



Faculty of Cognitive Sciences and Human Development

**THE EFFECTIVENESS OF TRAINING MATRIX APPLICATIONS
FOR ONBOARD SAFETY CULTURE PRACTICES:
A CASE STUDY IN OIL & GAS FLOATING FACILITIES**

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Masters

PhD

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**THE EFFECTIVENESS OF TRAINING MATRIX APPLICATIONS FOR ONBOARD
SAFETY CULTURE PRACTICES: A CASE STUDY IN OIL & GAS FLOATING
FACILITIES**

MARIA ULFA BINTI FUA'DI

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ABSTRACT

THE EFFECTIVENESS OF TRAINING MATRIX APPLICATIONS FOR ONBOARD SAFETY CULTURE PRACTICES: A CASE STUDY IN OIL & GAS FLOATING FACILITIES

Maria Ulfa Binti Fua'di

Training matrix implementation had been conducted all over countries even though the effectiveness of the matrix had not been proved yet. This study explored the effectiveness of training matrix implementation for onboard safety culture practice. A sample of 8 informants from an oil and gas floating facilities were recruited using purposive sampling. The criteria that had been set were employee that involve in FPSO operation and maintenance service, employee onboard, and employee that went for training more than 3 times in the past 3 years scheduled by the organization. The informants had been interviewed using semi-structured interview. The findings had been analyzed using content analysis and found that the experience shared by the informants showed that the training matrix arrangement fulfilled the utilization of ADDIE model framework. The advantages supported the past findings which mentioned that the implementation enhance competency, relate to job functions, help in career development, and keep updated with the latest requirement. This study discovered new findings which mentioned that the matrix implementation helps in minimizing cause of failure. As the matrix follows the job function and helps in competency enhancement, it ensures that the employees are competent and certified enough to work onboard. Hence, the cause of failure can be minimized, and the safety culture practice in the organization can be improved.

Keywords: training matrix, training development, competency enhancement, career development, safety culture practice

ABSTRAK

KEBERKESANAN PELAKSANAAN MATRIKS LATIHAN TERHADAP AMALAN BUDAYA KESELAMATAN DI ATAS KAPAL: KAJIAN KES DI KEMUDAHAN MINYAK & GAS

Maria Ulfa Binti Fua'di

Penggunaan matriks latihan telah dilaksanakan secara menyeluruh di kebanyakan negara walaupun keberkesannya belum dibuktikan secara langsung. Kajian ini mengkaji keberkesanan pelaksanaan matriks latihan terhadap amalan keselamatan di atas kapal. Seramai 8 orang informan yang dikenalpasti melalui kaedah persampelan bertujuan dari organisasi yang terlibat dengan minyak dan gas telah ditemu ramah untuk menganalisis keberkesanan pelaksanaan matriks latihan dalam organisasi. Beberapa kriteria telah ditetapkan seperti pekerja yang terlibat dengan servis operasi dan penyelenggaraan FPSO, bekerja di atas kapal dan telah menjalankan lebih 3 kali latihan sepanjang 3 tahun perkhidmatan yang diuruskan oleh organisasi. Temu ramah separa-struktur telah dijalankan. Hasil kajian telah dianalisa melalui analisis kandungan dan mendapati bahawa pengalaman yang dikongsi oleh informan membuktikan pelaksanaan matriks latihan menggunakan kerangka model ADDIE. Hasil kajian menunjukkan bahawa kelebihan aplikasi matriks latihan menyokong kajian masa lalu, di mana pelaksanaannya meningkatkan kompetensi pekerja, sesuai dengan fungsi pekerjaan, membantu dalam pengembangan kerjaya, dan sentiasa dikemas kini mengikut persyaratan terbaru. Kajian ini turut membawa kepada penemuan baharu iaitu pelaksanaan matriks membantu dalam meminimumkan punca kemalangan. Hal ini kerana matriks latihan memenuhi fungsi pekerjaan dan membantu dalam meningkatkan kompetensi pekerja, ia memastikan bahawa pekerja cukup cekap dan disahkan untuk bekerja di atas kapal. Oleh itu, punca kemalangan dapat diminimumkan, dan amalan budaya keselamatan dalam organisasi dapat ditingkatkan.

Kata kunci: matriks latihan, pembangunan latihan, peningkatan kompetensi, pengembangan kerjaya, amalan budaya keselamatan

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CHAPTER 1: INTRODUCTION

1.1 Background of Study

Floating Production Storage and Offloading (FPSO) installation is a floating facility that is facilitated with hydrocarbon processing supplies for crude oil treatment. The FPSO operation involves the management of oil, water, and gas separation. It also involves the maintenance of the systems and equipment. Hence, the operations required a high level of safety culture practice in the organization as the employees required to involve with safe handling of chemicals, working at height, and handling the forklift.

As cited by Passmore, Krauesslar, and Avery (2015), O’dea and Fin (2001) highlighted the importance of employees’ recognition on the management’s commitment to safety in their study, where the manager’s experience was not an immense factor of their view on safety as well as their leadership style. The managers in the oil and gas industry did not align with the safety culture practice constantly as they faced problems in liaising with the possession and authority of safety to the employees. Hence, they suggested that safety coaching can be implemented as a solution.

According to Quoquab, Mahadi, Satiraksa, and Mohammad (2018) in their study, as two pumps under the Stardust facility blew up and cause total damage, the Health, Safety, and Environment Senior Manager is required to create a “Living Safety” culture in the organization. The policy, training, and assessment in the organization being restructured through three phases which are pre-execution, execution, and post-execution. However, the training program did not be highlighted much as the restructuring focus on the pre-execution process that involves the policy.

Annual Training Matrix (ATM) is one of the evolutions of the Human Resource system at Pak Elektron Ltd (Naz & Khan, 2018). The training needs assessment was

conducted by the training team together with the learning and development team before the training programs are arranged. ATM compile all the training needs and act as the guide for the training programs. The approval of the Head of Departments is needed before the training being run. The Head of Departments also evaluated the effectiveness of the training matrix by collecting feedback from the employees. Based on the study, the enhancement of skill and performance of their employees by varying the learning intervention depending on the needs of the organization.

Another study by Nelson (2017) highlighted the importance of competency matrix to the trainees. The competency matrix was developed referring to Bloom's domains and the mastery levels were used as the measures of the competency matrix. According to the study, the importance of the competency matrix covers the development of learning plans for the trainees that helps on the skills learning process. Apart from that, a systematic procedure for the data management field could be developed by following the competency matrix. The study also highlighted the significance of the competency matrix especially towards the trainee as the matrix helps to enrich the data management skills, not only equip the trainees with reachable literacy as well as give a deep understanding of refining data services.

Thus, this study aims to explore the effectiveness of training matrix implementation for safety culture practice onboard. As the training matrix contains a training module prepared for the respective positions, there is a different set of training need to be completed based on the competency needed. For instance, the set of training for the Superintendent will be different from the Medic or Radio Operator onboard. The implementation of the training matrix widely being used in other countries. However, the effectiveness of the training matrix had not been proved yet.

1.2 Problem Statement

Based on Naz and Khan's (2018) study on the evolution on the Human Resource system at Pak Elektron Ltd (PEL), they discover the process for training program initiated by the Learning and Development team of the organization that involves the training need assessment, annual training matrix, in-house training, and evaluation. Next, Raju, Mishra, and Sarkar (2015) study the competency-based performance management in BDL that touches on the whole process of competency framework application. The competency framework constructed in BDL is to highlight the exposition of notable performance and the maturing of the employee's behavior. Nelson (2017) highlighted the base structure of the competency matrix for data management skills in his study. The study focuses on Bloom's domains as the base structure and uses the mastery levels as the scale for the matrix. Although there are plenty of researches had been done in the West, there is a lack of past research on training matrix applications been conducted in Malaysia. Hence, the results cannot be matched with the local context literally. Besides, the effectiveness of the training matrix did not be highlighted in the past literature as most of the researches focuses on the overall process of training and development. Therefore, this research explored the effectiveness of the training matrix application especially in the local context of Malaysia.

According to Naz and Khan's (2018) research, they found that the training need assessment (TNA) is needed in the process of enhancing the employees' performance, followed by the arrangement of training programs and Annual Training Matrix (ATM) to organize the training needs. Once the training program had been done as scheduled, an evaluation will be done to identify the effectiveness. The study emphasizes the benefits of ATM as it enhances the skill and performance of their employees, develops compatibility between the organization's operation and learning program as well as enhance the leadership talent among the managers. Nelson (2017) in his research found a vocational education

overhaul based on Bloom's cognitive, psychomotor, and affective domains that focus on the knowledge, skills, and abilities as the base structure. The study highlighted the significance of the competency matrix in assisting the trainees with data management skills, literacy, and a deep understanding of refining data services. Apart from that, based on the research done by Raju, Mishra, and Sarkar (2015) the training programs constructed in BDL highlighted the competencies development as the programs focus on the performance gaps discovered. The study also highlighted the method used to develop and assess the BDL Competency Model such as in-depth interviews with the related target and establishment of an assessment center to discover the competency gaps among the employees. The past researches emphasize the significance and positive impact of the training matrix particularly on the management skills enhancement. Nevertheless, there is a lack of study that relates to the effectiveness of the training matrix with the safety culture practice in the organization. Thus, this research explored the effectiveness of the training matrix by identifying the advantages and disadvantages of the implementation, specifically towards the safety culture practice onboard.

As mentioned by Raju, Mishra, and Sarkar (2015) in their study, the challenges to implementing the competency framework include the process of gaining the managerial support on the changes and to communicate the changes to the employees. According to Quoquab et. al (2018) in their study, the Health, Safety, and Environment Senior Manager being appointed to create a "Living Safety" culture in the organization as two pumps under the Stardust facility blew up and cause total damage. He came out with three phases which are pre-execution, execution, and post-execution that involve policy, training, and assessment. However, he struggled as the employees and contractors reluctant to the new clauses and culture that tried to be implemented. As cited by Passmore, Krauesslar, and Avery (2015), the barriers that the managers faced in showing the safety practice is to communicate the safety title and responsibility to the employees. According to past research,

when there is a new policy being implemented in an organization, it is a challenge to apply the changes to the current work culture. Hence, it shows that there are difficulties in implementing the training matrix as the employees might be unassertive towards the change in the work culture, especially when it involves the continuous training program arranged that need to be fulfilled. Hence, this research find out the improvement for training matrix application in the organization for future development so that the employee gets involves with the training matrix application readily.

1.3 Research Objectives

1.31 General Objective

To explore the effectiveness of the training matrix application for safety culture practice onboard.

1.32 Specific Objectives

- i. To explore the experience of the employee in training matrix implementation in the organization.
- ii. To identify the advantages of training matrix application on safety culture practice onboard.
- iii. To identify the disadvantages of training matrix application on safety culture practice onboard.
- iv. To find out the improvements in the training matrix application in the organization.

1.4 Research Questions

- i. How is the experience of the employee in training matrix implementation in the organization?
- ii. What are the advantages of training matrix application on safety culture practice onboard?
- iii. What are the disadvantages of training matrix application on safety culture practice onboard?
- iv. How does the training matrix application can be improved in the organization?

1.5 Significance of the study

One of the significances of the study is the contribution to the body of knowledge. As previous research focuses on the process of the development of the matrix, this research highlighted the effectiveness of training matrix application for safety culture practice onboard. Such knowledge encourages the development of the training system in the industry.

Besides that, such knowledge significant to the Human Resource Practitioner as well. The positive impact on training matrix implementation can be implemented all over the country. While for the negative impact on training matrix implementation, hence the training matrix application needs to be improvised so that the training transfer can be done extensively.

Apart from that, this research gave benefit the oil and gas industry as it involves the safety culture and practices onboard. Effective training enhances the competency of the employees. Hence, the case that involves safety can be reduced as the employees are competent enough to the task productively. The knowledge, skills, and abilities of the employees will be increased as well as they followed the training program scheduled effectively.

1.6 Limitations of the study

One of the limitations of the study is the location. The researcher based in Kuching, Sarawak while the informants from the organizations are located all over Malaysia. The informants are offshore employees that apply the odd working hours. Thus, there was limitation to reach the informants for verification of data. Hence, an initiative such as a phone interview or email were done for data verification.

Besides that, as this is a case study, the population focuses on one organization relating to FPSO operation and maintenance. As the population and sample size is small, the valid conclusion from the result cannot be generalized. Thus, data saturation was used to ensure that the data collection is sufficient enough to come out with a valid conclusion.

Apart from that, lack of past research on the training matrix limiting the analysis process. It is a challenge to the researcher as such knowledge regarding the training matrix is so limited, hence the data collected depends on the researcher's perception instead of solid interpretation. Thus, exploratory design was selected instead of explanatory design as there is a gap in the literature.

1.7 Definitions of terms

1.7.1 Effectiveness

Sundqvist, Backlund, and Chroner (2014) described effectiveness as doing the right things by choosing and zoom into working on the demanding product. According to Hajjar and Alkhanaizi (2018), effectiveness defined by Mindtools (2016) as the level that manages to achieve the expected outcome. Houck (2013) in his study mentioned that effectiveness as the ability to produce a particular desired result.

Effectiveness in this study shows the impact of the training matrix itself, either it provides advantages to the organization or it provides disadvantages. As more advantages

been highlighted at the end of the study, it shows that the training matrix is effective enough for the organization. Vice versa, it shows that the training matrix needs improvement so that it can be implemented smoothly in the organization.

1.7.2 Training Matrix

Annual Training matrix being constructed to gather the training needs of the employees and it requires the discussion and approval from the head of departments before being finalized (Naz & Khans, 2018). According to Nelson (2017), a competency matrix composed of three matrices arranged side by side where competencies were set up as the base structure of it. Besides that, Raju, Mishra, and Sarkar (2015) in their study highlighted four extensive discipline, leading the business, success with people, leading results and operation as well as ensuring personal effectiveness as their competency element in the competency framework.

In this study, the training matrix refers to the matrix constructed by the Training and Development unit from the Human Resource department. The training matrix consists of the position list and the training modules that are required for each position. There are mandatory training programs and recommended a training program being scheduled for each employee. They have to fulfill each training as their requirement to work onboard.

1.7.3 Safety Culture Practice

Safety culture practice being constructed to enhance the occupational safety in organizations by hindering the low frequency, high-intensity incidents as well as high frequency, low-intensity incidents (Cooper, 2018). Almazrouei, Khalid, Abdallah, and Davidson (2019) in their study described safety culture as part of the organization culture that highlights safety in an organization in terms of behavior, attitude, and exertion of an

individual. Apart from that, Filho, Andrade, and Marinho (2009) validate the safety culture concept suggested by Hopkins (2005) that safety culture is the organization's shared action as well as features of groups and organization that involves changes, not only idea of culture as values.

For this study, safety culture practice refers to the number of incidents that happened in the organizations. Besides that, other policies being implemented by the organization that involves occupational safety also being taken into consideration.

1.8 Summary

This chapter discussed the background of the study, problem statement, research objectives, research questions, the significance of the study, limitations of the study, and definitions of terms.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter explored the issues related to the training matrix for safety culture, the related theory, and model, as well as the past similar findings related to the issue.

2.2 Concept of Training Matrix

Based on Naz and Khan's (2018) study on the evolution on the Human Resource system at Pak Elektron Ltd (PEL), the training and Learning and Development team conduct the training need assessment (TNA) and plan the training and development programs by implementing the Annual Training Matrix (ATM). ATM was prepared to compile the training needs. The TNA was finalized with the approval of the department heads then in-house training will be conducted by professional trainers. The training was scheduled by the Human Resource Department then notified the employees as confirmation. The effectiveness of the training then being evaluated by the Head of Departments by asking for feedback from the employees.

Nelson (2017) studied the competency matrix for librarians and found that the framework enables them to distinguish the specific progress for each target group. The competency matrix helps to detect the gap in the existing program module and the program arranged in the competency matrix, hence it specify a particular program for specific target groups. Besides, Nelson (2017) also mentioned in her study that the competency matrix implementation should be arranged according to the mastery level for each competency. As the program module arranged according to each skill level, it fits the job requirements, thus ensuring a developing career progression.

Another study by Schumacher and Risco (2016) highlighted the competency-based program for the nursing practitioner that helps in improving the evaluation and accreditation process. There was lacking in the current curricular module in terms of standardization and compatibility, hence causing a stagnant development for the nursing field. The implementation of a competency-based program helps in developing the nursing field by increasing the trainees' competency and developing the evaluation system. Apart from that, the program also promotes self-learning among the trainees and allows a deep understanding of the learning outcomes (Schumacher & Risco, 2016).

Singh and Malhotra (2016) in their study found that the competency mapping and skill mapping helps to identify the knowledge and skills gap among the employees. The gap discovered leads to the identification of the current competency level and organizational expectations. Hence, both parties including the employees and the organization know which area needs to be improved. Besides, Singh and Malhotra also added in their study that the competency mapping helps in adjusting the organizational adaptability to achieve the organizational goals. In fact, the competency mapping also associates with the organization and client's expectation, thus it ensures that the employees' performance is evaluated continuously.

Apart from that, Raju, Mishra, and Sarkar (2015) stated in their study that the aim of implementing a competency framework is to provide the employees with clear and consistent definitions of high performance. Based on their research, the training programs constructed in BDL highlighted the competencies development as the programs focus on the performance gaps discovered. There are four major areas of the competency framework, which are leading the business, success with people, leading results, and operation as well as ensuring personal effectiveness. The study also highlighted the method used to develop and assess the BDL