



Faculty of Cognitive Sciences and Human Development

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

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

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

Charles Anak Christopher

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

Keywords: On the job training, Effectiveness, Employee Performance

ABSTRAK

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

Charles Anak Christopher

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

Kata Kunci: Latihan semasa bekerja, Keberkesanan, Prestasi Pekerja

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CHAPTER 1

INTRODUCTION

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

1.1 Background of Study

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

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

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

1.2 Problem statement

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

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

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

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

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

1.3 Research Objective

1.3.1 General Objective

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

1.3.2 The specific objectives are

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

1.4 Research question

1.4.1 General research question

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

1.4.2 Specific research questions

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

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

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

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

1.5 Significance of the study

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

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

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

1.7 Definitions of terms

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

1.7.1 On the Job Training Effectiveness

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

1.7.2 Employee Performance

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

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

1.8 Summary

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

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

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

2.1 Discussion of Issues Related to Topic

2.1.1 Training and Development

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

2.1.2 On the job training

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

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