

Conceptual

According to HRZone (2013), management of training is a training activity that focuses on improving an individual's skills as a leader and manager.

Operational

In this study, the management of training is referring to the strategy on how the employees want the training to be managed.

1.8 Summary

This chapter indicates a general overview of the study on the impact of training effectiveness and employees performance in public agency. With the comprehensive overview on background of the study, problem statement, research objective, research question, research framework, significant of the study and definitions of terms, the next chapter will discuss on the literature review.

CHAPTER TWO

LITERATURE REVIEW

This chapter will focus on the relevant literature in connection area on the experiences of employees in undergoing training. This chapter are consisting of four parts, started with issues related to the study, theory and model related to the study, previous research findings and ended with the summary of this chapter.

2.1 Issues related to training and development

In order to become succeed, every organisations should take initiative to approach training and development. The failure of adopting training and development execution in the organization not only affect the organisation but also affect the performance of the employees in the organization (Zweni, 2019). The organisation also should consider training as an investment since it is employees' right to participate in training and have a development opportunities (Kim, 2016). Making an investment in training and development for employees can help the employees to improve in their performance and thus, training is an on-going process which is aimed to make the employees to achieve a better performance. Training does not only promote new knowledge and skills, but also cultivate and preparing employee for any uncertainty that might happened. In order to identify which training is suitable for employees, Human Resource Department of the organisation especially should evaluate the best approach of training from time to time since there is no single training that can match with all scenarios (Sudhakar & Rabiya,2018; Mahadevan & Ming, 2019). Training is the only solution to identify the needs of employees so that they can carry out their job to accomplish the organizational goals and it helps the organization to retain good talents in the organization which lead to the growth of organization profits later. Therefore,