# Assessing the Implementation of Employees Training: Cases of Service-Based Organizations in Malaysia

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## Abstract

Employee training program increases the knowledge, skills, and abilities of the worker. It further creates efficiency, competitive advantages value creation among the employees. The main focus of this study identifies the training and development consequences. This study is qualitative in nature. The population of the study is four service base organization of Malaysia located in a different part of the country. A purposive sample was used and data was collected through interviews. The findings of the study revealed that the success of a training program depends on comprehensive program design, coaching skills, and program manageability that improve the performance of employees. Knowledge and skills on the work done will only be enhanced through the implementation of relevant and effective training programs. The findings also revealed that training enabled an organization to identify its weaknesses and capabilities to reduce the gap between existing conditions and expected work as set by the organization. In future studies, the employees' perceptions of other human resources practices in other different organization will be used to get more refine outcomes.

*Keywords:* Non-computerized training, Case studies, Malaysia

## 1      Introduction

Training is an essential element in ensuring employees have the skills, capabilities and knowledge that can help them improve their performance and assist in performing their current or future work. Effective training can provide many advantages to employees such as staff development and enhancing employee competence and skills. Eby et al (2017) and Ibrahim Mamat (2006) states that basically every training program should be able to benefit not only the organization, but also its employees. Training programs that give an invisible effect such as training to change the attitudes of workers and to shape the staff morals are usually not given full emphasis. Each training program implemented is to shape attitudes and behaviors among

employees so that employees are more productive and always performing high in their work.

Knowledge and skills of the employees can only be enhanced through the implementation of the training program. Employers or organizations need to implement effective and appropriate training programs for employees skill and knowledge enhancement. Training is a process by which new and old employees learn different types of skill, methods, process and ways of doing job. Employees performance, motivations, abilities and commitments have a direct and positive relationship with the training programs (Govindarajulu & Daily, 2004). In an organization, training programs play an important role in adapting the workforce to organizational work and culture. The training also expedites them to identify their weaknesses and capabilities to reduce the gap between existing conditions and expected work as set by the organization. Therefore the objective of this study is to assess the implementation of appropriate training programs in four cases studies.

Morever, implementation of appropriate training techniques within the organization is very important. The non-computerized based training technique is applied in the four cases of the organization. Non-computerized training is a training technique carried out by some non-computer based methods. The training program provided by the four organizations are the classroom, interactive methods, demonstration, vestibule, lecture method, succession planning, leadership development, in-house training, vestibule, nn-the-job training, intensive and defensive driving courses. Although, the best combinations of training programs varied for organization to organization and dependent on the requirement of the employees and the organization in general.

## 2 Literature review

Human resource is one of the most important asset of an organization whether it is a business organization that prioritizes productivity, quality, customer satisfaction, profitability and viability of public organizations that emphasize service quality, cost effectiveness and customer satisfaction and convenience (Omotayo, 2015) . 'Human resources' of the organization or institution is an individual who is directly involved in contributing expertise, skills or labor to achieve the vision, mission and objectives of an institution. Pilbeam and Corbridge (2010) broadly describing that human resources management department has many functions, mostly they performed the recreuitment & selection, training & development, performance apprisal and compensation management. Employee taraining and development has a sifnificant role on the organization and employeement performance. Kolb (1974) states that training is a process that encompasses the learning and teaching aspects of acquiring skills, knowledge and experience for use in the workplace. Training is an essential element in the organization in order to enhance the knowledge, understanding, skills and experience of workers in a field of work (Kassem, 2014). Kolb further categeoried four important stages, namely identifying the specific requirements and criteria required in a training program to be undertaken, making specific surveys on the required skill level, integrating what is desired with the actual application and the final level is to make conceptual plans about the program training and development are absolutely necessary. Teessin (1978) emphasizes that the benefits gained through training and development programs are the improvement of quality and productivity as well as providing opportunities for employees to change in terms of behavior and accountability (accountability and integrity). Service training conducted by almost all public service schemes in Malaysia is seen to be very good for the continuity of the services of an employee (Arokiasamy, 2013).

In organizations, training programs are implemented for several purposes. Among them is to increase the knowledge, skills and experience of workers towards a field of work (Karthik, 2012). The training program implemented is also to develop the skills of employees so that productivity and employee performance can be improved to a more satisfactory level (Chiaburu and Tekleab, 2005). Al-Kassem (2014) notes that training is one of the key functions of human resource development and management. It is often defined as a planned learning process which aims to improve workers' ability to solve a problem, solve a problem that may exist in the future, develop employee competencies for the future also (Kraiger, McLinden & Casper, 2004). History of training program development can be divided into two perspectives: traditional approach oriented training and contemporary approach oriented exercises. Traditional approach-oriented training exists in organizations operating in a stable and less competitive environment. In this situation, the training program was conducted in the form of routine activities, informal and ad hoc to enhance the ability of workers to carry out the duties and responsibilities of short-term (Blank, 2016). Although this practice can help improve current job performance, it is not able to attract, retain and encourage employees to enhance the competitiveness of organizations in the global economic market.

There are several studies conducted that demonstrate that effective training programs have two very important elements of job-related exercises (Anderson, 2013) and training framework (Khan, 2011). Job-related training is often defined as the process of providing work-related knowledge and skills to improve productivity of work (Noe, 2010). Salas et al. (2012) stated that the training order was often interpreted as the beginning and realistic information about the training program provided by the supervisor to the employee before or / and during the training program. According to most scholars, manager's ability to carry out training-related training programs and designing training skelts containing information that can clearly be a driving force for improving training effectiveness.

The effectiveness of training can be achieved through the proper implementation of appropriate techniques and training methods for an organization (Martin, 2010). However, understanding between employers and workers in implementing the training needs to be developed and enhanced so that the training program implemented can achieve the goals set. Juridico (2005) in his study of training and development in the Philippines, found that the success of a training program depends largely on the understanding between the trainer and the trainer on training objectives. The use of correct training methodology is of no importance to determine the effectiveness of the training. One of the methods or training techniques that can be implemented to the employee is the Non-Computerized Based Training Technique.

## 2.1 Non-Computerized based training technique

Fauziah Abdullah (2015) states that Non-Computerized Based Training Technique is a training technique implemented without the use of computer facilities. The activities and training programs carried out more focused on the practical activities undertaken on the employees. Karthik (2012) states that Non-Computerized Based Training Technique is a training technique carried out by some non-computer based methods. Examples include class room, demonstration exercises, training exercises, vestibul exercises, on the job, interactive and some other forms of technique. One of the Non-Computerized Based Training Techniques that can be implemented is a guided exercise conducted in the hall or classroom. The exercise will be led by a chairman and assisted by some facilitators who will provide guidance to the worker or trainer on a field of work (Ahmad Hanafi, 2015). The second technique that can be implemented is an interactive

technique. Blank (2015) states that interactive methods are a method that requires social interaction between trainer and trainee during the training program.

Demonstration techniques are also among the training techniques which require the instructor to direct the worker to the field of work done. Hayes, Rose-Quire and Allinson (2010) state that the demonstration or sometimes in the 'sitting next to Nellie' title is a method that is always used during training. In Vestibule, trainees are able to learn in controlled condition and according to their own ability without real working pressure (Thompson, 2012). For example, prospective cashiers can be trained in a training center provided with some cash registers. Lectures or lectures can be defined as the delivery of course content by an expert in a particular field to a group of specific trainees or students to a group of trainees or students who play a passive role during lectures delivered. According to Goffe and Kauper (2014) lecture method of teaching/training is an effective technique for learning and teaching purpose.

Training is one of the alternatives in producing an efficient, knowledgeable and skilled workforce. According to Ibrahim Mamat (2006), training in the organization is a learning program designed to enhance the knowledge, skills and accomplishments of an accomplice. According to Jehanzeb et al. (2013), most local companies failed to provide appropriate training to employees even though it was one of the incentives to employees.

## 3    Methodology

This is a qualitative type research paper which consist of four different service based organizational case studies. The organizations involved in this research study are construction company, education provider and security-type company. In this research the multiple case study method is applied for the data collection. The data has greater internal and external validity due to the incorporation of multiple and different case studies, thus it gives an in-depth understanding of the research phenomena. The data from different organizations help in the examination of cross-checking the results and improved the validity and reliability of the study (Patton, 2002).
The sampling process used in this research study is the purposive technique due to the dynamic nature of the cases. Four different organization were selected for the final data collection and study. In-depth interviews were conducted with the Human Resource Manager or Executive of the four organizations. According to Eisenhardt (1989) four to ten cases are need to be studied for the complete understanding about the research issue. The interviews were mainly focusing the HR practices particularly the training and development aspects of the organization employees.

## 4    Findings and Discussions

Human resource is the most important asset of an organization whether it is a business organization, public organization. Human resource management broadly include, recruitment & selection, training & development, componsention & benifits and performance management & apprisal (Omotayo, 2015). In every organization employees play very important role in the development and success of the organization. Thus, human capital needs contineous training and development program for the employees productivity and organizational sustainability. Hence, in this study the main focus was given on the training and development aspect of the human resource practice.

Knowledge and skills on the work done will only be enhanced through the implementation of the relvent and effective training programs. Elnaga and Imran (2013), concluded that, employers or organizations need to implement effective and appropriate training programs for employees. Training planning is a process of designing the learning required by the workforce (human) to improve work performance. It involves the objective of training which emphasizes the impact of post-training, the use of the combination of training techniques and the appropriate location to achieve the training objectives. The study conducted by Saks (2015) shows that the number of training followed by a new employee has a significant relationship with job satisfaction, commitment, ability and work performance. In an organization, training programs play an important role in adapting the workforce to organizational work and culture. The training also expedites them to identify their weaknesses and capabilities to reduce the gap between existing conditions and expected work as set by the organization. Further description about the training program, techniques and purposes are given in the table 1 below.

Table 1
*Summary of the Training and Development Program*

| Cases | Nature of the organization | Non-computerized training Method used | Main Purposes of training | Most appropriate method |
|---|---|---|---|---|
| Case 1 | Contruction company | a) Classroom<br>b) Interactive methods<br>c) Demonstration  techniques<br>d) Work round<br>e) Training vestibule<br>f)  Lecture method | i) Enhancement of knowledge & skill<br>ii) Safety training<br>iii)Provision of  technical skill<br>iv) Management skill | Lecture, demonstration, vestibule & work round engineering |
| Case 2 | Education institution | a) Succession planning<br>b) Performance management<br>c) Mentoring program<br>d) Leadership development<br>e) Induction training<br>f) Team building<br>g)  In-house training | i) Leadership Skill<br>ii) Team building skill<br>iii) Communication skill<br>iv) Presentation skill<br>v) Social skill | On-the-job trainings, mentoring & team building |
| Case 3 | Security force | a)   Demonstration technique<br>b)   Classroom or instructor-led<br>c)   Interactive technique<br>d) Vestibule technical<br>e) Work training technique | i) Skill and experience improvement<br>ii) Skills of emergency handling<br>iii) Konwledge of firearms | Class room, demonstration, work training technique & vestibule |
| Case 4 | Police department | a) On-the-job training<br>b) Classroom training approaches<br>c) Intensive and defensive driving course | i)   Leadership skills<br>ii)   Management skills<br>iii)   Command & controlling skill<br>iv)   Prosecution knowledge<br>v)   Defensive driving skill | Intensive & defensive training course |

The above table presents the brief summary of the training programs which are mainly applying in the respective organizations. HR practices, different training methods, purposes and most appropriate teachniques are explained in detail separately according to the nature of the organization. Basically, this study is divided into four cases. Each case represent a different organization and discussed the training program applied there.

**Case 1**

Case 1 is a company located in Sabah which carries out construction activities. To date, there are several projects that have been implemented and successfully completed by this company such as the construction of the shopping complex which is now a landmark for the city of Sandakan. To meet the challenges and future competations the compony needs to enhance the skills of their worker. This will only be achieved through the implementation of appropriate training techniques within the organization. Ibrahim et al. (2017) further emphasized the use of correct training methodology which is very important for the provision of required skills for the workers. One of the methods or training techniques that can be implemented to the employee is the Non-Computerized Based Training Technique. Non-computer based training techniques carried out more focused on the practical activities undertaken on the employees. Therefore, there are several Non-Computerized Based Training Techniques that can be implemented in this compony. Previous research study of Dipboye et al. (2018) also followed the non-computerized training techniques. Such as Classroom technique, interactive methods, demonstration techniques, work round, training vestibule and lecture method are applied in this company. The above training program enhanced and developed the knowledge & skill, safety training skill, technical skill and management skill of the employees. An example of a big organization which invested huge amount of money, time and effort is the famous Disney Corporation of America. Althought the most appropriate training methods are the lecture method, demonstration method, vestibule training teachnique and work round engineering method. Thus, it can be concluded that selection of appropriate taraining program, method and the trainer is very important.

**Case 2**

The organization selected for the case 2 is an education institution referred as private sector university A. University A is a private university located in East Malaysia, as a collaborative project outcome between the State Government and is affiliated with the main campus in Western Australia. Overall the HR Department is responsible to improve organizational capability and achieve high standards of performance by investing in developing on the staff through training and development programs such as: study support; professional development; and secondments. As for as the training program are concerned, the university followed the non-computerized training method for the professional and academic development of their staff. The training program adopted by the educational institution is in line with the previous study of (Ross, 2017).

The focus of non-computer based training techniques are on the interactive and face to face practical learning. The university HR department applied various training methods according to the need of their employees. The main training methods are included succession planning, performance management, mentoring program, leadership development programs, induction training, team building and the in-house training. As stated by the previous research scholars Hall-Ellis, (2015), Tapp (2017) and Smith et al. (2017) the succession plainning, team bulding and leadership development program are the effective training program. The objective of above training programs are to enhanced the teaching and academic knowledge, the career development and the leadership qualities. Based on the interview conducted for this research study, both the HR senior officer and the senior lecturers agreed that combination of the on-the-job trainings, mentoring and team building program are most appropriate and effective in maximizing trainee learning, depending on the objectives of the trainings provided.

**Case 3**

Security Force company is one of Sabah companies providing security guards in Kota Kinabalu, Sandakan and Tawau. The position as a security guard is not a simple form of office as any other

office within the organization such as managers, clerks, accountants and so on. Instead, a security guard risked their lives to take safety. The potential security guard wishing to serve in in this company needs to be equipped with knowledge, skills and experience which will assist them in carrying out their duties. The training will also ensure that the staff are always ready in the face of all the possibilities associated with the role of security guards. As argued by Price and Forrest in (2016), the security forces must be equiped with the latest training and technological equipments. Same is the case with this security compony that every staff be able to handle each of their duties and responsibilities with excellence. The desired objective can only be achived with the application of the proper training programs. The non-computerized training methods are formulated while considering the needs of the employees and the organization.

Non-Computerized Based Training Technique is a training technique carried out by some non-computer based methods. These techniques are more feasiable and suitable as compared to the computerized methods for the skill development of the staff. The management and experts of the compony applied various training methods according to the need and reqirument of the employees and the organization. The training provided for the employees, included the classroom or instructor-led, interactive techniqu, vestibule technical, work training technique. These training programs enhanced the knowledge, skill and abilities of the employees. These findings of the study is consistent with the training provided by the Canadian miltary force. However, based on the five non-computerized based training techniques that have been discussed, there are several techniques that can be implemented to enhance trainee learning. But the best combination of training methods are the class room, demonstration technique, work training technique and vestibule method of training.

**Case 4**
The Police force, is a leading agency in law enforcement and security forces in our country and under the portfolio of Ministry of Home Affair. Its headquarters is located at, Kuala Lumpur; the police force is a centralized organization with its core business and roles that consist of law enforcement, maintaining law and order, crowd control and intelligence analyst. Police force is the serviced oriented organization that to ensure the peaceful and stability of Malaysia and its people as customer and stakeholder. In managing a big size organization, this organization not only struggled with the human resources development (HRD) issues but tension and uncertainty on how to implement effective approach and strategies for its human development programs. The police force further replicates the training program mentioned by (Syamsul et al., 2016). The method of training can be divided to short, medium or long period course. Career development is one of key component of strategic human resource development of this organization. It has designed various training program to counter the modern challenges of the police force. One of the popular methods is the non-computerized based training techniques available in for the employees of this organization.

The organization conducted variety of training techniques and each method and approach may be different from one to another depend to types of training purposes, objectives and the trainee's background/position or job descriptions. Some of the training techniques can be conducted from combination of theory and practical learning method to the trainees. The non-computerized training programs offered in this organization are the combination of theoritical and practical methods which includes on-the-job training, classroom training approaches, intensive and defensive driving courses. Landers and Armstrong (2017) also recognized the benefits of theoretical and practical methods of training programs. Based on the above interview, it is strongly believed that the combination of training techniques on theory and practical such as Intensive and Defensive Driving Test training conducted by this organization is significant, practical and realistic and contribute to its objectives in developing human resources development.

## 5 Conclusion

The findings show every organization designed, formulated and implemented different kind of training program according to the nature and need of the organization and their employees. Like the construction company focused on the demonstration method and the education institution emphases on team building and mentoring approaches. Similarly, the security company mainly employing the work training technique & vestibule method of training. However, all the different organizations are providing the theoritical and practical non-computerized training for the employees. Designing the program and managing the training function is very important, then the exercise of these two activities should be accountable to individuals trained in training and human resource development. The success of a training program depends on a comprehensive program design, coaching skills and program managerability that manages all resources efficiently. This research study discussed four cases of different organization. Every organization has uniqe setup and training requirement, hence the findings may not be equally applied in every organization. Hence, future study should be carried on single organization to gain a deep understanding and refine information.

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