



**Faculty of Cognitive Sciences and Human Development**

**THE RELATIONSHIP BETWEEN HUMAN RESOURCES DEVELOPMENT  
PRACTICES AND EMPLOYEE PERFORMANCE**

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**Bachelor of Science with Honours  
(Human Resource Development)  
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Grade:   A  

Please tick (✓)

Final Year Project Report

Masters

PhD

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This declaration is made on the .....2nd.....day of.....July.....2021.

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2 July 2021

Date submitted

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**THE RELATIONSHIP BETWEEN HUMAN RESOURCES DEVELOPMENT PRACTICES AND  
EMPLOYEE PERFORMANCE**

NUR ILLYA HAINA BINTI HAIDI

This project is submitted  
in partial fulfilment of the requirements for a  
Bachelor of Science with Honours  
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Faculty of Cognitive Sciences and Human Development  
UNIVERSITI MALAYSIA SARAWAK  
(2020)

The project entitled ‘The Relationship Between Human Resource Development Practices and Employee Performance’ was prepared by Nur Illya Haina Binti Haidi 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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# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 INTRODUCTION**

This part of the study will summarize the overview of the research, the background of the study, and the research problem to help a better insight into the research.

### **1.2 BACKGROUND OF STUDY**

Employee performance is an important aspect for every organization as the positivity of it could lead to success and vice versa. Employee performance can be evaluated in numerous approaches such as productivity, absenteeism, and employee satisfaction (Khan, Abbasi, Waseem, Ayaz, & Ijaz, 2016). It is common to think that employee who is satisfied with their job or work environment will be able to perform better than those who are demotivated or unhappy with their job. An employee who could perform well can represent the organization which can create a good image.

Human Resource Development plays a critical role not only for the sake of employee's development on their skill and knowledge but also to conquer the organizational goals. It is undeniable that in today's era, employees are not eager to work with an organization where their knowledge and skills are not developed (Bhatia & Kaur, 2014). Employee's personal development is where the employees consciously and continuously look for an organization that can help to advance their knowledge and skills at the workplace. This type of development also fulfils the employee's need in Maslow's hierarchy. Allowing the employees in taking part in the training and development program will make them be able to perform better in their role and increase employee satisfaction. However, the Human Resource practitioner in the organization has to come up with the right training and development design and tools to be used in the program will help the employee to implement

what they have learned and trained into their working environment and improve their performance.

### **1.3 STATEMENT OF PROBLEM**

According to Asfaw, Argaw, and Bayissa (2015), improving and developing employee competencies for the organizations be able to maximize the quality of their human resources is known as the basic purpose of human resource development. Other than that, the key responsibility of Human Resource Development is providing training and development, organizational development, and career development chances to enhance organizations and their workforce to accomplish business objectives (Kareem & Hussein, 2019).

As stated by Kareem and Hussein (2019), there is still no consistent model to analyse how human resource development strategies can help in enhancing organizational inadequacy in the performance of employees. Hence, this study is carried out to discover the relationship between human resources development practices and employee performance in the public sector in Kuching, Sarawak.

In this study, two human resource development practices that will be included as the independent variable is training and development, and career development. The training and development program should be corresponding to employees' needs. An organization that can develop a good quality training design that is based on the needs of their employees and organization will gain an excellent result. Meanwhile, according to Napitupulu, Haryono, Riani, Sawitri, and Harsono (2017), an excellent working relationship directed by career development shows that an optimistic attitude of organizational commitment which is determined by the achievement of the organization in applying career development in enhancing employee performance.

This study will be conducted on the public sector employee in the customer service department. The quality of service provided by the public sector is very essential. This is due to advances in technology, expertise, work ethic, and honesty. In order to generate a high level of service for public sector employees, they must undergo training offered by the organization. (Hakim et al., 2016). This could help the organization where this study is taking place and also other organizations in this particular industry to utilize the study to improve employee performance. Thus, they are able to give the best service to the customers.

## **1.4 RESEARCH OBJECTIVES**

The research objectives can be divided into two:

### **1.4.1 General Objectives**

The main objective of this study is to determine the relationship between Human Resource Development practices and employee performance in public sector in Kuching, Sarawak.

### **1.4.2 Specific Objectives**

1. To investigate the relationship between on-the-job training and employee performance in public sector in Kuching, Sarawak.
2. To investigate the relationship between off-the-job training and employee performance in public sector in Kuching, Sarawak.
3. To investigate the relationship between job enrichment and employee performance in public sector in Kuching, Sarawak.
4. To investigate the relationship between job enlargement on employee performance in public sector in Kuching, Sarawak.



## 1.5 RESEARCH HYPOTHESIS

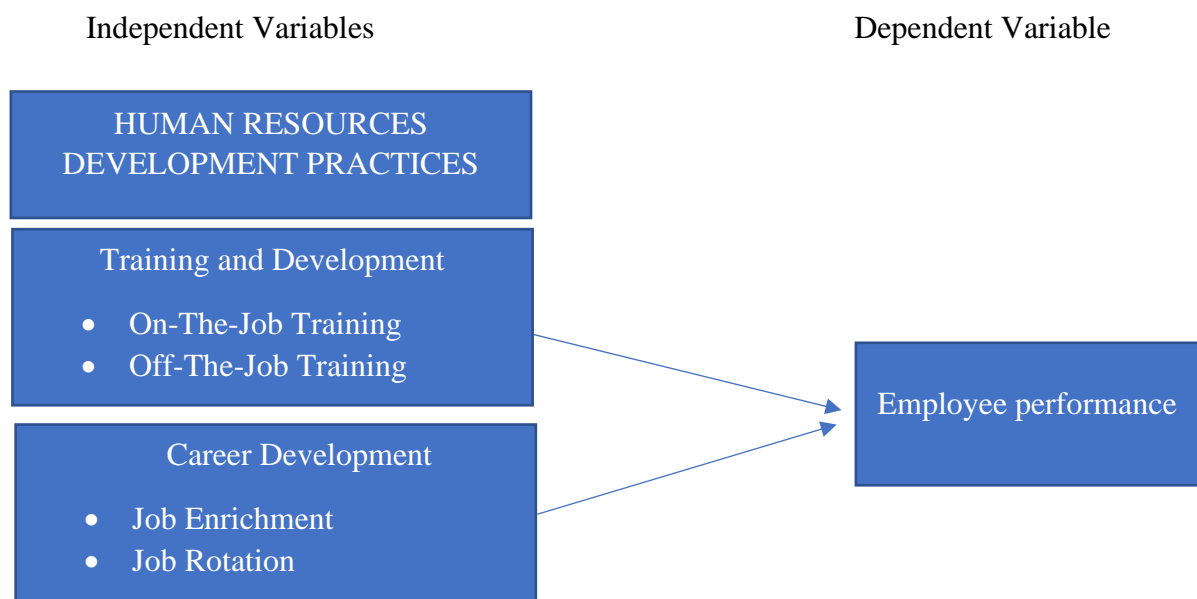
Ha1: There is a significant relationship between on-the-job training and employee performance.

Ha2: There is a significant relationship between off-the-job training and employee performance.

Ha3: There is a significant relationship between job enlargement and employee performance.

Ha4: There is a significant relationship between job rotation and employee performance.

## 1.6 CONCEPTUAL FRAMEWORK



*Figure 1 Proposed conceptual framework*

Figure 1 depicts the conceptual framework that demonstrates the connection between independent variables which is human resources development practices and the dependent variable which is employee performance. The human resource development practices are divided into two which include training and development as well as career development. The programs used to determine the relationship between Human Resource Development

practices are on-the-job training and off-the-job training. Meanwhile, the program for career development is job enrichment and job rotation.

### **1.7 SIGNIFICANT OF STUDY**

This part of the study contains the beneficiaries of the research. There are a few parties that will be able to gain the benefits from this research.

Firstly, the organization that this study has chosen to conduct will receive the most benefits. The organization will be able to use the findings of this study as their future reference in applying human resource development practices in their organization. It can help in improving employee performance and help in achieving organizational goals.

Other than that, the findings of this study will allow the organization to save their cost in conducting future training and development programs, and career development programs and highlight the importance of employee motivation level in increasing employee performance.

Last but not least, it is hoped that this study can be beneficial to future researchers or scholars who will be conducting a study within this area of study where they are able to use this study as their reference. This study may also inspire others to develop more critical thinking and deeper research on this topic.

### **1.8 LIMITATION OF STUDY**

Although this study is prepared, the researcher is still aware of its limitations and weakness. First, the study does not reflect the general opinion of the employees of the public sector in Kuching, Sarawak. The scope of this study is limited for the employee of the customer service department who are currently working in the public sector in Kuching, Sarawak.

Besides that, another limitation in conducting this study is that this study is being carried out during a pandemic of Coronavirus COVID-19. Since March 2020, Malaysia has been under a Movement Control Order because of the pandemic and still ongoing due to the increase of cases number. Due to this reason, the researcher has very limited resources and time. Therefore, the researcher can only carry out the study on Human Resource Development practices under the area of training and development and career development as the independent variables.

## 1.9 DEFINITION OF TERMS

The following terms are defined in the context of this research for a better understanding of this study.

*Table 1 Conceptual and operational definition of terms*

<b>Terms</b>	<b>Conceptual Definition</b>	<b>Operational Definition</b>
Employee Performance	Employee performance includes factors like quality, quantity and effectiveness of work which include employees' behaviour in the workplace (Donohoe, 2019).	Employee performance is a compounded behaviour of the employee and the results of the job must be completed by using a specific capability where the outcome can be evaluated by several instruments.
Human Resource Development	Human Resource Development is the utilisation of training and development, organisational development, and career development in parallel to improve individual, group, and organizational effectiveness. (Arubayi, Eromafuru and Egbule, 2020).	Human Resource Development is a process to improve employee's competencies in doing their task by using tools such as training and development and career development.

Career Development	Career development concept is generally defined a collection of job experience based on individual and organizational objectives, either under his or her supervision or under the control of others. (Napitupulu et al., 2017).	Career development is basically a career growth program for the employee which is being supported by the organization.
Training and Development	Training and development can be defined as a method used in order to enhance the employee's skills and knowledge while building their abilities by providing them new information and technique in completing their job more efficiently (Mozael, 2015).	Training and development is an instrument that can be used to develop the employee's knowledge, skills and ability.
On-the-Job Training	On-the-job training is a teaching procedure an employee the skills, information, and competences required to do a specific activity within the working environment by using the hands-on technique. It uses the existing equipment at the workplace so that the employees can adapt to the learning process immediately (Heathfield, 2020).	Basically, on-the-job training program offers a training program that is located at the employee's actual workplace. Through this type of training program, it would allow the employees to work on the tools they already have without creating any confusion to them.
Off-The-Job Training	Off-the job training is an organized and structured training that takes place away from the original working environment to be trained for a specific amount of time (Engetou, 2017).	Off-the job training is conducted at a designated location which consist of a specific work setting assigned for the training purpose. This will allow the employees to give full concentration on the training program without worrying about their job at the workplace.

Job Enrichment	Job enrichments take place under development and intensification where the employer assigned extra amount of task on employees with the intention of making it more interesting, meaningful and to increase job challenge and responsibility (Nzewi, Chiekezie, Ekene, Raphael & Ebuka, 2018).	Job enrichment involves the extension of the job content of the nature job which is not he same or similar level of skill but also include a high level of skill.
Job Rotation	Job rotation is a lateral transfer of employees between different positions in the same organisation, without a shift in the hierarchical rank or wage rank. (Kampkötter, Harbring and Sliwka, 2016).	Job rotation occurs when an employee is being transferred into a different department with different job scope but still in the same organization with the same level and salary.

## 1.10 SUMMARY

This chapter focused on an element relevant to the study subject matter. The background of the study, the statement of the problem of the study, the objectives and the hypotheses of the study, the conceptual framework of the research, the significance of the study, the limitation of the study, and the definitions of terms employed were explained within this chapter. The following chapter will describe a review of literature related to this study.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This chapter provides a literature review related to the relationship between human resource development practices and employee performance. This chapter will present the discussion of variables related to the study, the theory that will explain the study as well as previous research studies that will support the hypothesis of this research study.

#### **2.2 DISCUSSION OF ISSUES RELATED TO THE STUDY**

##### **2.2.1 The Concept of Public Sector Employee and Employee Performance**

As stated by Shamim and Okeyo (2018), the quality of customer service in organizations are often influenced by poor staff efficiency, lack of staff training on the skills needed. The quality of the service is a key dimension to the performance of the public service. This is because public services are not profitable but serve to provide high-quality services to the people and ensure they are satisfied with the services provided (Azmi, Ismail & Basir, 2019). Civil servants who did not undergo a sufficient amount of human resource development practice to perform the service quality as an everyday task will eventually cause an issue in achieving the goals of the Government in each policy adopted by the Government (Azmi, Ismail & Basir, 2019).

The concept of public service delivery needs to be immediately changed to meet the increasingly complex challenges in tandem with developments. However, Al-Mughairi (2018) stated that the public sector faces some challenges in applying human resource

development practices due to the lack of support especially financially and some management levels are unable to adapt to organizational changes.

### **2.2.2 Human Resource Development Practices**

As stated by Morsy, Ali, and Khalifa (2016), human resource development refers to a structured procedure of enhancing the performance of the organization via training and development, organizational development, and career development. Kareem (2017) stated that the term human resource development was developed by Leonard Nadler in 2012 where he described it as a series of connected behavioral change processes. The organization has been using human resource development as a crucial tactical goal to encourage positive behavior in the employees and the influence of knowledge, skills, and attitudes. According to Abdullahi, Gwadabe, and Ibrahim (2018), nowadays, every organization started to prioritize human resource development in their management. This is because the organizations are facing fierce competition and improvement in a professional setting (Kareem, 2017). As a result, human resource development has been one of the fastest-growing fields for management development in recent years.

Organizations can develop and enhance their employee's value by providing them with effective training and development practices. Training and development are essential techniques in human resource development that help in improving employee's skills, knowledge, and competency of enhancing employee's ability to perform more proficiently (Abdullahi, Gwadabe, & Ibrahim, 2018). Thus, training and development should not only be seen as a growth opportunity, but also as an investment that produces investment return and benefits for the organization.

The other important practice in human resource development is career development. Kareem and Hussein (2019) indicated that career development is an ongoing work-life

integration process that allows the organization to train and place personnel in a position that is aligned with their employee's career aspirations, needs, and goals. Since the mid of 1970s, the number of organizations that started to practice career development has consistently increased as an organization are trying to meet their employee's needs (Younas, Farooq, Rehman, & Zreen, 2019).

### **2.2.2 Employee Performance**

Based on Hamid, Surbaini, Hadi, and Zaaba (2018), Employee performance refers to the skills, abilities, experience, and others that are required to carry out the tasks assigned to the employee's superior efficiently and to minimize job inefficiency at the workplace. Employees are an essential yet pricy supply, in order to keep economic growth going and successful efficiency, it is necessary to elevate employee contributions to the priorities and objectives of the corporations (Morsy, Ali, & Khalifa, 2016). Every employee needs to show their best attitude, better performance, and able to work well to achieve organization objectives by managing their performance.

Although employee performance is based on individual factors, there a variety of ways that organizations can help to boost their employee's performance. The management who aims for optimum performance achievement in the organization needs to take into account the aspects that influence employee performance such as career development (Manggis, Yuesti, & Sapta, 2018).

## **2.3 DISCUSSION OF THEORY OR MODEL**

One of the theories that can be used to relate to the overall of this study is the Human Capital theory. According to Mania (2019), The theory of human capital was introduced in 1961 by Schultz, before it was developed by Becker in 1964. According to Becker and



Mincer, the human resources department which was known as human capital management before has been handling the affairs of human capital. According to Wuttaphan (2017), the value of a human capital theory is generally understood in order to maximize organizational efficiency, which relies on the performance of the employees, such as their skills, knowledge, and capability as a key concept of value development.

Human capital is crucial because it is seen as an element to improve performance and thus profitability. As a result, the more the organization invests in its employees in education and training, the more efficient and successful it will be. (Kenton, 2020). This is equivalent to the basic goal of Human Resource Development is improving and developing the employee competencies can help to maximize the performance of the employees (Asfaw, Argaw, & Bayissa, 2015). As indicated by Potnuru and Sahoo (2016), in order to carry out this purpose, the organization needs to implement a variety of human resource development practices to develop the employee's skills that could help the effectiveness of the employee and organization.

Human Capital theory implies that education or training promotes the performance of an employee by passing on useful information and abilities, as a result raising employee's upcoming (Maina, 2019).

Wuttaphan (2017) also stated that a more educated, well-trained employee is proficient in providing a huge quantity of useful productive effort than one with a lack of education and training.

As stated by Abdullahi, Gwadabe, and Ibrahim (2018), Schultz claimed the competent human resource was able to learn certain skills as an outcome of employee development courses or investment in established human resources through sufficient on-the-job training and off-the-job training. The Human Capital Theory also stated that employees ought to take

part in terms of specialized training and additional initiative for further promotional prospects to improve job opportunities for employees, such as career development.

## **2.4 DISCUSSION OF PAST SIMILAR FINDINGS**

### **2.4.1 Human Resources Development Practices and Employee Performance**

In a previous study by Mehmood (2017), the findings stated that appears to be a significant impact of human resource development practices on the performance of employees in selected textile companies.

According to the study carried out by Kareem and Hussein (2019), the findings also indicate that Human Resource Development practices have a significant impact on employee performance. The researcher also believed that human resources development practices are vital to expanding employee competencies. This is because the success of service of any organization depends on the quality of its employee. The study also suggests that the management should come up with particular and focused human resources development practices to enhance employees' skills, knowledge, and ability.

Kareem and Cecilia (2018) stated that in their research that human resource development has an impact on employee performance which also improving organizational effectiveness. In the same study, the finding has shown that human resource development has positively correlated and has a significant relationship with employee performance and effectiveness.

According to Arubayi, Eromafuru, and Egbule (2020), human resource development has a positive significant relationship with employee performance. Human resource development is critical in the success of employees in selected companies in Nigeria. The

study suggests that management concentrate on enhancing human resource planning activities such as organizational development, training and development, and career development in order to improve their absorption ability and eventually enhance the performance of employees.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter will go through the methods. that will be used by the researcher to carry out this investigation. Research design, the population of the study, sample and sampling method used, instrumentation, pilot study, validity and reliability of the instruments, ethics of a study, and data collection procedure is going to be discussed within this chapter. This chapter will also provide a data analysis technique to test the study's findings.

#### **3.2 RESEARCH DESIGN**

The study's design is intended to provide an appropriate framework for research (Sileyew, 2019). A quantitative research approach was used in this research for gathering, analyzing, and summarizing the data obtained. According to Bhatia (2018), quantitative research is a process for the collection of numerical data using established methods and the application of statistical methods to provide insights from it afterward. Quantitative research aims to collect numerical data from several individuals and then generalize the result to a wider group of individuals in order to illustrate the phenomenon.

This study is correlational research. A correlation refers reference to a connection between two factors (Swaim, 2020). Hence, this study is to determine the relationship between two variables which are human resource development practices as the independent variable and employee performance as the dependent variables.

The data to determine the relationship between the two variables was collected by using a set of questionnaires. The questionnaire was distributed to the employee who was still working in the public sector in Kuching, Sarawak. Then, the information gathered was

calculated and examined mathematically using the Statistical Package for Social Sciences (SPSS) to investigate the relationship between the variables defined by the researcher.

### **3.3 POPULATION, SAMPLE AND SAMPLING PROCEDURE**

This study has been involving an employee who is currently working in the public sector. Population refers to a comprehensive community of people, organizations, artifacts, and so on with a common characteristic that is in the researcher's interest (Rafeedalie, 2018). The common feature of the groups separates them from others, organizations, objects, and so on.

This study's population is only focused on the employee who is currently working in the public sector in Kuching, Sarawak. However, as the time and resources given to collect the data are limited, the researcher only can reach out to a total of individuals in this population. The researcher has selected and approached a representative group of individuals who fall within the specific population to obtain the data required for the group. (Rafeedalie, 2018). This is known as a research sample.

The sampling technique was applied to decrease the number of instances. The sampling technique can be divided into two types which are non-probability sampling and probability sampling. In this study, the researcher will be using one of the non-probability sampling techniques which is convenience sampling. Convenience sampling is a compilation of participants since they are typically readily and conveniently available (Taherdoost, 2016). This type of sampling technique is usually being favoured by the researcher as it is reasonable and easy compared to other options.

### 3.4 RESEARCH INSTRUMENT

In collecting data, the research instrument that was used in this research is a questionnaire. A questionnaire is a research tool that consists of a series of questions designed to collect data to obtain the info needed from the respondents (McLeod, 2018). It can be carried out face to face and online. It offers an inexpensive, faster, and more efficient method of acquiring a huge quantity of data from a large sample of people. The questionnaire is generated by the adaptation and modification of the questionnaire to the previous study. The questionnaire has been transformed into an online platform which is known as Google Form. The link to the Google Form has been distributed to the sample group.

At the beginning of the questionnaire, on the cover page, a simple introduction and objective of this research were included in order to inform the purpose of the study. The questionnaire then followed by section six-section n as shown in the table below:

*Table 2 Questionnaire Items*

Sections	Item
A	Demographic Information
B	On-the-job training
C	Off-the-job training
D	Job Enrichment
E	Job Rotation
F	Employee Performance

The questionnaire has used a 5-point Likert scale for section B until section F. Liedke (2020) stated that the Likert scale is a type of rating system which often found on a survey form that measures people's feelings about the issue. The points in the Likert scale indicated as following:

*Table 3 Likert Scale used in the questionnaire*

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

### **3.5 PILOT STUDY**

A pilot study is a type of test in which the technique and processes to be implemented on a wider scale. It has been carried out before a broad survey is performed and the result will be used as a guideline for a wider sample. The test is carried out to distinguish insignificant and significant faults in the questionnaire, as well as to test the validity and reliability of the questionnaire's questions. The pilot study was conducted on employees who are working in the private sector, which is also located in Kuching, Sarawak. The researcher was able to distribute 30 questionnaires to the employees who are working in private sector organizations. In order to test the validity of the questionnaire, the researcher used Cronbach's Alpha to analyse the internal reliability of the pilot test. The table below illustrates the value of Cronbach Alpha for the pilot study.

*Table 4 The Results of the Reliability for Pilot Test*

Variables	Total Items	Cronbach Alpha
On-The-Job Training	<b>5</b>	<b>.888</b>
Off-The-Job Training	<b>5</b>	<b>.950</b>
Job Enrichment	<b>5</b>	<b>.882</b>
Job Rotation	<b>5</b>	<b>.897</b>
Employee Performance	<b>7</b>	<b>.924</b>
<b>Overall Statement</b>	<b>58</b>	<b>.957</b>

### 3.5.1 Validity and Reliability

Reliability can be defined as the consistency of the method used to measure something (Middleton, 2020). The measurement can be considered reliable when the result achieved is consistently the same by using the same method under the same circumstances. Meanwhile, the term "validity" relates to the accuracy of the tool used to measure what is supposed to be calculated. If the study has high validity, this indicates that it produces results that can be applied to particular assets, characteristics, and differences in a physical or social setting. One indicator of measurement validity is high reliability. It is most likely not acceptable if the technique is not reliable.

In this study, the reliability test has been conducted to determine the reliability, accuracy, and consistency of the outcome of the questionnaire, researcher has used Cronbach's alpha. The instruments' internal consistency is being examined to see how well the collection of objects is linked as a group. The Cronbach alpha value is between 0 and 1, and a score greater than 0.7 is considered an acceptable reliability value because a higher alpha value indicates that the items have reasonably good internal accuracy and are deemed acceptable in a study situation that allows the researcher to conduct the analyses.

*Table 5 Adapted from Gliem and Gliem (2003): The Cronbach's Alpha Coefficient Value*

<b>Cronbach's Alpha Coefficients</b>	<b>Interpretation</b>
$\geq 0.9$	Excellent
$\geq 0.8$	Good
$\geq 0.7$	Acceptable
$\geq 0.6$	Questionable
$\geq 0.5$	Poor
$\leq 0.5$	Unacceptable



### **3.6 ETHICS OF STUDY**

Ethics refers to a system of acceptable values that regulate actions, particularly a system based on morality. Every researcher should be driven by ethical research standards such as fairness, objectivity, dignity, prudence, transparency, respect for intellectual property, confidentiality, competence, and legality. This research has been carried out and has included the research principles in the questionnaire by stating the informed consent from all of the participants involved. Informing consent has the goal of reassuring the participant which they are willing to participate without any compulsion to participate in the research. Additionally, the questionnaire also included and showed the specific instructions and objectives of the study without any oppressive, biased, or language that is offensive. The questions concentrated on the study that is being varied out and the respondents were not asked regarding their personal information and all participants will not be required to write their names on the questionnaire form, as all details and data given by the respondents will be kept confidential.

### **3.7 DATA COLLECTION PROCEDURES**

For all parts of a research study, data collecting is important since the obtained data may impact the research project's findings. Therefore, it is essential for the researcher to plan out the data collection procedure so that it can be the guideline for the researcher while conducting this research especially during the process of collecting data.

The researcher would be using the questionnaire to obtain the data from the respondents. After discussing with the supervisor about the design of the questionnaire, the chosen public sector in Kuching, Sarawak was sent an official letter from the Faculty of Cognitive Science and Human Development, UNIMAS. Upon acquiring the approvals from the public sector organization, the questionnaires have been submitted to the person in

charge. The researcher has briefed the person in charge regarding the research and the instruction of the questionnaire. Any question regarding the study and questionnaire was answered immediately. The questionnaire was distributed to the employee via Google Form. The respondents were given two weeks of time frame to complete the questionnaire.

### **3.8 DATA ANALYSIS PROCEDURES**

The information that has been gathered through the questionnaire was converted to a coding system before it is being examined. The data have been analysed by the Statistical Package for Social Sciences (SSPS). The raw data then be analysed according to the objective that has been mentioned in this study's first chapter. The data will then be summarised using appropriate descriptive and inferential statistics. Demographic data are explained in descriptive statistics and analytical hypotheses are analysed using inferential statistics.

#### **3.8.1 Descriptive Statistics**

The demographic profile of respondents such as age, gender, and total employment period was described with descriptive data which was included in the questionnaire's Section A. The result of the descriptive statistic was displayed in form of mean, frequency, and percentage.

#### **3.8.2 Inferential Statistics**

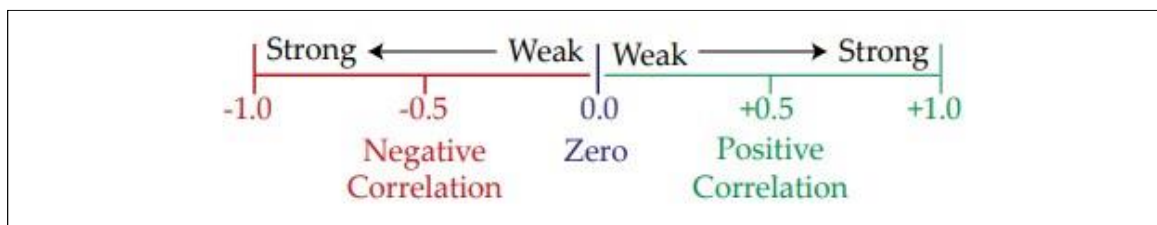
Inferential statistics will be used to draw conclusions based on data gathered from sections B, C, D, E, and F. It was used to determine the relationship between independent variables and dependent variables based on the hypothesis that has been developed in chapter one. Spearman correlation was used to test the hypothesis.

*Table 6 Research Objectives and Tools of Analysis*

Research Objectives	Tools of analysis
To investigate the relationship between on-the-job training and employee performance.	Spearman Correlation
To investigate the relationship between off-the-job training and employee performance.	Spearman Correlation
To investigate the relationship between job enrichment and employee performance	Spearman Correlation
To investigate the relationship between job rotation and employee performance.	Spearman Correlation

Correlation analysis is employed to determine the relationship between two variables and measure their strength and direction. When the Correlation coefficient analysis result  $r$  is close to  $+1$ , it indicates that the two variables are related in a positive (linear) pattern, meanwhile, If the result is close to  $-1$ , it implies that two variables are negatively (linearly) linked, while a correlation value of  $0$  implies that no linear relationship exists between two variables (Gogtay & Thatte, 2017).

*Figure 2 The Spectrum of the Correlation Coefficient (-1 to +1)*



### **3.9 CHAPTER SUMMARY**

This chapter has gone through the detail about the method and approaches that will be used in this research such as research design, the population, sample and sampling methods, instrumentation, pilot study, validity and reliability of the instrument, ethics of a study, and data collection procedure. The data analysis procedure is also being included in this chapter.

## CHAPTER 4

### RESULTS AND DISCUSSION

#### 4.1 INTRODUCTION

In this chapter, both descriptive and inferential statistics are presented after the results of the data obtained and collected in the survey. The results were discussed based on the research's goal and hypothesis. The demographic profile of the responders was also included in this chapter.

#### 4.2 RESPONDENT BACKGROUND

This research included 105 of the total respondents. Every one of the respondents who participated in this research is the employee who are working in the public sector in Kuching, Sarawak. To analyse the demographic of the respondent, a descriptive statistic was used. Respondents' demographic profile comprises of age, gender, and total experience of employment.

##### 4.1.1 Age

*Table 7 Age of respondent*

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 29	25	23.8	23.8	23.8
	30 - 39	41	39.0	39.0	62.9
	40 - 49	31	29.5	29.5	92.4
	50 - 59	8	7.6	7.6	100.0
	Total	105	100.0	100.0	

Table 7 shows the demographic profile of the respondents on their age. The most of responders were aged 30 to 39 years old with 41 (39.0%) of the total respondents, followed

by 40 to 49 years old with 31 (29.5%), 20 to 29 years with 25 (23.8%) and the least is 50 to 59 years old with 8 (7.6%) from the total of respondents.

#### 4.1.2 Gender

*Table 8 Gender of respondent*

		<b>Gender</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	56	53.3	53.3	53.3
	Female	49	46.7	46.7	100.0
	Total	105	100.0	100.0	

Table 8 shows the details about the demographic profile regarding the respondents' gender. The majority of respondents of this study were male with 56 (53.3%) of the total of the respondent. Meanwhile, 49 (46.7%) of the respondents were female.

#### 4.1.3 Total of Employment Period

*Table 9 Employment period of respondents*

		<b>Employment Period</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	22	21.0	21.0	21.0
	5 - 10 years	25	23.8	23.8	44.8
	More than 10 years	58	55.2	55.2	100.0
	Total	105	100.0	100.0	

Table 9 shows the demographic profile of the employment period of the respondents. 58 (55.2%) of respondents which is the majority count have worked for more than 10 years, followed by 25 (23.8%) respondents who worked between 5 to 10 years and 22 (21.0%) of respondents with less than 5 years of experience.

#### 4.1.4 Summary of Demographic Characteristics of Respondents

Table 10 Summary of demographic characteristic of respondents (N=105)

Variable	Category	Frequency	Percentage (%)
Age	20 - 29	25	23.8
	30 - 39	41	39.0
	40 - 49	31	29.5
	50 - 59	8	7.6
Gender	Male	56	53.3
	Female	49	46.7
Employment period	Less than 5 years	22	21.0
	5 - 10 years	25	23.8
	More than 10 years	58	55.2

#### 4.2 DESCRIPTIVE STATISTICS

The response received from the respondents will be summarised in this Section and descriptive statistics applied to analyse the responses. To define more about descriptive statistics, frequency count and percentage, mean and standard deviation were also employed in this research, which mostly described the data received from the current study's respondents. The study's mean showed how to calculate the central tendency of given data. It is also regarded as the least important subject and mostly describes statistically analysed numbers.

In addition, the standard deviation is the deviation score that indicates by what means the distance of the value or score is from the mean of its distribution. In a nutshell, it informs the researcher how far the score has progressed deviates from the mean. It offers researchers insight into the extent of the dispersion in comparison to the mean that is affected by each

distribution score. When the count increased closer to the mean, the standard deviation decreases, and vice versa.

#### 4.2.1 Section B: On-The-Job Training

The items related to on-the-job training that was adopted from Kareem and Hussein (2019) were included in the second section of the questionnaire. The percentage, mean and standard deviation of respondents' replies to on-the-job training are shown in table 11 below.

*Table 11 Percentage, mean and standard deviation of on-the-job training*

	Items	Likert Scale					$\bar{x}$	SD
		1	2	3	4	5		
		%	%	%	%	%		
Q1	The organization provides on-the-job training programs enable to improve skills, knowledge, attitude change, new capability of the employee.	1.0	1.0	13.3	41.9	42.9	4.25	.794
Q2	The course of on-the-job training programs provided meet the needs of the employees.	1.0	-	17.1	41.9	40.0	4.20	.789
Q3	The course of on-the job training programs provided help to increase job performance and work efficiency.	-	-	12.4	48.6	39.0	4.27	.669
Q4	The organization uses modern on-the-job training tools and techniques.	-	1.0	19.0	43.8	36.2	4.15	.757
Q5	As a result of on-the-job training, I have better conceptualization of what I am doing on the job.	-	-	16.2	43.8	40.0	4.24	.714



Note: Likert scale used are 1- Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5- Strongly Agree. “%” for percentage, “ $\bar{x}$ ” for mean and “SD” for standard deviation.

The first statement was regarding the on-the-job training program that is being provided by the organization for the employees which was being strongly agreed by the majority of the respondents with 42.9% (M = 4.25, SD = .794). The second and third statements indicated that the organization has provided the on-the-job training program based on employee’s needs which generally agreed by the respondents with 41.9% and 48.6% respectively (M = 4.20, SD = .789; M = 4.27, SD = .669). The fourth statement implied that the organization has provided the employees with up-to-date tools for the on-the-job training programs where 43.8% of the respondents agreed with the statement (M = 4.15, SD = .757). The fifth statement suggested that employees can understand their task after undergoing the on-the-job training program which was agreed by 43.8% of the respondents (M = 4.24, SD = .714).

#### 4.2.2 Section C: Off-The-Job training

The items related to off-the-job training that was adopted from Kareem and Hussein (2019) were included in the third section of the questionnaire. The percentage, mean and standard deviation of respondents' replies to off-the-job training are shown in table 12 below.

Table 12 Percentage, mean and standard deviation of off-the-job training

	Items	Likert Scale					$\bar{x}$	SD
		1	2	3	4	5		
		%	%	%	%	%		
Q6	The organization provides off-the-job training programs enable to improve skills, knowledge, attitude change, new capability of the employee.	1.0	4.8	25.7	37.1	31.4	3.93	.923

Q7	The course of off-the-job training programs provided meet the needs of the employees.	1.0	5.7	21.0	40.0	32.4	3.97	.925
Q8	The course of off-the job training programs provided help to increase job performance and work efficiency.	1.0	6.7	22.9	36.2	33.3	3.94	.959
Q9	The organization uses modern off-the-job training tools and techniques.	1.0	2.9	30.5	33.3	32.4	3.93	.912
Q10	As a result of off-the-job training, I have better conceptualization of what I am doing on the job.	1.0	4.8	21.9	40.0	32.4	3.98	.909

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*Note: Likert scale used are 1- Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5- Strongly Agree. “%” for percentage, “ $\bar{x}$ ” for mean and “SD” for standard deviation.*

The sixth statement was regarding the off-the-job training program that is being provided by the organization for the employees which was agreed by a majority of the respondents with 37.1% (M =3.93, SD = .923). The seventh and eighth statements indicated that the organization has provided the off-the-job training program based on employee’s needs which generally agreed by the respondents with 40.0% and 36.2% respectively (M = 3.97 SD = .925; M = 3.94, SD = .959). The ninth statement implied that the organization has provided the employees with up-to-date tools for the off-the-job training programs where 33.3% of the respondents agreed with the statement (M =3.93, SD = .912). The tenth statement suggested that employees can understand their task after undergoing the off-the-job training program which was agreed by 40.0% of the respondents (M = 3.98, SD = .909).

#### **4.2.3 Section D: Job Enrichment**

The items related to job enrichment that was adopted from Vijay and Indradevi (2015) were included in the fourth section of the questionnaire. The percentage, mean and standard deviation of respondents' replies to job enrichment are shown in table 13 below.

Table 13 Percentage, mean and standard deviation of job enrichment.

	Items	Likert Scale					$\bar{x}$	SD
		1	2	3	4	5		
		%	%	%	%	%		
Q11	Job enrichment ensure employee will have more skills and abilities to do more work.	-	-	13.3	41.0	45.7	4.32	.700
Q12	Job enrichment ensure the employee have adequate information and knowledge which enables them to do their job well.	-	-	9.5	47.6	42.9	4.33	.645
Q13	The organization give a reasonable amount of work for the employees in conducting the job enrichment course.	-	3.8	22.9	38.1	35.2	4.05	.859
Q14	The organization strongly considers my goals and values.	1.0	2.9	24.8	40.0	31.4	3.98	.877
Q15	The organization gives me an opportunity to use my skills.	1.0	-	21.0	41.0	37.1	4.13	.809

Note: Likert scale used are 1- Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5- Strongly Agree. “%” for percentage, “ $\bar{x}$ ” for mean and “SD” for standard deviation.

The eleventh and twelfth statements which implied that the purpose of providing job enrichment to the employee are generally strongly agreed by 45.7% and agreed by 42.9% of the respondents respectively (M = 4.32, SD = .700; M = 4.33, SD = .645). The thirteenth suggested that the organization is giving the employees a realistic amount of work and the percentage of respondents who agreed with the statement is 38.1% (M = 4.05, SD = .859), meanwhile, the fourteenth and fifteenth statements were agreed by 40.0% and 41.0% of the respondents which implied that the organization does consider the employee’s priority and ability (M = 3.98, SD = .877; M = 4.13, SD = .809).

#### 4.2.4 Section E: Job Rotation

The items related to job rotation that was adopted from Mohan and Gomathi (2015) were included in the fifth section of the questionnaire. The percentage, mean and standard deviation of respondents' replies to job rotation are shown in table 14 below.

*Table 14 Percentage, mean and standard deviation of job rotation*

	Items	Likert Scale					$\bar{x}$	SD
		1	2	3	4	5		
		%	%	%	%	%		
Q16	Job rotation improves my planning and organizing skills.	-	1.9	17.1	41.0	40.0	4.10	.786
Q17	Job rotation improves communication network.	-	-	19.0	37.1	43.8	4.25	.757
Q18	Job rotation practice increases my self-confident level.	-	1.0	17.1	39.0	42.9	4.24	.766
Q19	Job rotation provides me a chance for promotion	-	3.8	27.6	32.4	36.2	4.01	.893
Q20	Job rotation broadens my knowledge and skill in other fields	-	1.0	13.3	42.9	42.9	4.28	.727

*Note: Likert scale used are 1- Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5- Strongly Agree. “%” for percentage, “ $\bar{x}$ ” for mean and “SD” for standard deviation.*

The sixteenth, seventeenth and eighteenth statements which implied that job rotation enhance their soft skills were agreed by 41.0% for the sixteenth statement (M = 4.10, SD = .786), strongly agreed by 43.8% and 42.9% for both seventeenth and eighteenth statements respectively (M = 4.25, SD = .757; M = 4.24, SD = .766). Majority of the respondents which was about 36.2% strongly agreed on statement nineteenth which suggests that job rotation provides them with an opportunity to develop their career (M = 4.01, SD = .893). The percentage of respondents who strongly agreed and agreed on the twentieth statement was

equally the same and involved majority of them which is about 42.9% respectively (M = 4.28, SD = .727).

#### 4.2.5 Section F: Employee Performance

The items related to employee performance that was adopted from Imran and Tanveer (2015) were included in the last section of the questionnaire. The percentage, mean and standard deviation of respondents' replies to employee performance are shown in table 15 below.

*Table 15 Percentage, mean and standard deviation of employee performance*

	Items	Likert Scale					$\bar{x}$	SD
		1	2	3	4	5		
		%	%	%	%	%		
Q21	Human Resource Development practices has played a significant role in improving the quality of my work.	1.0	-	28.6	33.3	37.1	4.06	.864
Q22	The skills and knowledge gained through HRD practices enable me to deliver quality services to the customers.	1.0	-	26.7	41.0	31.4	4.02	.820
Q23	Human Resource Development practices can help me to meet the target quotas and goals more easily than before.	1.0	1.0	32.4	34.3	31.4	3.94	.875
Q24	Human Resource Development practices can improve my speed of achieving targets has increased.	1.0	-	34.3	37.1	27.6	3.90	.838
Q25	Human Resource Development practices can improve my skills to work with others at work.	1.0	-	23.8	41.9	33.3	4.07	.812

Q26	Human Resource Development practices help to improve my contribution towards achieving the organizational goals.	1.0	-	28.6	41.0	29.5	3.98	.820
Q27	My performance always meets the expectation.	1.0	-	21.9	44.8	32.4	4.08	.793

*Note: Likert scale used are 1- Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5- Strongly Agree. “%” for percentage, “ $\bar{x}$ ” for mean and “SD” for standard deviation.*

The twenty first until twenty seventh statements indicated that Human Resource Development practices are beneficial in enhancing employee performance in terms of their skills, knowledge, and ability. Majority of the respondent with the percentage of 37.1% strongly agreed on the twenty first statement ( $M = 4.06, SD = .864$ ), meanwhile as for statements of twenty second, twenty third and twenty forth, majority of them agreed on those statements with percentage of 41.0%, 34.3% and 37.1% respectively ( $M = 4.02, SD = .820; M = 3.94, SD = .875; M = 3.90, SD = .838$ ). The last three statements which are twenty fifth, twenty sixth and twenty seventh have achieved over forty percent of the respondents who agreed with those statements. The value of the percentages is 41.9%, 41.0% and 44.8% respectively ( $M = 4.07, SD = .812; M = 3.98, SD = .820; M = 4.08, SD = .793$ ).

### 4.3 HYPOTHESIS TESTING

**Ha1: There is a significant relationship between on-the-job training and employee performance.**

*Table 16 Spearman correlation between on-the-job training and employee performance*

Correlations		
	On-The-Job Training	Employee Performance

Spearman's rho	On-The-Job Training	Correlation Coefficient	1.000	.769**
		Sig. (2-tailed)	.	.000
		N	105	105
	Employee Performance	Correlation Coefficient	.769**	1.000
		Sig. (2-tailed)	.000	.
		N	105	105

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The relationship between on-the-job training and employee performance in the public sector in Kuching, Sarawak, was examined using the Spearman correlation. Table 16 above. The result shows that p-value ( $p = .000$ ) which is lower than significant level, 0.05 and positive correlation coefficient, ( $r_s = .769$ ). This indicates that a strong positive relationship between on-the-job training and employee performance. That is, the higher the on-the-job training, the higher the employee performance. Therefore, there is a significant relationship between on-the-job training and employee performance among employees in the public sector in Kuching, Sarawak. Hence,  $H_{a1}$  is accepted.

**Ha2: There is a significant relationship between off-the-job training and employee performance.**

*Table 17 Spearman correlation between off-the-job training and employee performance*

		Correlations		
			Off-The-Job Training	Employee Performance
Spearman's rho	Off-The-Job Training	Correlation Coefficient	1.000	.604**
		Sig. (2-tailed)	.	.000
		N	105	105
	Employee Performance	Correlation Coefficient	.604**	1.000
		Sig. (2-tailed)	.000	.
		N	105	105

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Spearman rho correlation was used to determine the relationship between off-the-job training and employee performance. From table 17 above, the result shows that the p-value ( $p$

= .000) which is lower than the significant level,  $p < 0.05$ . Hence, there is a significant relationship between off-the-job training and employee performance. The correlation coefficient is positive with the value ( $r_s = .604$ ). This indicates a strong positive relationship between off-the-job training and employee performance. That is, the higher the off-the-job training, the higher the employee performance. Thus, the result implies there is a significant and strong relationship between off-the-job training and employee performance among the employee performance in the public sector in Kuching, Sarawak. Hence, Ha2 is accepted.

**Ha3: There is a significant relationship between job enrichment and employee performance.**

*Table 18 Spearman correlation between job enrichment and employee performance*

<b>Correlations</b>				
			Job Enrichment	Employee Performance
Spearman's rho	Job Enrichment	Correlation Coefficient	1.000	.767**
		Sig. (2-tailed)	.	.000
		N	105	105
	Employee Performance	Correlation Coefficient	.767**	1.000
		Sig. (2-tailed)	.000	.
		N	105	105

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Spearman rho correlation was used to determine the relationship between job enrichment and employee performance in the public sector. From table 18 above, the result indicates that there is a significant relationship between job enrichment and employee performance where the p-value ( $p = .000$ ) is lower than the level of significance,  $p < 0.05$ . Spearman rho correlation test also revealed that job enrichment has a strong positive correlation with employee performance among employees in public service in Kuching, Sarawak with the value  $r_s = .767$ . This means that the higher the job enrichment, the higher the employee performance. Thus, Ha3 is accepted. The result implies that there is a significant



relationship with a strong positive relationship between job enrichment and employee performance.

**Ha4: There is a significant relationship between job rotation and employee performance.**

*Table 19 Spearman correlation between job rotation and employee performance*

<b>Correlations</b>				
			Job Rotation	Employee Performance
Spearman's rho	Job Rotation	Correlation Coefficient	1.000	.681**
		Sig. (2-tailed)	.	.000
		N	105	105
	Employee Performance	Correlation Coefficient	.681**	1.000
		Sig. (2-tailed)	.000	.
		N	105	105

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The relationship between job rotation and employee performance was determined by using the Spearman rho correlation. From table 19, the result shows that the p-value ( $p = .000$ ) is lower than the level of significance which is  $p < 0.05$ . There is therefore a strong relationship between job rotation and the performance of employees. The test also revealed that there is a strong positive relationship between job rotation and employee performance among employees in the public sector in Kuching, Sarawak. The result explains that the higher the job rotation, the higher the employee performance. Hence, the result implies there is a significant and strong positive relationship between and employee performance. Thus, Ha4 is accepted.

#### **4.4 SUMMARY OF THE HYPOTHESIS TESTING**

Table 20 presents the overview of this study's hypotheses. Ha1, Ha2, Ha3 and Ha4 are accepted.

Table 21 Summary of hypothesis testing

Hypotheses	Measure	Significant
H1: There is a significant relationship between on-the-job training and employee performance.	Spearman Correlation $r_s = .769$ $p = .000$	$p < 0.05$ Ha1 is accepted
H2: There is a significant relationship between off-the-job training and employee performance.	Spearman Correlation $r_s = .604$ $p = .000$	$p < 0.05$ Ha2 is accepted
H3: There is a significant relationship between job enrichment and employee performance.	Spearman Correlation $r_s = .767$ $p = .000$	$p < 0.05$ Ha3 is accepted
H4: There is a significant relationship between job rotation and employee performance.	Spearman Correlation $r_s = .681$ $p = .000$	$p < 0.05$ Ha4 is accepted

#### 4.5 DISCUSSIONS ON THE MAIN RESULTS

In this study, researcher investigated the relationship between Human Resource Development practices and employee performance among employees who are working in public sector in Kuching, Sarawak. Human Resource Development practices include training and development, career development, and organisational development, and there are a variety of programmes and aspects that might influence employee performance. Each practice and programme will produce different outcomes. The differences of the Human Resource Development practices might be influenced by how the organization in the public sector conduct the programmes and the resources that are being used. As human resource development practices that may impact employee performance, the researchers focused on the training and development (on-the-job and off-employment training) and career development (job enrichment and employment rotation).

#### **4.5.1 Relationship between on-the-job training and employee performance in public sector in Kuching, Sarawak.**

The current study shows that on-the-job training affects employee performance and it is proven from the result that there is a significant relationship between on-the-job training and employee performance. This is because on-the-job training is believed could lead to improvement of employee performance and organizational achievement since the employee is learning while performing their task in one go which enables the employees to relate directly to their daily tasks when they go through on-the-job training. Hence, this will help the employee to master their task which could also improve their performance in a variety of aspects such as the number of outputs and the time taken to complete a task. Learning to handle a new task and adapting to a new project became easier when on-the-job training is being applied in an organization. Influencing employee performance by enhancing individual skills and knowledge in order to achieve organizational development and organizational goals is aligned with the Human Capital theory. Human capital can provide sustainable competitiveness for organizations. Therefore, the management of human capital is imperative (Simarmata, 2020). The result of the current study is similar to research done by Mahadevan & Yap (2019) and Shafini et al (2016), which indicate that on-the-job training is capable of delivering training effectively, allowing employees to practice as they learn. Practical knowledge is believed to be more efficient than theoretical knowledge because it provides employees with a sense of the process and the system. Another study conducted by Bafaneli & Setibi (2015) also agreed on the result of this study as the On-the-job training makes individuals more prosperous at their jobs and is attributed with increasing individual productivity and improving job performance in the workplace. Working in a public sector organization and more importantly located in a city such as Kuching, Sarawak where most of the citizens would choose their service over the private sector, high employee performance

such as their productivity and time efficiency is very crucial. Through on-the-job training, employees are still able to serve their customers and will learn to handle a real-life scenario, thus, they will not only learn the skills to complete a task but also gain the ability in handling customers. Hence, there is a significant relationship between on-the-job training and employee performance among the public sector employees in Kuching, Sarawak.

#### **4.5.2 Relationship between off-the-job training and employee performance in public sector in Kuching, Sarawak.**

Off-the-job training allows employees to leave their main workplace to go to a different location where the training is conducted. The study's results supported the researcher's hypothesis that off-the-job training is significantly related to employee performance among public sector employees. This is because being away from their job will allow the employee to focus more on the training program compared to performing their work, especially when working in the public sector where the service is expected to be busy most of the time. This result is supported by Mahadevan & Yap (2019), Maina & Waitthaka (2016), and Haslinda (2016). The researchers also agreed that off-the-job training offers employees a more favourable atmosphere for improved learning and focus. When they attend training outside the work setting, employees can pay greater attention since they are not interrupted by work. Other than that, employees will have the opportunity to take a moment to analyse previous conduct and reflect on what was and has not succeeded. The professional in the area generally conducts and organizes off-the-job training. Hence, this will be beneficial for the employees to learn more from the expert specifically on more advanced skills and knowledge inadequate amount of time. As mentioned, public sector employees are usually occupied with their work as people would prefer the government services to the private sector for a reasonable amount of price and sometimes it is the only choice they have, thus, having a more structured training will permit them the right amount of time and skills to

master then they can apply what they have learned immediately in a real-life situation. To be able to increase human capital, companies need to conduct effective Human Resource Development practices. Effective Human Resource Development practices will create high-quality human capital and ultimately affect organizational performance. Therefore, an employee who experiences off-the-job training will have a significant relationship with employee performance.

#### **4.5.3 Relationship between job enrichment and employee performance in public sector in Kuching, Sarawak.**

The results indicate a significant relationship with the performance of employees. Job enrichments allow the employees to widen the skills they are given while performing their tasks. Job enrichment believes that employees have a higher sense of capacity since they can do a variety of tasks in a range of methods. According to Mac-Ozigbo & Daniel (2020) research result also supports the current research result as they believe that job enrichment may improve a job's interest, meaning, challenge, and responsibility. Hence, by giving the employees more responsibilities and variety in their work, they are allowed to use their range of abilities. This will allow them to acknowledge other skills or fields of work they are good at. Thus, this fits the purpose of the Human Capital theory. As a public sector employee, working with the same job scope in a long period where 55.2% of the respondent has been working for over 10 years, will eventually cause them to feel demotivated mainly when they feel like their career is not going anywhere. The result of this research is supported by Vijay & Indradevi (2015). Hence, according to these researchers, job enrichment boosts employees' motivation and effectiveness at work, as well as their proclivity to reach their career goals. In the practice of human resources management, the idea of work enrichment was widely regarded as a dynamic process of developing work structures and procedures with an atmosphere that provides space for autonomy, flexibility, personal growth, and job

satisfaction. Hence, there is a significant relationship between job enrichment and employee performance.

#### **4.5.4 Relationship between job rotation and employee performance in public sector in Kuching, Sarawak.**

Job rotation entails lateral transfer, which allows employees to work at various jobs while gaining skills, knowledge, and managerial experience. The result of this research, therefore, demonstrates that the relationship between job rotation and employee performance significantly influences the performance of employees. There are numerous reasons to establish a system of job rotation, including possible improvements to product quality, the possibility for employees to explore different career paths, and, most significantly, the prevention of stagnation and job boredom. The result of this study is parallel with the research conducted by Akbari & Maniei (2017) and Eltahir (2018) that indicate job rotation improves employee performance. The rotation process allows participating employees to learn new skills, knowledge, and abilities at work and during the whole process and retraining of employees so that they may get the best out of them. Older employees, in terms of age, usually hold positions in top management or higher positions until they retire. Generally, in the public sector, the retirement age for the employees is at the age of 60. Therefore, job rotation can be seen as an opportunity that can help the employees to develop their career mainly when their chance of getting promoted to a new position is not yet available. Employees who are involved in job rotation are more efficient human capital compared to other employees as they have more experience and knowledge which they could end up coming up with their creativity and innovation. Thus, there is a significant relationship between job rotation and employee performance.

## **4.6 SUMMARY**

This section has been discussing the demographic of the respondent that descriptive statistics have been analysed. Hypotheses in this study were tested using inferential statistics which is Spearman Correlation Analysis. Based on the analysis, all four hypotheses were accepted.

## **CHAPTER 5**

### **CONCLUSION, RECOMMENDATION AND LIMITATION**

#### **5.1 INTRODUCTION**

This chapter serves as a summary of the studies from chapter one to chapter four. In general, the summaries clarify how the study was carried out, and the conclusion is a discussion of the findings of the examination on the relationship between Human Resource Development practices and employee performance. Furthermore, the fifth chapter is significant since it concentrates on the overall conclusion of the current research. Furthermore, this chapter is crucial since it discusses the implications and recommendations made based on a few categories, including future researchers and organizations, for their future growth.

#### **5.2 RESEARCH SUMMARY**

This section will recap chapters one through four, beginning with chapter one. In the first chapter, the study began with an investigation of the study's background based on knowledge, actual data, and practical issues linked to employee performance and Human Resource Development. Then comes the statement of the problem that has been discovered in order to investigate the relationship between Human Resource Development practices and employee performance among the public sector employee in Kuching, Sarawak. The main objective of this research is to determine the relationship between Human Resource Development practices and employee performance. Meanwhile, the specific objectives were to investigate the relationship between on-the-job training, off-the-job training, job enrichment, and job rotation, and employee performance. The four hypotheses suggested for this study mainly correlate the independent variables to the dependent variables. Following this part, the conceptual framework significance of the research, limitations of the study, and



definition of terms are presented in chapter one. Lastly, a summary of the chapter was included at the end.

The second part of this study is a review of the literature. In this chapter, the information was thoroughly addressed regarding any relevant findings made by past researchers or those that work in this field of research. The goal the purpose of this chapter is to examine and evaluate facts or knowledge related to the topic of study in order to obtain better ideas and in-depth understanding. Moreover, to enhance the concept of public sector employees with Human Resource Development practices and employee performance, Previous findings have been examined since they are equally important to this study and can provide numerous implications of ideas and notions. The researcher has a better grasp of the elements investigated such as on-the-job training, off-the-job training, job enrichment, and job rotation by referring to previous studies.

Moving on to chapter three, which goes into further detail about this study approach. This chapter is primarily concerned with ensuring that the research aim can be met. The research's design was a correlational study, which means it looked at two to determine simultaneously a relationship between two variables since the main objective of this study is to determine the relationship between Human Resource Development practices and employee performance. The method of quantitative survey was used in the data collection process where the questionnaire was based on previous research. A pilot study with 30 respondents from the private sector was conducted to ensure the validity and reliability of the questionnaire. Cronbach's Alpha was used to compute the data on the reliability of the items in the questionnaire using the Statistical Package for the Social Sciences (SPSS) version 26.0. Meanwhile, in the actual study, in order to evaluate the connection between independent variables and dependent variables, Spearman Correlation was performed to determine the alternate hypotheses.

Chapter four discussed further the demographic profile of the respondent involved. There was a total of 105 respondents from different backgrounds such as age, gender, and year of employment. The descriptive approach was applied to examine the data obtained from section A of the questionnaires. The findings of this approach will be used to identify the frequency in terms of the participants' backgrounds. The descriptive statistics for all questions or statements in the questionnaires are provided in the next section of this chapter from section B: on-the-job training, section C: off-the-job training, section D: job enrichment, section E: job rotation, and section F: employee performance. The percentage is the unit of measurement used to describe the overall findings of descriptive analysis. Following this part, follows the more difficult component, which is the result and discussion of the results tested on each hypothesis given. As stated in chapter three, Spearman Correlation was proposed to examine the hypotheses, and the results demonstrate that every variable examined had a strong relationship with employee performance.

Finally, chapter five begins with a review of the previous chapters, which concludes each major feature and part. This is followed by a conclusion that summarizes the whole study's contents. After that, there is going to be an explanation of the study implication in terms of theoretical and practical. Then, there are recommendations for the organizations on employee performance, and for future researchers to provide them with greater insights and suggestions for individuals who wish to research this area of study. Finally, the last section of this chapter is the limitation of the study that explains the gaps that might have occurred when this study is being conducted.

### **5.3 CONCLUSION**

The goal of the research is to determine the relationship between Human Resource Development practices and employee performance among public sector employees in Kuching, Sarawak. The precise objectives are then developed to offer the study's hypothesis. In order to determine the outcomes or findings, a quantitative method was chosen to evaluate the relationship between variables. The hypothesis test will next be conducted with Spearman's analysis of the correlation to examine how much connection there is between independent variables and variables in the research. The result showed that all the presented hypotheses are accepted since they are a strong and positive relationship between on-the-job training, off-the-job training, job rotation and job enrichment, and employee performance. These results were explored further and validated by relevant evidence from previous results and Human Capital theory.

Nevertheless, these results after that being utilized to discover the consequences for companies and Human Resource professionals. In addition, recommendations and suggestions were made as a guideline for the future researcher to be able to gain more understanding in addition to the limitations mentioned to improve future research.

### **5.4 IMPLICATIONS**

According to the findings of this investigation, human resource development practices such as on-the-job training, off-the-job training, job enrichment, and job rotation, have a significant impact on employee performance at chosen public sector organizations in Kuching, Sarawak. According to the achieved results and discussion, some implications have been raised. Theoretical and practical implications are among those implications. These implications are significant to the researcher and Human Resource practitioner.

#### **5.4.1 Theoretical Implication**

This study provides many implications to Human Resource Development practices and employee performance literature. The implication of this research clarifies the contradiction of the relationship between Human Resource Development practices and employee performance. Theoretically, it revealed that Human Resource Development practices do have a strong and positive influence on employee performance in the public sector in Kuching, Sarawak. This study also confirms that the relationship between the two variables are aligned with the concept of Human Capital theory as all of the independent variable show a strong and positive relationship with employee performance where it is an important dimension for an organization to gain more. Hence, this study empirically confirms and gives a deeper knowledge of the ingratiated connections between Human Resource Development practices, employee performance, and organizational effectiveness.

#### **5.4.2 Practical Implication**

The practical implication of this study can help the organization to identify and understand which Human Resource Development practices they should focus on to improve employee performance. It can support the human resource practitioner or the organization management in recognizing the important characteristics to develop successful Human Resource Development practices that can be applied and suitable for the business operation and employee's job scope. Other than that, it can help the management to find out the main concerns of the employee is participating in training and development program or career development dimensions, which could help the organization to have a clear vision in choosing the suitable methods. Thus, the Human Resource Development practices that are being carried out in an organization will not cause them to suffer from loss as the practices will be useful for the employee while they are performing their work. They will gain more

advantages and gain more profits compared to the amount they have spent on the practices. Thus, the return on investment is achieved.

Furthermore, through engaging in Human Resource Development practices such as on-the-job training and off-the-job training, employees can obtain problem-solving techniques and decrease errors. It has the potential to greatly improve their technical and managerial abilities, such as dealing with client complaints. Meanwhile, after undergoing training and development, employees are going to get more comfortable with their work duties and increase their productivity employees, for example, can obtain up-to-date job-related information.

## **5.5 RECOMMENDATIONS**

This section contains recommendations or suggestions for a variety of parties, including organizations and future researchers. Human resource practitioners are future researchers who want to learn more about a certain topic of study. It is critical for future researchers and Human Resource practitioners to have guidelines in order to enhance the present research subject and to have a broad overview of connected concepts or ideas to extend the subsequently linked study topic. The recommendations and suggestions are based on the preceding chapter's results, which are presented to desire for Human Resource Development improvement, this results in a higher level of employee performance.

### **5.4.1 Recommendations to Future Research**

There are several suggestions for future research. Future researchers are encouraged to focus on a specific industry in the public sector in Malaysia. This research has been carried out on the general industry in the public sector. Hence, by specifying certain industries, future research will be able to find out which practices are suitable for each industry. This is

because each industry and each person learn in various types of methods, there will be no such thing as one method fits all. Thus, by carrying out this type of research, it will also help the industry to help to enhance their employee performance.

Other Human Resource Development practices can influence employee performance such as organizational development. This topic has been debated for several decades, a researcher who is eager to learn about Human Resource Development practices is advised to delve further into another dimension. The majority of the research contained in scholarly articles is associate with training and development and career development processes yet they are rarely described or discussed on the programs. As a result, future researchers should be aware of the distinctions between the ideas to avoid misunderstandings.

Besides that, the focus of this research was based on a quantitative methodology that adapts and adopts prior questionnaires created by previous researchers. The items in surveys are pre-determined, and their validity and reliability have been established. thus, to do more research on the items if any obstacles or gaps in the questionnaires are discovered, to improve the measurement's accuracy. Other than that, it is recommended that future researchers conduct this study in other approaches such as a quantitative study to provide qualitative aspects of human perception regarding this area of study. A qualitative study can provide researchers with a more in-depth response from the personal view of employees for what human resource development practices influence their performance.

#### **5.4.2 Recommendations to the organizations**

Based on the result of this study, organizations are recommended to implement more Human Resources Development practices at the workplace. The practices may not be easy to be implemented as it may cost a lot for an organization to carry out these programs especially when working in the public sector there is a limited amount of budget allocated in a certain

organization. However, reflecting in a long run, the price an organization needs to pay for an untrained and unskilled employee might go to cost them higher than the Human Resource Development practices itself. When an organization is concerned that if they need to invest in training, employees will go for brighter pastures, but they are more concerned that if they do not train, they will be left with untrained personnel (O'Donnell, 2019). Furthermore, this is aligning with the concept of Human Capital concept where Personality traits, habits, knowledge, social life, and innovation are all factors evaluated in labour performance that contribute to economic value.

Besides that, an organization should make it compulsory for every employee to take part in Human Resource Development practices. Human Resource Development such as Career Development in an organization will allow the employee to feel that the organization cares about their career path and are willing to help them to achieve the employee's goals. Thus, this will make the employee feel more motivated to work in the organization as they feel a sense of importance and can avoid negative perceptions such as they are being treated like they are just a mere worker. Moreover, making the Human Resource Development practices compulsory for every employee will improve the knowledge and understanding of annual business strategy and objectives. This will also allow every employee's skill and knowledge to develop equally at the same level and none of the employees will be left behind.

## **5.6 LIMITATIONS**

Although this study contributes to the knowledge on the relationship between Human Resource Development practices and employee performance, there are numerous limitations to this study. Firstly, the study is only being done in the public sector. Employees who are working in the public sector and private sector may have a different opinion regarding the

matter discussed in this research depending on the type of business and the size of an organization. The results of the study cannot be concluded generally as the research has only been done on one sector and only involved two organizations. Hence, a future study shall be conducted among private-sector employees on the relationship between Human Resource Development practices and employee performance.

Second, the population of the research is limited especially during the pandemic of Coronavirus COVID-19. This study was conducted in two public sector organizations in Kuching, Sarawak. Only 105 respondents participated in the research. The result achieved is therefore only a minor part of the research on the relationship between Human Resource Development practices and employee performance. The sample size does not reflect the overall opinion of the employee. The future study shall be performed involving more organizations from whole over Malaysia to evaluate the obtained results.

Thirdly, limitations on the methodology of the study. This study used a quantitative data collection approach. As previously mentioned, the results were achieved utilizing the SPSS to analyze the questions in surveys. In contrast to qualitative methods that provide detailed information, the data generated from the quantitative technique are more general. In addition, the data gathering in the form of fixed-option surveys does not allow the participants to contribute, comment or interpret the questions raised. As a result, future research should explore using either a qualitative technique or a combination of quantitative and qualitative methods to conduct this study.

## **5.6 CHAPTER SUMMARY**

The results in this study revealed that there is a significant and strong relationship between all four practices of Human Resource Development which are on-the-job training,



off-the-job training, job enrichment, and job rotation and employee performance among public sector employees.

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## QUESTIONNAIRE

**FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT  
(FCSHD)****The Relationship Between Human Resources Development  
Practices and Employee Performance in Public Sector in  
Kuching, Sarawak.**

Dear Sir/ Madam,

I am a final year undergraduate student who is currently pursuing my studies in Bachelor of Science with Honours (Human Resource Development) at Universiti Malaysia Sarawak (UNIMAS). Hence, this research is conducted as partial fulfilment of my undergraduate program.

This research is done to achieve its objectives. Therefore, I would like to seek your cooperation by filling up the questionnaire as your response are highly constructive. This survey questionnaire will take approximately 20 minutes to complete.

All information in this research will be strictly treated with confidentiality and kept anonymous as this study is done solely for academic purposes. All information and data collection in the duration of this study will be securely kept and only be available to the researcher of the study. If you have any questions or concern about this study, you may contact *Nur Illya Haina Binti Haidi* at *illyahainahaidi@gmail.com* or +6011-11284798. By proceeding further, you are indicating that you fully understand the above information and have agreed to participate in this study. Your time and cooperation are highly appreciated.

Yours sincerely,  
Nur Illya Haina Binti Haidi  
Faculty of Cognitive Sciences and Human Development  
Universiti Malaysia Sarawak.



**FAKULTI SAINS KOGNITIF DAN PEMBANGUNAN MANUSIA  
(FSKPM)**

**Hubungan Antara Latihan Pembangunan Sumber Manusia dan  
Prestasi Pekerja dalam Sektor Awam di Kuching, Sarawak**

Tuan/ Puan yang dihormati,

Saya merupakan pelajar tahun akhir ijazah sarjana muda yang sedang melanjutkan pelajaran dalam Ijazah Sarjana Muda Sains dengan Kepujian (Pembangunan Sumber Manusia) di Universiti Malaysia Sarawak (UNIMAS). Oleh itu, kajian ini dijalankan sebagai memenuhi sebahagian daripada syarat program prasiswazah saya.

Kajian ini dilakukan bagi mencapai objektifnya. Oleh itu, saya ingin mendapatkan kerjasama pihak tuan dengan mengisi borang soal selidik kerana maklumbalas daripada anda amatlah dihargai. Soal selidik kaji selidik ini akan mengambil masa kira-kira 20 minit untuk disiapkan.

Semua maklumat dalam kajian ini akan dijalankan dengan tegas dengan kerahsiaan dan disimpan tanpa maklumat peribadi responden kerana kajian ini dilakukan semata-mata untuk tujuan akademik. Semua maklumat dan pengumpulan data dalam tempoh kajian ini akan disimpan dengan selamat dan hanya dapat diakses oleh penyelidik kajian. Jika pihak tuan mempunyai sebarang pertanyaan atau kebimbangan mengenai kajian ini, anda boleh menghubungi *Nur Illya Haina Binti Haidi* di *illyhainahaidi@gmail.com* atau +6011-11284798. Dengan menjawab soalan kajian di muka surat seterusnya, anda telah memahami sepenuhnya maklumat di atas dan telah bersetuju untuk mengambil bahagian dalam kajian ini. Masa dan kerjasama anda sangat dihargai.

Yang benar,

Nur Illya Haina Binti Haidi

Fakulti Sains Kognitif dan Pembangunan Manusia

Universiti Malaysia Sarawak.



**Section A: Demographic Profile of Respondents**

**Seksyen A: Profil Demografi Responden**

Please fill in the necessary information or tick (/) in the appropriate boxes.

Sila isi maklumat yang diperlukan atau tandakan (/) dalam kotak yang sesuai.

1. Age/Umur

years old/tahun.

2. Gender/Jantina

Male/Lelaki

Female/Perempuan

3. Total Employment Period/ Jumlah Tempoh Pekerjaan

Less than 5 years/  
Kurang daripada 5 tahun

Experience 5 – 10 years/  
5-10 tahun pengalaman

More than 10 years/  
Lebih dari 10 tahun

**Section B: On-The-Job Training**  
**Seksyen B: Latihan Semasa Kerja**

Please read each statement carefully. Assess your response to each statement by **ticking (/)** in the box that corresponds closely with **how true** that statement is reflective of you.

Sila baca setiap kenyataan dengan teliti. Nyatakan respon anda kepada setiap **pernyataan dengan menandakan (/)** di dalam kotak yang sepadan dengan **sejauh** mana kenyataan itu mencerminkan anda.

① Strongly Disagree/ Sangat Tidak Setuju	② Disagree/ Tidak setuju	③ Neutral	④ Agree/ Setuju	⑤ Strongly Agree/ Sangat Setuju					
<p>The organization provides on-the-job training programs enable to improve skills, knowledge, attitude change, new capability of the employee.                      Organisasi menyediakan program latihan semasa kerja bagi meningkatkan kemahiran, pengetahuan, perubahan sikap, keupayaan baharu pekerja.</p>					①	②	③	④	⑤
<p>The course of on-the-job training programs provided meet the needs of the employees.                      Kursus program latihan semasa kerja disediakan bagi memenuhi keperluan pekerja.</p>					①	②	③	④	⑤
<p>The course of on-the job training programs provided help to increase job performance and work efficiency.                      Kursus program latihan semasa kerja yang disediakan membantu meningkatkan prestasi pekerjaan dan kecekapan kerja.</p>					①	②	③	④	⑤
<p>The organization uses modern on-the-job training tools and techniques.                      Organisasi menggunakan alat dan teknik latihan semasa kerja yang moden.</p>					①	②	③	④	⑤
<p>As a result of on-the-job training, I have better conceptualization of what I am doing on the job.                      Hasil daripada latihan semasa kerja, saya mempunyai konsep yang lebih baik tentang apa yang saya lakukan di tempat kerja.</p>					①	②	③	④	⑤

**Section C: Off-The-Job Training**

**Seksyen C: Latihan di Luar Tempat Kerja**

Please read each statement carefully. Assess your response to each statement by **ticking (/)** in the box that corresponds closely with **how true** that statement is reflective of you.

Sila baca setiap kenyataan dengan teliti. Nyatakan respon anda kepada setiap **pernyataan dengan menandakan (/)** di dalam kotak yang sepadan dengan **sejauh** mana kenyataan itu mencerminkan anda.

① Strongly Disagree/ Sangat Tidak Setuju	② Disagree/ Tidak setuju	③ Neutral	④ Agree/ Setuju	⑤ Strongly Agree/ Sangat Setuju		
<p>The organization provides off-the-job training programs enable to improve skills, knowledge, attitude change, new capability of the employee. Organisasi menyediakan program latihan di luar tempat kerja membolehkan untuk meningkatkan kemahiran, pengetahuan, perubahan sikap, keupayaan baru pekerja.</p>		①	②	③	④	⑤
<p>The course of off-the-job training programs provided meet the needs of the employees. Kursus program latihan di luar tempat kerja yang disediakan memenuhi keperluan pekerja.</p>		①	②	③	④	⑤
<p>The course of off-the job training programs provided help to increase job performance and work efficiency. Kursus program latihan di luar tempat kerja yang disediakan membantu meningkatkan prestasi kerja dan kecekapan kerja.</p>		①	②	③	④	⑤
<p>The organization uses modern off-the-job training tools and techniques. Organisasi menggunakan alat dan teknik Latihan di luar tempat pekerjaan yang moden.</p>		①	②	③	④	⑤
<p>As a result of off-the-job training, I have better conceptualization of what I am doing on the job. Hasil daripada latihan di luar tempat kerja, saya mempunyai konsep yang lebih baik tentang apa yang saya semasa melaksanakan kerja.</p>		①	②	③	④	⑤

**Section D: Job Enrichment**

**Seksyen D: Pengayaan Kerja**

Please read each statement carefully. Assess your response to each statement by **ticking (/)** in the box that corresponds closely with **how true** that statement is reflective of you.

Sila baca setiap kenyataan dengan teliti. Nyatakan respon anda kepada setiap **pernyataan dengan menandakan (/)** di dalam kotak yang sepadan dengan **sejauh** mana kenyataan itu mencerminkan anda.

① Strongly Disagree/ Sangat Tidak Setuju	② Disagree/ Tidak setuju	③ Neutral	④ Agree/ Setuju	⑤ Strongly Agree/ Sangat Setuju	
Job enrichment ensure employee will have more skills and abilities to do more work. Pengayaan kerja memastikan pekerja akan mempunyai lebih banyak kemahiran dan kebolehan untuk melakukan lebih banyak kerja.	①	②	③	④	⑤
Job enrichment ensure the employee have adequate information and knowledge which enables them to do their job well. Pengayaan kerja memastikan pekerja mempunyai maklumat dan pengetahuan yang mencukupi yang membolehkan mereka melakukan tugas dengan baik.	①	②	③	④	⑤
The organization give a reasonable amount of work for the employees in conducting the job enrichment course. Organisasi memberikansejumlah besar kerja untuk pekerja dalam menjalankan kursus pengayaan kerja.	①	②	③	④	⑤
The organization strongly considers my goals and values. Organisasi ini sangat menganggap matlamat dan nilai saya.	①	②	③	④	⑤
The organization gives me an opportunity to use my skills. Organisasi memberi saya peluang untuk menggunakan kemahiran saya.	①	②	③	④	⑤

**Section E: Job Rotation**

**Seksyen E: Pusingan Kerja**

Please read each statement carefully. Assess your response to each statement by **ticking (/)** in the box that corresponds closely with **how true** that statement is reflective of you.

Sila baca setiap kenyataan dengan teliti. Nyatakan respon anda kepada setiap **pernyataan dengan menandakan (/)** di dalam kotak yang sepadan dengan **sejauh** mana kenyataan itu mencerminkan anda.

① Strongly Disagree/ Sangat Tidak Setuju	② Disagree/ Tidak setuju	③ Neutral	④ Agree/ Setuju	⑤ Strongly Agree/ Sangat Setuju			
Job rotation improves my planning and organizing skills. Pusingan kerja meningkatkan kemahiran perancangan dan penganjuran saya.			①	②	③	④	⑤
Job rotation improves communication network. Pusingan kerja meningkatkan rangkaian komunikasi.			①	②	③	④	⑤
Job rotation practice increases my self-confident level. Amalan pusingan kerja meningkatkan tahap keyakinan diri saya.			①	②	③	④	⑤
Job rotation provides me a chance for promotion. Pusingan kerja memberi saya peluang untuk kenaikan pangkat.			①	②	③	④	⑤
Job rotation broadens my knowledge and skill in other fields. Pusingan kerja meluaskan pengetahuan dan kemahiran saya dalam bidang lain.			①	②	③	④	⑤

## Section F: Employee Performance

### Seksyen F: Prestasi Pekerja

Please read each statement carefully. Assess your response to each statement by **ticking (/)** in the box that corresponds closely with **how true** that statement is reflective of you.

Sila baca setiap kenyataan dengan teliti. Nyatakan respon anda kepada setiap **pernyataan dengan menandakan (/)** di dalam kotak yang sepadan dengan **sejauh** mana kenyataan itu mencerminkan anda.

① Strongly Disagree/ Sangat Tidak Setuju	② Disagree/ Tidak setuju	③ Neutral	④ Agree/ Setuju	⑤ Strongly Agree/ Sangat Setuju		
HRD practices has played a significant role in improving the quality of my work. Amalan HRD telah memainkan peranan penting dalam meningkatkan kualiti kerja saya.		①	②	③	④	⑤
The skills and knowledge gained through HRD practices enable me to deliver quality services to the customers. Kemahiran dan pengetahuan yang diperolehi melalui amalan HRD membolehkan saya memberikan perkhidmatan yang berkualiti kepada pelanggan.		①	②	③	④	⑤
HRD practices can help me to meet the target quotas and goals more easily than before. Amalan HRD boleh membantu saya untuk memenuhi kuota sasaran dan matlamat lebih mudah daripada sebelumnya.		①	②	③	④	⑤
HRD practices can improve my speed of achieving targets has increased. Amalan HRD boleh meningkatkan kelajuan saya untuk mencapai sasaran telah meningkat.		①	②	③	④	⑤
HRD practices can improve my skills to work with others at work. Amalan HRD boleh meningkatkan kemahiran saya untuk bekerja dengan orang lain di tempat kerja.		①	②	③	④	⑤
HRD practices help to improve my contribution towards achieving the organizational goals. Amalan HRD membantu meningkatkan sumbangan saya ke arah mencapai matlamat organisasi.		①	②	③	④	⑤
My performance always meets the expectation. Prestasi saya sentiasa memenuhi jangkaan.		①	②	③	④	⑤

## APPENDIX B

### SPEARMAN CORRELATION ANALYSIS

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
OnTheJob_Mean	105	4.2210	.66790
EmployeePerformance_Mean	105	4.0068	.76326

<b>Correlations</b>				
			OnTheJob_Mean	EmployeePerformance_Mean
Spearman's rho	OnTheJob_Mean	Correlation Coefficient	1.000	.769**
		Sig. (2-tailed)	.	.000
		N	105	105
Spearman's rho	EmployeePerformance_Mean	Correlation Coefficient	.769**	1.000
		Sig. (2-tailed)	.000	.
		N	105	105

\*\* . Correlation is significant at the 0.01 level (2-tailed).

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
OffTheJob_Mean	105	3.9524	.88079
EmployeePerformance_Mean	105	4.0068	.76326

<b>Correlations</b>				
			OffTheJob_Mean	EmployeePerformance_Mean
Spearman's rho	OffTheJob_Mean	Correlation Coefficient	1.000	.604**
		Sig. (2-tailed)	.	.000
		N	105	105
Spearman's rho	EmployeePerformance_Mean	Correlation Coefficient	.604**	1.000
		Sig. (2-tailed)	.000	.
		N	105	105

\*\* . Correlation is significant at the 0.01 level (2-tailed).

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
JobEnrichment_Mean	105	4.1638	.68207
EmployeePerformance_Mean	105	4.0068	.76326

<b>Correlations</b>				
			JobEnrichment_Mean	EmployeePerformance_Mean
Spearman's rho	JobEnrichment_Mean	Correlation Coefficient	1.000	.767**
		Sig. (2-tailed)	.	.000
		N	105	105
	EmployeePerformance_Mean	Correlation Coefficient	.767**	1.000
		Sig. (2-tailed)	.000	.
		N	105	105

\*\* . Correlation is significant at the 0.01 level (2-tailed).

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
JobRotation_Mean	105	4.1924	.69444
EmployeePerformance_Mean	105	4.0068	.76326

<b>Correlations</b>				
			JobRotation_Mean	EmployeePerformance_Mean
Spearman's rho	JobRotation_Mean	Correlation Coefficient	1.000	.681**
		Sig. (2-tailed)	.	.000
		N	105	105
	EmployeePerformance_Mean	Correlation Coefficient	.681**	1.000
		Sig. (2-tailed)	.000	.
		N	105	105

\*\* . Correlation is significant at the 0.01 level (2-tailed).



**APPENDIX C**  
**CONSENT LETTER**

UNIMAS/NC-16.03/04-13/01 Jld.26 ( 26 )

26 April 2021

Encik Mohd Zaki Hassan  
Pengarah SPRM Sarawak  
Pejabat SPRM Sarawak  
Kompleks Pejabat SPRM Sarawak  
Lot 3894, Jalan Laksamana Cheng Ho  
Peti Surat 6000  
93350 Kuching  
Sarawak.

Tuan,

**Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir**

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Nur Illya Haina Binti Haidi (67161)** 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 bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

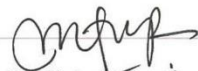
Tajuk Kajian : *"The Relationship Between Human Resource Development Practice and Employee Performance in Public Sector"*  
Penyelia : **Dr Hana Hamidi**  
No. Telefon Penyelia : **082-581568 / 082-584509**  
E-mel Penyelia : **hhana@unimas.my**  
No. Telefon Pelajar : **011-11284798**  
E-mel Pelajar : **67161@siswa.unimas.my**

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.

Kerjasama yang diberikan oleh pihak tuan/puan didahului dengan ucapan terima kasih.

Sekian,

Yang benar,



Dr Victoria Jonathan  
**Penyelaras Program**  
**Pembangunan Sumber Manusia**

s.k – Penolong Pendaftar Kanan, FSKPM



• 19 April 2021

Encik Abang Noraffian Bin Abang Haji Ibrahim  
Pengarah JPN Sarawak,  
Jabatan Pendaftaran Negara, Negeri Sarawak,  
Bangunan Tun Datuk Patinggi,  
Tuanku Haji Bujang,  
93551 Kuching, Sarawak.

Tuan,

**Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir**

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Nur Illya Haina Binti Haidi** 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 bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

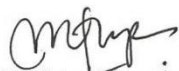
Tajuk Kajian	:	<i>“The Relationship Between Human Resource Development Practice and Employee Performance in Public Sector”</i>
Penyelia	:	<b>Dr Hana Hamidi</b>
No. Telefon Penyelia	:	<b>082-581568 / 082-584509</b>
E-mel Penyelia	:	<b>hhana@unimas.my</b>
No. Telefon Pelajar	:	<b>011-11284798</b>
E-mel Pelajar	:	<b>67161@siswa.unimas.my</b>

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Kerjasama yang diberikan oleh pihak tuan/puan didahului dengan ucapan terima kasih.

Sekian,

Yang benar,



Dr Victoria Jonathan  
**Penyelaras Program  
Pembangunan Sumber Manusia**

s.k – Penolong Pendaftar Kanan, FSKPM

