UNIVERSITI TEKNOLOGI MARA
FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES
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TRAINING AND DEVELOPMENT: A COMPARATIVE STUDY IN
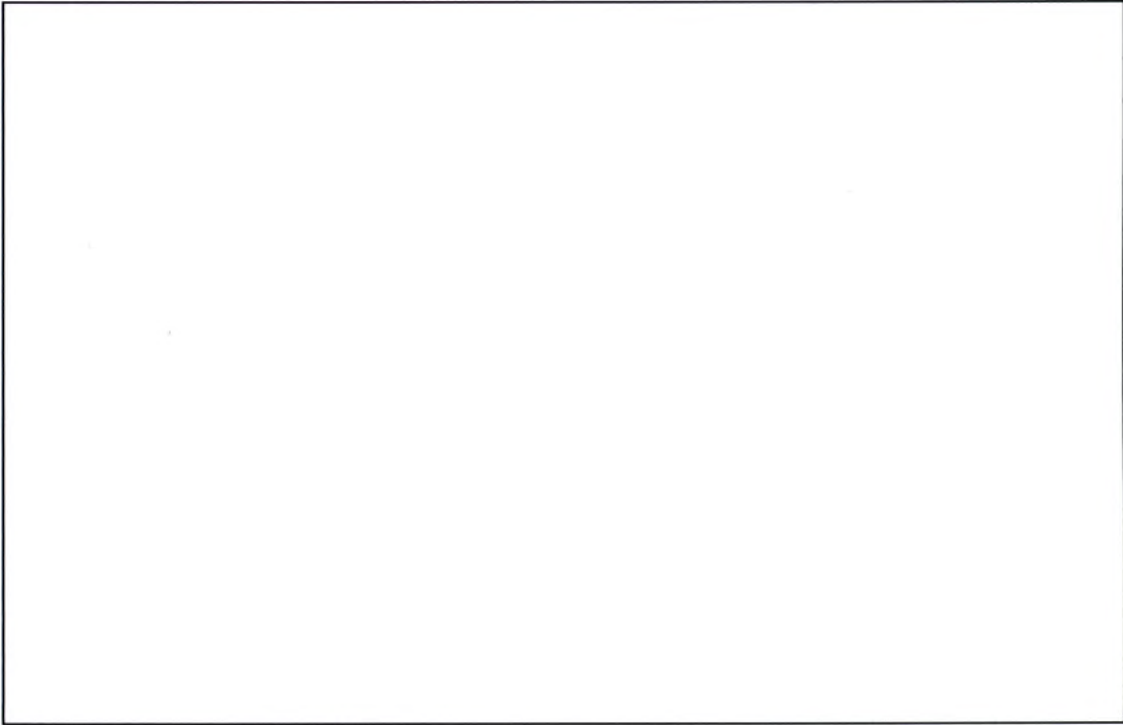PUBLIC AND PRIVATE ORGANIZATIONS

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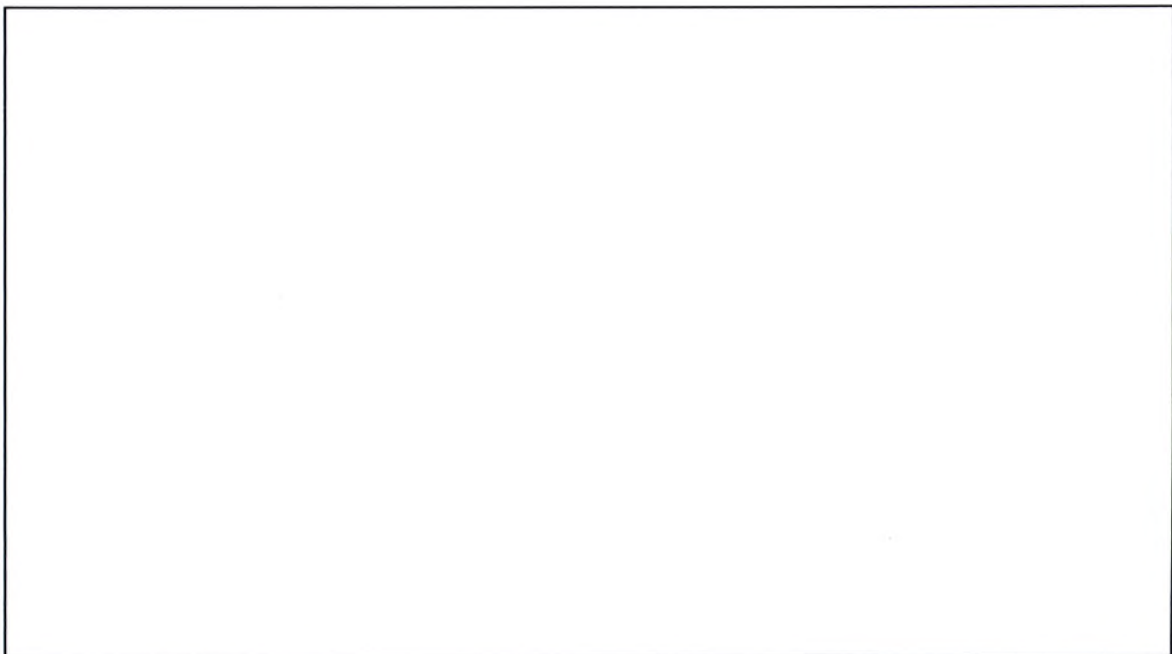2014498294

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Supervisor's Comments

Moderator's Comments

CLEARANCE FOR SUBMISSION OF THE RESEARCH REPORT BY THE SUPERVISOR

[MISS NONI HARIANTI BINTI JUNAIDI]

I have reviewed the final and complete research proposal and approve the submission of this report for evaluation.

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CHAPTER 1

INTRODUCTION

1.1   Introduction

This chapter focuses on background of the study which is on type of training. This chapter will begins with detail on background of the study. Other than that, this chapter also had stated the problem statement. In order to figure out more on training and development, we also come out with research questions and research objectives in this chapter. Other than that, scope of study and the significance of the study also include in Chapter 1. Finally, we have defined certain terms and concepts that will be used for this study.

1.2   Background of the Study

Training and development separately is mainly two major things carry out different meaning. Training is basically known as an organisation activity which aims to improve an employee current performance. Narrowly focused on oriented towards short term performance. (Snell&Bohlander, 2010) Whereby development both Snell &Bohlander define it as the employee tend to be oriented more toward broadening an individual's skill for better future responsibility.

Specifically, training and development known as the official and ongoing educational activity within an organization to enhance fulfillment and performance of employees. On the job training such as mentoring, job instruction training and apprenticeship training are the usual measure taking by the organization as it able to save time and also incurred less cost to conduct (Ruth Taylor et al., 2004 as cited in Raja et al. 2011).

In order to determine the level of type of training and development we would like to study whether they are using the five types of training need analysis which organizational analysis, person analysis, work analysis/task analysis, content analysis or cost-benefit analysis. This training need analysis is one of the necessities that should be conduct in which first it would be analyze at the organizational level followed by operational and individual.

 Another focused is either those different type with different frequencies of training and development program are worth to be taken or not. This is because some of the organization actually not really considers this training and development as a significant to be conducted. As a result, most of their employees just guiding one another without any proper instruction and practices.

1.3   Problem statement

Rapid changing technologies require employees continuously to update their knowledge, skills and ability. Greater competition for better career development will naturally force them to go through certain process that known as training. The term training usually describes any effort taken by an organization to foster learning among its member (Snell &Bohlender, 2010). Employees who had low knowledge, skill and ability at their workplace, tend to earn low and always feel hard to adapt something new that related to their job.

 According to Datuk Richard Riot, Minister of Human Resources (SinarHarian, 2015), employees in Malaysia are 'desperate' for training and development. A survey made by Cegos (2015) reported that Malaysia seemed to be out of sync in terms of the amount of corporate training provided in organizations. The main motivator for training and development is an insufficiency of training in the current job of an employee. On the other hand, employees tend to build up their own perceptions to the organization, especially on the effectiveness of every training program that had been provided by the organizations. Although there are numbers of training program, numbers of employees that have been dismissed keep on increasing.

This problem can lead to other issues. For example, increasing rate of unemployment is one of major problem to nation. In current Malaysian economy condition, it is not easy to get a job. Other than that, this issue do not speak well of the future of undergraduate students in Malaysia. The students also may end up jobless even they do well in their studies. The problem of unemployment has grown alongside high rate of divorce, rising cost of living, high rate of mental depression and other development.

The training and development usually conducted and incurred in a different ways according to organisation. It is to be questioned are there any relationship between the factor influencing training and development and the performance of organisation. Employee also affected by performance of organisation. Therefore, employees' perception on effectiveness of training and development provided for them is an important element in this study.

Besides that, different types of training and development sure take different time period. Time taken for every training and development contributes different results to each employee. In public organisations, time period of training and development is important employees. This is because for some of profession, the employees are given specific credit hours to go for training and development. Let's say for a lecturer, he/she need to fill 48 hours of training in a year.

In conclusion, there is an urgent to examine comparative between public and private organisations in term of training and development. Do employment aware of their training need analysis? Do they share the same level of concern about that? A factor that can cause to job dismissal is lack of training and development. On the other hands, the cause of this problem must be determined in a systematic manner and not just through popular opinions.

Thus that is why we would like to conduct a research to investigate the association between types of training and development and the performance of the organisation. As to trigger the research questions, this study also helps to add on to other findings in same field. This is because most of the study on training and development are done in overseas. Even there is study done in Malaysia, it is not updated.

1.4   Research Questions

The training and development usually conducted and incurred in a different ways according to organisation. It is to be wandered are there any relationship between the factor influencing training and development and the performance of organisation. These are the following research questions in order to support the comparative studies between the organisation and their training and development.

I.   Is there any relationship between type of training and development with the performance of the organisation?

II. Is there any relationship between the factors that influence training and development in the organisation?

III. Is there any relationship between employees' perception and effectiveness of training and development?

1.5   Research Objectives

The main objective of this study is to make a comparative study on training and development in public and private organisation. In order to achieve this objective, the organisation must provide suitable training and development to the employee.

Thus, the specific objectives of the study are as follows:

I.   To study on the relationship between types of training and development with the factors influence it.

II. To determine the effectiveness of each type of training and development to the employees.

III. To examine the perception of employees towards training and development.

1.6   Scope of the Study

This research will focus on types of training and development and performance of two different types of organization, Daro District Council and Sarawak Energy Berhad, Bintulu branch. We choose to conduct this study at these organizations as we are going to do our internship there.

The territory is located at Daro District council and Sarawak Energy Berhad, Bintulu branch. This territory is chosen for this study's territory because we will be in these organizations for roughly about eight weeks or two months. The estimation period of time to conduct this study is within a year, 2015 to 2016. We started this study when we are at Semester 5 and this study should be done when we are at Semester 6.

1.7   Significance of the Study

This study which is on the association between types of training and development of employees is not just only important to the employer and employees' but also to researchers as well. Besides that, this study will contribute to employees' perception on their development in career does rely on training that provided by the organizations. Therefore, it is important to the organization to identify what type of training that the employee should go through.

On the other hands, different methods of training can be used into career development path. This is because both public and private organisation does not have same methods of training. Training needs analysis (TNA) also important for employee. An employee can be together with the employer to figure out their training needs by certain type of TNA. These types will include organisational analysis, person analysis, work analysis/task analysis, content analysis or cost-benefit analysis.

Lastly, the researchers also play significant role in understanding the employee and employer participation in training and development. This is because through the research they can plan, give solution and provide strategies that employer and employee should do to achieve greatest happiness to both parties and also the organisation itself. Hence, the researchers are able to influence the administrator to set rule and regulations pertaining leader behaviour so that they will not misused their power and provide training and development to only certain employee that they want. This is not just for sake of individual party but also to uphold the image of the organisation.

1.8 Definition of terms/concepts

1.8.1 Training

Organizations activity which aims to improve an employee current performance.

Narrowly focused an oriented towards short term performance. (Snell&Bohlander, 2010)

Frequently, people are confusing the term training with education. According to Asad and Mahfod (2015), they state that training is different from education since that the education is dealing with employee basic skills while training is concern on the acquisition behavior of developing specific skill in the employee. When the employee was sent to attend training, basically the employee will be trained to develop some specific skills that are really acquire by the organization in order to enhance the performance of the organization itself.

1.8.2 Development

Tend to be oriented more toward broadening an individual's skills for future responsibilities. (Snell&Bohlander,2010)

1.8.3 Training and Development

The official and ongoing educational activities within an organization designed to enhance the fulfillment and performance of employees.

CHAPTER 2

LITERATURE REVIEW

2.1   Introduction

This chapter is focuses on the literature review. In this chapter, the theories from different scholars in their previous research papers had been taken as our review. Those articles and journals were used to support the studies regarding training and development. Among the scope that was covered in this chapter were on the types of training which were divided into two major types; on the job training and off the job training. Besides that, this chapter also consists of the training need analysis theory and how does this theory able to help before conducting the training and development program. The importance of training and development also one of the part with in this chapter. Besides that, this chapter also consist of training evaluation and also Kirkpatrick's four levels of training evaluation together with the theory of how long does the duration of training should be conducted. Towards the end of this chapter, the conceptual framework also occupies another page in this chapter.

2.2 Types of Training and Development

For types of training and development program different companies will conduct different types of training and development programs. Even though the training and development program was having the purpose in creating the employees' skills but the training will be conducted in different way (Jehanzeb & Bashir, 2013). This means that, the training program might be carry out differ in each organization since that the goal that every organization wanted to achieve is different from each other.

The way of organization should train their employees now is much differ than before since that the ever – changing technological advances of technological advances from time to time had offered more options parallel with the continuous development of learning theories (Martin et al., 2014).

According to McGuire et al., 2005 as cited in Jehanzeb & Bashir, 2013 training is the initiatives that concern on ideals and helpful organizational culture, career development in employee, monetary reduce and limitations, extremely competitive environments and market driven philosophies. Which means that, during the selection of type of training the organization will consider these five cultures so that they will be able to determine which methods that they should use in order to have the perfect training and development programs. The combination of knowledge, career development and goal setting must be consider in order to have the perfect employee training and development program (Jehanzeb & Bashir, 2013).

Basically, training and development have two major types which are on the job training and off the training as illustrated in the table below.

Figure 2.1The table of different type of training

On the job training	Off the job training
- Job instruction - Apprenticeship and coaching - Job rotation - Committee assignments - Internship training - Training through step by step	- Lectures and conference - Vestibule training - Simulation exercise - Sensitivity training - Transactional training

Source: Kulkarni, 2013

There are different category under on the job training which are mentoring, direct instruction, coaching, job rotation, apprenticeship and understudy, while in off the job training are lectures and conference, vestibule training, simulation exercise, sensitivity training and transactional training.

2.2.1 On the job Training

On the job training is the employee training at the place of work while the employee is doing the actual job. According to Jagero et al.(2012) they claims that on the job training mostly believe to make the employee become better but unfortunately it still not the main factor that leads to good performance since that other outside factor might influence the employee itself. Meaning to say that, even though the on the job training was held inside the organization itself with all the facilities in the organization, however on the other hand, other factor might as well affect the development of the employees. Therefore, the on the job training not necessarily able to make a better development towards the employees' performances.

On the job training also known as structured training as stated by Govil & Usha (2014). They also state that to perform their work efficiently and for their better learning, newly recruited employees will undergo the on the job training. This training will provide them on how they have to handle their job which will be assigned for

them. As far as the training and development programs are concern, on the job training will provide a familiar condition that the employees will undergo while they had been assigned with their actual task.

In on the job training, the trainer or supervisors will train the employees since that they are the people that already had the experiences in handling the task that they would deliver to the new employees (Asad & Mahfood, 2015). During the on the job training, the employee will be guided all the way by those who had the experienced in handling the job. The employee will be able to witnessed by themselves on how the task being done.

Albert et al. (2010) states that there are three different perspective while foreseen the on the job training. Firstly, from the socio – economic perspective. For the employee that is lack in skill and also for those that have low wage the on the job training will provide them a positive productivity and benefits in average. Secondly from the worker's perspective. This on the job training is able to reduce the unemployment and the training will provide them job stability and they will have the potential having increase in their wages. Thirdly, from the firm perspective. On the job training will increase the employee retention and reduce the amount of employees' quitting from the organizations.

2.2.2 Off the job Training

Off the job training is the employee training at a site away from the actual working environment. Asad and Mahfod (2015) claims that any off the job training will be designed according to the employee actual needs. This means that not only the staff and employees but also to the employer for the performance evaluation stages until the follow up to the transfer of training effect. Different position would require different training according to their lacking. For example, if the manager had lacked in the way of controlling behavior of the employees, therefore he or she would be better if going for the training and development program according to what did they need to encounter.

Off the job training intended to increase skills within the current occupation. This means that the employee who had been with the organization will be sent for off the job training program. Not to say that the new recruited employee are not necessarily attended the off the job training program but very rare the new employee will be sent for this type of training.

Off the job training offers several of training methods but only few methods are used normally in any training programs even though there are numbers of off the job training methods (Vani, 2014). Even though there are various number of off the job training type, but only few of this type would be used since that the organization have to determine which is the best program to be conducted in order to fulfill their employees' needs.

2.3   Training Need Analysis

Training need analysis is known as the first stage before conducting and designing training and development activities in the organization. According to Denby (2010) he explains that training need analysis is the organization methodical investigation on the desired performance level towards employee and it really concern on ability of its staff along with the support network. For example, if the employees have lacking here and there when conducting their job, the employee will undergo the training need analysis in order to ensure the problem faced by the employees itself. on the other word, an employee would not be sent for training program if it is not necessary for them. In Malaysia, managers are often corporate with the top management or senior employees to make the training need assessment before they go into designing the training program for the employee (Ismail et al., 2011).

Overall training should be based on the mission and forecast goals of the organization. According to Gautam and Shobana (2003) as cited in Narasimhan and Ramanayanam (2014) there are three types of training needs which are organizational needs, professional needs and individual needs. Every needs that the employee must have, have to be identified because it would require intensive training if the employee really need it. As a result of that, the organization would not deal with the problem of overspending budget on conducting the training and development program. Many organizations face the prospect of wasting valuable training budget because they do not know how to accurately identify what their internal needs are and unfortunately cannot design the suitable training and development program (Denby, 2010).

Organizational needs which is indeed training needs that can be relate to overall direction in which the organization as a corporate entirely (Narasimhan and Ramanayanam, 2014). In the organization the problem need to be analyze in order to decide the possible to the problem (Martin et al., 2014). For example, along with the technology enhancement in the global world, the organization really needs the capable and computer literate staff to deal with the task. Therefore, it is the organizational needs to provide the training and development program in order to enhance the skills of the staffs for the well-being of the organization.

Another type of training need is professional needs which mean that what is needed in term of skill, knowledge and attitude to carry out various function relate to the particular job that the employee is handling (Narasimhan and Ramanayanam, 2014). The requirement of the job profile is become the major concern of determining the need for training and development programs (Kulkarni, 2013). For example if the employee were needed to do data entry using certain software, they really need to be practiced so that it would make them familiar on how to do their assigned task so that it would make easier for them.

Individual needs could be said to concern them with identifying those individuals with such requirements that need to be supplemented to enable them to do their job with maximum effectiveness as stated by Narasimhan and Ramanayanam (2014). According to Jehanzeb and Bashir (2012), this becomes the concern of the employees because the abilities of the individual within the organization are the key for them to survive in the future.

2.3.1 Importance of Training Need Analysis

Training need analysis is known as the first stage in examining the employee needs for training before the training and development programs are conducted. The allocation of budget to the training program becomes a very crucial thing and it had been considered most by the organization.

According to Ginsberg (1997) as cited in Jagero et al. (2012), the effective training might be costly but the effective training can help in saving money because it is only conduct once and the positive result can be seen. Instead of purchasing for the cheap training and yet it still cannot produce a ripe employees. Therefore, the proper training need analysis is very important to be carried out before the training is design.

Training need analysis also important in order to identify the requirement of performance so that the organization are able to allocate the sufficient resources in designing the training and development program (Anam et al., 2013). According to Denby (2010) most of businesses face the problem in wasting their training budget because they fail to recognize the needs of the employee and as a result of that they cannot conduct the suitable training and development programs for their employees.

2.4   Importance of Training and Development

Training and development program had become a very important part within the organization. Since that the training and development program cannot be separated from the activity of any organization. With training and development program, the employee will be able to cope with any changes in environment of job and also when the employee current rules were changed (Govil and Usha, 2014)

According to Anam et al. (2013) harmonious working relationship is very significant for the new employee. Meaning to say that, each employee must be able to adapt with the working environment and made themselves comfortable among the new colleagues. As a result of that an employee need to be given a sufficient training first before they get into the working environment.

In order for the organizations to hold a place in the market, the expenditures for employee's training and development program must be enough provided even though it is expensive but it is able to sustain the position of organization in market competition(Jehanzeb and Bashir, 2013). Griffin (2013) stated that both private and public sector organization had given a sufficient amount in order to develop their employee.

In Malaysia, the concern towards the training and development program might be greater this is because of the assumptions that any business which able to design the effective training and development program and being careful in choosing the training and development program will be more successful in the long run time (Junaidah and Saodah, 2013)

2.4.1 Individual Benefits from Training and Development Program

Small improvement will be able to be seen when the employee had attended the training and development program. Govil and Usha (2014) explains that positive improves will be enjoyed by the individual. Among the improvement that can be seen as a result of training and development programs as stated by Jehanzeb and Bashir (2013) are career competencies, employee satisfaction and employee performance.

Career competencies is whereby the employee are able to develop themselves in order to survive in the future trough the training and development programs as explain by Jehanzeb and Bashir (2013). As for career competencies, training and development can help in enlarging the scope of skills in their job and at the same time able to improve the existing expertise towards the same goal to enhance the organization efficiency and effectiveness. Besides that, in career competencies, the impact will be seen much when the employee's confidence level increase and their level of smartness also improves after attending the training and development program.

Employee satisfaction is very important within the organization. This is because; the employee might feel that the organization is not really caring for them if they feel they were neglected by the organization. Despite salary and benefits are merely important for them, but made known that, some employee require a novel skills in order to accomplish their personal duties and also they wanted to have the personal and professional development as well as stated by Wagner (2000) as cited in Jehanzeb and Bashir (2013). The word of when reputation increase, the incentive also increase is indeed very true and had been proven by Govil and Usha (2014). The training and development program will obviously have the potency for the staff in developing and improve more. On the other hand, the improvement in the skills and abilities of the

employee would give a better remuneration as well as better promotion to the employee personally.

Govil and Usha (2014) states that the employee that had attend the training and development program will be faced lesser on the job mistakes. Means that, employee performance had been increased when the employee is given the opportunity to attend the training program. The performance of the employees is very important since that it also not only for the satisfaction of the employees itself but also will contribute towards the production of the organization itself. To have an employee with a very good performance the technical and professional skills are very significance (Jagero et al., 2012). On the other hand, providing training program are able to enhance the performance of the employee as stated by Jehanzeb and Bashir (2013).

2.4.2 Organizational Benefits from Training and Development Program

As the employees are the machinery to move the organization, as the employees seem to be improved, the organization also will gain the positive benefit from the performance of the employees after attending the training and development program. Junaidah and Saodah (2013) state that the neglect of training activity may affect the organizational performance negatively.

According to Jehanzeb and Bashir (2013) there are three effects can be gained by the organization as a result of training and development which are market growth, organizational performance and employee retention. On the other hand, the employees have given the contribution in enhancing the productivity of the organization.

On market growth, Jehanzeb and Bashir (2013) states that, for any organization to stand firm in the market, employee development program needs to be implement since it is crucially important. If the employees have their skill, therefore they will be able to move the organization forward. As their reputation increase, their working quality also will be improves and this can resulted that the organization are producing a ripe product out.

Organizational performance also one benefit of training and development towards the organization. The organization usually expects a positive impact because the organization had spent huge amount to conduct the training and development program (Srimannarayana, 2011). The organization was assumed to be growing up when the training and development program had been succeed as stated by Jagero, Komba and Mlingi (2012).

Another benefit of training and development towards the organization is employee retention. Asad and Mahfood (2015) states that one of the reasons behind the

organizational success is employee since that they are the asset to the organization. Therefore to ensure the employee to stand firm with the organization is very important. If the employee is chosen to stay with the organization the cost in recruiting new employee also can be reduced.

2.5   Training Evaluation

The results of training and development program can be measured through evaluation of training. According to Srimannarayana (2011) the training and development program can be measured by considering five factors which are productivity, cost, quality, time and soft data.

In measuring productivity of training, two measures are applied which are performance and process measures. Cost measures taking account on cost reduction and cost control. Quality measures consist of five ways of measures which are reject rates, scrap rates, rework, error rates, defect and downtime. Times measures cover the time needed for training while soft data is considering the feedback that learn by the employee during the period of training (Srimannarayana, 2011)

Different organization may have a different way to evaluate their training result (Jagero et al. 2012). According to Jehanzeb and Bashir (2013), the relationship of training and the organization commitment can become the concern of the organization in order to evaluate the effectiveness of training and development conducted.

The previous studies conducted by Griffin (2010), he found that organization that actually evaluate training are very small in number. The organization might had been set the high expectations to the employee after they had sent their employee for

training program without knowing that actually training can resulted in something difference either it is positive or negative.

Kim and Eric (2013) explains that, some organization tends to neglect the training and development evaluation due to three major reasons which are training history, academic analysis and trainer anxieties.

Junaidah and Saodah (2013) state that in Malaysia, the training evaluation might not held in a formal way but considering the improvement in employee's skill level, customer satisfaction, quality of products or services delivers, technology transfer and productivity the organization will know that the training and development program had been effective to the employee.

2.6   Kirkpatrick's Four – Level of Training Evaluation

In the late 1950s, Kirkpatrick had proposed what is the outcome of training during his doctoral dissertation research known as his four level of evaluation of training programs (Kennedy et al., 2013). Donald Kirkpatrick four level criterion model of evaluation is believed as one of the training evaluation that dominates the training field since it was published in 1959 (Griffin, 2010). In guiding the training evaluation practices Kirkpatrick's four level hierarchies is one of the earliest model of evaluation. Kirkpatrick's four – level training evaluation model also known as performance model widely as stated by Yun et al. (2012). As it is simple, complete, clear and easy to examine as training evaluators expect, this model has been widely accepted and used.

Srimannayana (2011) in his studies state that, the four levels of evaluation are; participations reaction (level 1), measure learning (level 2), behavior changes (level 3) and business results (level 4). On the other hand, Kim and Eric (2013) explain each level of the Kirkpatrick's four – level training evaluation.

Level 1 is on participations reaction in which the reaction of the participants towards the training being measure. Level 2 is on measure learning. In this level anything that had been learned by the participants during the training was evaluated. Level 3 is on behavior changes. During this level the participants will be examine on how they apply something that they had learned during training into their job. Level 4 is on business result. In this level, the organization will determine whether the training and development result had been achieved by the employee.

2.7   Duration of Training and Development Programs

Duration of training refers to the time commitment required by the trainees in order to conduct the training and development program (Martin et al., 2014). Each organization may have different time frame of training and development program should be attend by the employee.

 As in private organization the time for training might be depend on the organization whether want to give the training according to time frame or not (Vani, 2014). In public organization, the duration for one individual has been centralized and the employee are compulsory to attend the training and development programs to fulfill the duration that had been set (Ismail et al., 2011). In Malaysia, the ususal time for training and development for public organization will be 48 hours a year. Despite any circumstances, the 48 hours of training must be fulfilled as it is compulsory.

According to Martin et al. (2014) the trainees were given the opportunity to decide on how much time that they want to spend in participating the training and development program for some methods but in some training methods it have a fixed time demands. In some cases the employees are freely to decide whether they wanted to have the training until to the point that they really master the job. For example, doing the on the job training is some sort of continuous training since that the task would be come in different approach to be done. Therefore, the training might can be flexible and fixed time as well.

2.8   Conceptual Framework

To determine and find out more on how training and development affects each public and private organization as our comparative study, this conceptual framework provides the clear indication in order to understand whether the independent variable which is training and development has an important associations towards the organization that we are about to compare as our dependent variable. The independent variables are type of training and development program, measurement of training and development, duration of training and development and training need analysis. Type of organizations (public and private organization) which will be compoared known as the dependent variable. The conceptual framework for the study is shown as follows:

Figure 2.2   The Conceptual Framework for the Studies
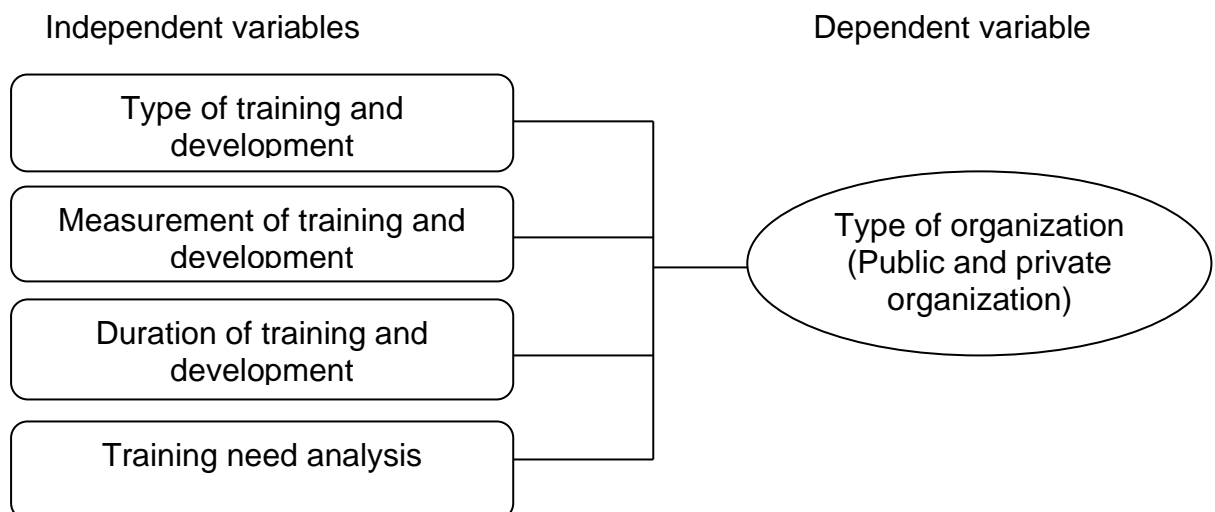
The above conceptual framework identify that the comparative studies between public and private organization is determined by the four independent variable which are type of training and development, measurement of training and development, duration of training and development and training need analysis.

CHAPTER 3

RESEARCH METHOD

3.1 Introduction

In this chapter contain research method on how the study done and also the scope that will be studied. This chapter begins with research design. Besides that it contains on how the unit of analysis being considered. This chapter also contains the sample size of the study. On the other hand the sampling technique also will be described in this chapter. How we indicate the measurement also contain in this chapter. Besides that, the data collection description also placed under this chapter. Data analysis will be the last part of this chapter.

3.2 Research Design

In order to ensure the internal and external validity of the study, research design was listed. This study was beginning with the first stage which is proposal preparation. This stage begins with selecting the topic. After the topic had been finalized, the proposal was grant. Then, the problem regarding the topic was identified and analyzed in order to determine the article as our literature review. Before proceed into the second stage, the research approach was selected.

The second stage of research design is data collection. This stage explains

the ongoing process of collecting data. It begins with preparation of conducting research. After the preparation, the sampling technique was determined carefully in order to get the population and sample size of the case study. After the sample being confirmed the instrument for data collection was determined whether to use direct interview, questionnaire or other instrument. Then, the study will be conducted and questionnaire will be distributed. After the questionnaire being collected, the data will be obtained for the purpose of analyzing and evaluation of data. Lastly, in this stage the data interpretation will be doing before the last stage was designed.

The last stage in research design is completing the report. The finding of the study will be recorded in order to determine the statistical method use to analyze the finding in the study. After completing the statistical analysis and recorded all the data, the full report is ready to be submitted. Lastly, the presentation of finding and results of the study will be conducted.

For clear indication on the step of research design, the flowchart of the research design is provided on the Figure 3.1.

Figure 3.1: Research design flowchart

1. Pick a topic	
2. Grant proposal	
3. Identify the problem	Stage 1:
4. Problem analyzing	Proposal
5. Literature review	Preparation
6. Selecting research approach	

7. Research conducting preparation	
8. Determine sampling technique	
9. Determine sample size	
10. Determine instrument	
11. Conducting study	Stage 2
12. Questionnaire distribution	Data collection
13. Analyzing data	
14. Evaluating data	
15. Data interpretation	

16. Finding of the study	
17. Statistical analysis	
18. Full report	Stage 3 Report
19. Presentation	

3.3 Unit of Analysis

There is different focus within this study. The unit of analysis will be parallel with conceptual framework, data collection and sample size. The right unit of analysis will contribute to the right findings and also the right result to be obtained in the study. The analysis regarding each variable in the conceptual framework determines the individual as the unit which will be analyzed.

The study is comparing the training and development program in two different organizations. Therefore the unit is the employees of each organization since that they are the group of people that attend to the training and development program conducted by their organization.

Actually, the organization itself can become the unit of analysis. However, since that only each individual opinion and not the average opinion that is necessary to support the independent variables in the conceptual framework. Therefore, the individual has become a unit that will be analyzed.

3.4 Sample Size

The right respondents will contribute to the good and valid result. Therefore in order to carry out the study, two organizations had been chosen which is Daro District Council representing public organization and Sarawak Energy Bintulu Branch representing private organization in order to gain data on training and development. At the same time it will be able to fulfill our main scope of study in which to compare the training and development in the private and public organization.

Determining sample is very significant because the invalid sample may waste time, resources and money if the sample is too large. However, too small sample may give the incorrect result.

The population in this study is Daro District Council and Sarawak energy Bintulu Branch employees. The number of employees in this both organizations was obtained after few reading and survey through the internet also from the reliable resource person that had been contacted to assist while conducting the study there. Because the number of employees in each organization is very limited and small, therefore the simple random sampling technique had been chosen in order to conduct the study. And after the questionnaires have been returned, the Simple Random Sampling technique will be used to pick the most reliable data to finalize the number of respondents that we need for this study.

Since we used the Simple Random Sampling method, all the employees in both organizations will involve in the study regardless of any position that they are holding and all of them will be selected by chance. After the result had been obtained, simple random sampling technique will be use to pick the most reliable data from the questionnaires that had been return back and randomly choose 25 complete

questionnaires from each organization to get total 50 respondents for observational study.

3.5   Sampling Technique

Since that the study will be carried out at specific place with limited staff for both public and private organization. During the data collection process, the questionnaires will be distributed to all of the staff. The simple random sampling technique will be used during the distribution of the questionnaires. Simple random sampling method is the probability sampling method that relies on data collection from population members who are chosen randomly and by chance to participate in the study.

The simple random sampling is used to get an initial primary data regarding the training and development program from each employee in the organization. The questionnaire will be distributed to every employee in the organization regardless of any position they have in the organization. Since it is simple random sampling, during the data collection every employee would have the equal chance to participate and be selected.

Since it is impossible to use the entire population of the organization, after the questionnaire return, the simple random sampling again will be used. Each questionnaire that had been completed is chosen entirely by chance whereby each of data has the probability to be chosen. Means that, every employee in each public and private organization have a chance to become final 50 respondents for the evaluation.

3.6 Measurement

The research measurement consists of two parts:

I.   Participation of the employee in the training and development program in both public and private organizations.

II.   The demographic variables such as age, gender, level of education and the post holding in the organization. Whereby the age and gender will be use the nominal scale, level of education and post holding in ordinal scale.

Questionnaires made are in bilingual forms which are in English and Bahasa Malaysia. Questionnaire is divided into basic personal data, impact of training and development, effectiveness of training and development, value of training and development and suggestions and recommendations. All scales are in Linkert – five point scale. All question are in close – questionnaire from strongly agree, agree, neutral, disagree and strongly disagree in 5, 4, 3, 2 and 1 scores.

Figure 3.2: The table to determine for each of the objective

Objective	Measurement	Scale
To study on the relationship between types of training and development with the factors influence it.	The organization provides a program of training and development that meet the needs of employees.	Linkert – scale (1: Strongly disagree, 2:Disagree,3:Neutral, 4:Agree, 5:Strongly agree)
To determine the effectiveness of each type of training and development to the employees.	The employees provide full display of what they have learned from training to his/her colleagues.	Linkert – scale (1:Strongly disagree, 2:Disagree, 3:Neutral, 4:Agree, 5:Strongly agree)
To examine the perception of employees towards training and development	Training and development gives employees an opportunity to learn the skills and behaviours that will help them to get rewarded and promoted.	Linkert – scale (1:Strongly disagree, 2:Disagree, 3:Neutral, 4:Agree, 5:Strongly agree)

3.7 Data Collection

3.7.1 Primary Data

The study will be carried out to analyze the comparative study between public and private organizations when it comes into training and development. The questionnaires will be distributed to all of employees at Daro District Council and also to the Sarawak Energy Bintulu Branch. The questionnaires method was chosen because this method was less energy also less expensive and believed that this method will lessen the time consuming.

The questionnaires will be sending directly to the Human resource Department of Sarawak Energy Bintulu Branch and also to the District Officer at Daro District Council with regards that they will help to convey and delivered questionnaires throughout the organization. The questionnaires will be ensuring for an academic purpose and keep confidentially.

The cover letter is also to be delivered together with the questionnaires so that the organizations will be aware with the purpose of the study. The cover letter will be return back together with the questionnaires and sealed nicely so that the information would not bleak.

3.7.2 Secondary Data

As for secondary data, while doing this studies the data from previous research done by other a researcher regarding training and development was used. For the literature review and as a guideline, the articles were getting from UiTM Online Database. To ensure the validity of data, only articles published on 2010 to 2015 were choose as references.

Besides that, the organization information becomes the secondary data also. During determining the sample size for study, the reliable person from each organization was contacted to get the exact number of employees within the organization besides searching from the internet.

3.8 Data Analysis

Data analysis is the process involves editing, coding, classifying and tabulating the collected data (Jegero et al., 2012). After the data is completely collected, the data will be analyzed using the Statistical Package of the Social Science (SPSS) in order to analyze each data that were collected.

The process of data analysis begin with data cleaning which any error data will be remove because this data will be distract the reliability of data. In this study there are three objectives had been recognized. These objectives will be test using the correlation test in order to determine the significance each of the hypothesis.

There are four independent variables in this study. These independence variables will be measure using mean and standard deviation by evaluating the questionnaires that had been answered by the respondents and the same time it will determine whether the objectives have been achieved or not.

CHAPTER 4

FINDINGS AND RESULTS

4.1   Introduction

This chapter presents briefly the profile of the respondents involved in this study followed by the test of goodness of the measure, description of the variables and their inter-correlations, the testing of hypothesis and finding of this study.

In profile of the respondents, there is brief general information about respondents in both organizations. Every table that presented in this chapter is based on our SPSS analysis output. The source of our data is from our fieldwork. We try to see consistency of every finding and result that we have gained with previous study done by other researchers.

From the results that we have, we have several assumptions on the data. We hope that our findings can add on to previous findings.

4.2   RESPONDENTS' PROFILE

The questionnaires were distributed to employees at Daro District Council and Sarawak Energy Berhad, Bintulu branch. Table 4.1 explain in detail on the respondents' profile.

Table 4.1 Profile of Respondents

No	Profile	No	%
1	Gender		
	Male	26	52
	Female	24	48
2	Race		
	Malay	19	38
	Chinese	3	6
	India	1	2
	Others	27	54
3	Marital Status		
	Single	22	44
	Married	28	58
	Divorce		
4	Education Level		
	SPM	31	62
	STPM	1	2
	Diploma	9	18
	Bachelor Degree	9	18
	Master Degree		
	PhD		

Source: Fieldwork, 2016

The distribution of the respondents by gender is dominated by male. As can be seen from the table, 52% of the respondents are males. Majority of the respondents are from Sarawak Energy Berhad as 62% of them response to the questionnaire. This is because there are only 19 out of 23 staffs of Daro District Office able to give back their feedback. Most of the respondents are SPM leavers as they contribute to 62% of the amount of response. 62% out of 100% respondents are married. In conclusion, the sample profile is consistent with the population of employees from both organizations this study is designed to relate to.

4.3   VALIDITY AND RELIABILITY OF THE DATA

Questionnaire is divided into basic personal data, impact of training and development, effectiveness of training and development, value of training and development and suggestions and recommendations. All scales are in Linkert – five point scale. All question are in close – questionnaire from strongly agree, agree, neutral, disagree and strongly disagree in 5, 4, 3, 2 and 1 scores.

The data is valid as according to Cronbach's Alpha test that had been conducted. After determining the reliabilities for the measures for this sample, frequency distributions for the demographic variables were obtained as shown in Table 4.1.

Table 4.2 Reliability Statistics

Factors	Cronbach's Alpha
Impact of training and development	.788
Effectiveness of training and development	.881
Value of training and development	.834

Source: Fieldwork (2016)

As shown in Table 4.2, the data use is reliable as a whole. This is because the Cronbach's Alpha for the data is greater than 0.7.

4.4   FINDINGS OF THE STUDY

4.4.1 INFLUENCE OF TYPE OF TRAINING AND DEVELOPMENT TO EMPLOYEE PERFORMANCE

The first objective of this study is to study on relationship between types of training and development with the factors influence it. We use Correlation as our measure of tendency because we suggest that there is relationship between types of training and development with the performance of the employee. Table 4.3 below show our test result on correlations.

Table 4.3 Result of Correlation between Performance and organization

		Performance	Organization
Performance	Pearson Correlation	1	.010
	Sig. (2-tailed)		.947
	N	50	50
Organization	Pearson Correlation	.010	1
	Sig. (2-tailed)	.947	
	N	50	50

Based on Table 4.3, we can say that there is no significant correlation between performance and type of organization. It shows that type of organizations do not influence the performance of employee. This is because any organizations either public or private, they still conduct training and development program. Furthermore, training and development program is a compulsory learning process for the employee.

The study confirms that not only on the job training as a main factor that will leads to better performance. The findings is consistent with Jagero (2012) in his study that claim on the job training will make employee better performance but unfortunately

still not the main factor that leads to good performance at workplace. This is because off the job training has same importance as on the job training as off the job training focus on other scope that also need improvement. For example, a grooming course which is something that is not being offered during on the job training.

Besides that, Martin (2014) had stated that changing in technology from time to time had offered more options on training and development programs. Technology also can influence employee's performance. The greater the technology used by the organization, the employee should be in great performance to handle the technology. It is obvious that technology can replace manpower but still, it need manpower to handle it. Broad selection on types of training and development can also lead to better performance because skills are not limited. Furthermore, multitasking employee can help organization to save cost in hiring new employee for easy task.

4.4.2 EFFECTIVENESS OF TRAINING AND DEVELOPMENT

The second objective of the study is to determine the effectiveness of each type of training and development to the employees. It is based on type organization that can influence effectiveness of training and development in each organization. It requires identification of mean value from data analysis. Therefore, we have decided to use independent t-test as measurement.

Table 4.3 Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Effectiveness	Equal variances assumed	.647	.425	0.43	48	.966
	Equal variances not assumed			0.44	43.116	.965

Table 4.4 indicates that there is significance between type of organization with effectiveness of training and development in each type of organization, t (50) = 0.43, p>.05. It is shown as the employees mostly able to provide full display of what they have learned from training and development program to their colleagues. From this finding, we try to show that every organization that conduct training and development either public or private organization perform training and development program for the purpose of enhancing skills and abilities of their employees.

Employee must be able to provide full display of what they have learned from training to his colleagues. The ability of an employee to display what they have learned determines the effectiveness of training and development. Besides that, training and development can help in enlarging the scope of skills in their job. It is consistent with Denby (2010) study as we figure out that private organization are better in service as the employee not forget what have they learned in the training after training period end.

4.4.3 PERCEPTION OF EMPLOYEES

Last but not least, the final objective of this study is to examine the perception of employees towards training and development. The survey data for this objective are separated in term of means. It requires identification of mean value from data analysis. Therefore, we have decided to use independent t-test as measurement.

Table 4.5 Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Value of T&D	Equal variances assumed	3.814	.057	.636	48	.528
	Equal variances not assumed			.683	46.164	.498

Table 4.4 indicates that there is no significance difference between perception of employees on training and development in each type of organization, t (48) =0.64, p>.05. They have same perception on training and development especially in term of money spent by the organization to support them in the program.

Most of the employees from both organizations agree that the training and development are worth the time and money spent on them. The need of training and development is a necessary part to be considered by the organization. This is because better performance of employee will affect the organization as a whole.

Martin (2014) in his study had stated that the trainees were given the opportunity to decide on how much time that they want to spend in participating the training and development program for some methods but in some training methods it have a fixed

time demands. It is consistent to our findings for private organization as the employee had opportunity to decide how much time they want to spend in participating training and development program.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1　Introduction

In this chapter, we will conclude our research based on implications, recommendations and limitations in our study. This chapter is considered as a summary to our study. In this research, we can determine that both organizations; public and private organization, have no much significance in certain variables in this study. This is because other variable may influence the significance. The main findings of this study are to meet the research objectives.

The discussion will explain implications in performing this study at two different types of organizations and some of the recommendations that may help these organizations to perform training and development in future.

5.2　Implications

In order to prepare for training and development for employees, organizations need to know the accurate program that will meet the employees need for training and development. In this research, we want to study on the relationship between each types of training and development with the performance of the employee. By doing the study regarding the difference of training and development program in different types of organizations, there are some implications that we can conclude.

The implications for future action are quite obvious. First and foremost, both types of organization must prepare broad selection of training and development program for employees. This is because employees' skills are not only limited to their task but also the way they handle their work pressure also need a training, for instance.

Other than that, organization should consider on training and development which is more related to employees' daily task. In other words, make priority to improve on

daily task quality as it may change from time to time. For example, training in using machine at workplace is essential. Improper use of machine will cost the organization maintenance cost.

5.3   Recommendations

From this research, we can suggest some recommendations regarding training and development in both organizations. The recommendations are including identifying need of training and development for employee and also extending the period of training and development program.

First and foremost, both organizations must identify the needs of training and development program among the employees. This is important because each employee may need different type of training and development program as depends on skills that they have. Then, proper program will help the organization to save cost and get benefit from that well-managed program. This is because accurate training and development program also reflect that organization is actually systematic. For example, grooming course maybe beneficial to front line employee or staff that in charge to serve customer at counter but for most employees that work behind the counter, they may need the course for their orientation day as an introduction to dress code on working day.

Other than that, employees in both organizations require longer period for training and development program. The training and development usually done in one-off method, when the program is complete there is no extension to such program. Furthermore, longer period of training and development program means every employee able to enhance their skills from time to time. During a training and development period, there are moderators that will guide employees in each activity in that program. A workshop for basic use of Microsoft Office software for senior

employees in order to expose them to technology and encourage them to use technology in completing their daily task, for instance. These employees can learn better because they are guided by professional or expertise.

5.4   Limitations

During the study, there are few situations that cause limitations to the study. Limitation refers to obstacles or restraints for our study that need to be accomplished. In this study, there are three objectives that we to achieve which including to study on the relationship between types of training and development with the performance of the organization, to determine the effectiveness of training and development to the employee in both organization and to examine the perception of employees towards training and development program.

One of limitations to this study is that our sample size was very limited especially for public organization. There are only 23 respondents to the study. It cannot truly claim that other public organizations will have same response on this study because Daro District Office is just a small public organization. As compare to other researches which was conducted in larger sample size, the results for our finding also get affected. Furthermore, the office is located far from main city such as Sibu. Therefore, it becomes a limitation to respondents to explore more on training and development opportunities.

Other than that, we also applied limited data collection method as we only distribute questionnaire to gather data for our study. The questions asked were limited and most of the responses are in scale term. We should conduct a few interviews to turn back the response. This is because every employee may have different opinion on training and development program. On the other hand, we also can get different perspective in term of point of view as different level of skills in organization may

come out with variety of needs in training and development. For example, managerial level may require managerial course to monitor his sub ordinate as compare to ordinary level of employee.

5.5   Conclusion

As a conclusion, the main finding of this study is referring to objectives of this research. There are based on type of organization and employee's perception in training and development value.

First objective is to study on the relationship between types of training and development with the performance of the organization (RO1), to determine the effectiveness of training and development to the employee in both organization (RO2) and to examine the perception of employees towards training and development program (RO3). Types of training and development do not influence the performance the performance of organization as there is no significance between the types of organization with performance of both organization. The organization still conduct training and development program, no matter what types of organization because it is a compulsory learning and enhancing process for employees.

Training and development has significant effect to both organizations especially in public organization. This is because every organization that conducts training and development program is for the purpose to enhance skills and abilities of their employees. Effectiveness can be measured through display and make full uses of what employees have learned in training and development program. For example, the employees are able to provide full display of what they have learned from training to his colleagues. Other than that, they also able to guide intern student to perform task because their ability and skills in that task have been sharpen during training and development program.

Employees expect more training and development program in future that related to their job scope. Besides that, they also feel that money and time spent by the organization for training and development is mostly well spent. This is because training and development give employees an opportunity to learn skills and behaviours that will help them to get rewarded and promoted. Thus, employees in public organization have better perception on training and development in their job. As for public organization, the training and development has been centralized and it is mandatory for every employee to complete their training hours. For example, an employee in public organization must complete 72 hours of training and development in a year. For certain profession, that time period is too short as they need more hours to spend in enhancing their skills and abilities.

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APPENDIX A

UNIVERSITI TEKNOLOGI MARA

TITLE: TRAINING AND DEVELOPMENT: A COMPARATIVE STUDY BETWEEN PUBLIC AND PRIVATE ORGANISATIONS

TAJUK: LATIHAN DAN PEMBANGUNAN: KAJIAN PERBANDINGAN DI ANTARA ORGANISASI KERAJAAN DAN SWASTA

Dear Respondent,

We are currently studying Bachelor of Administrative Science (Hons) at Universiti Teknologi MARA(UiTM) Samarahan Campus. The purpose of the research is to study about comparison in training and development of public and private organisation. It will take you about 10 minutes to complete the questionnaire. There is no right or wrong responses to the questions. We are interested in your views and perceptions of this topic.

Please complete the questionnaire and return it to the representative who provided you the questionnaire. As we must complete this study by the end of June 2016, we hope you will complete the questionnaire at your earliest convenience.

All responses are confidential and will be used only for this study. Any report of the data will be aggregated and will not identify the respondent. If you have any questions about this study, we will most happy to clarify. We thank you for your cooperation and wish you all the best.

Researchers: JACQUELINE ANAK NGINDANG   2014446664   0135628739

PATRICIA SHANTY ANAK JIMMY   2014498294   0138135314

SECTION A: RESPONDENT'S PROFILE

Please answer all the following questions. Please indicate your choice with a tick (/) in the boxes below.

Sila jawab semua soalan. Sila tandakan pilihan anda dengan menandakan (/) di dalam ruangan jawapan di bawah.

1. Gender/*Jantina*
   - ☐ Male/*Lelaki*
   - ☐ Female*/Perempuan*
2. Age /*Umur*
   - ☐ 20 – 25
   - ☐ 26 – 30
   - ☐ 31 – 40
   - ☐ 41 – 50
   - ☐ Above 50
3. Race/*Bangsa*
   - ☐ Malay/*Melayu*
   - ☐ Chinese/*Cina*
   - ☐ India/*India*
   - ☐ Others/*Lain-lain*
4. Status
   - ☐ Single/*Bujang*
   - ☐ Married/*Berkahwin*
   - ☐ Divorced/*Bercerai*
5. Education Level/*Taraf Pendidikan*
   - ☐ Sijil Pelajaran Malaysia (SPM)
   - ☐ Sijil Tinggi Pelajaran (STPM)
   - ☐ Diploma
   - ☐ Bachelor Degree
   - ☐ Master Degree
   - ☐ Doctoral Degree (PhD)
6. Type of Organization/*Jenis Organisasi*
   - ☐ Public/*Awam*
   - ☐ Private/*Swasta*

Please indicate to what extent you agree or disagree to each of the statement below by giving the scale which corresponds to your response. Please indicate your choice with a tick (/) in the boxes below.

Sila nyatakan tahap persetujuan anda berkenaan dengan kenyataan di bawah berdasarkan panduan skala dibawah. Berikan skala selaras dengan respon anda. Sila nyatakan pilihan anda dengan menandakan (/) di ruang yang disediakan.

> 1-Strongly Disagree/*Sangat tidak Setuju*
> 2-Disagree/Tidak Setuju
> 3-Neutral
> 4-Agree/*Setuju*
> 5-Strongly Agree/*Sangat Setuju*

SECTION B: IMPACT OF TRAINING AND DEVELOPMENT

Impact of training and development will affect both organisation and employees. This is because needs and supply of training are important as it reflects achievement of both parties. The questions are provided to measure relationship between type of training and development with the performance of the organisation.

No	Statement	1	2	3	4	5
1.	Every training that I have attended, leads me to improve performance. *Setiap latihan yang saya hadiri membantu peningkatan di dalam prestasi kerja saya.*					
2.	After a training, I feels my ability to use my creativity and insight in work. *Selepas sesuatu latihan, saya dapat menggunakan kebolehan kreativiti di dalam kerja saya.*					
3.	Training leads me to reduce my mistake in work. *Latihan membantu saya mengurangkan kesilapan semasa bekerja.*					
4.	Organisation allows me to apply what have I learned in the training program. *Organisasi membenarkan saya mengaplikasikan setiap apa yang saya pelajari semasa latihan.*					

5.	Managers show full willingness to help their employees to apply what they have learned. *Pengurus menunjukkan kesanggupan dalam membantu para pekerja untuk mengaplikasikan apa yang telah mereka pelajari.*					
6.	The organisation measured the change in employee's performance after the training. *Organisasi menilai perubahan prestasi pekerja setelah menyertai sesuatu latihan.*					
7.	The employees forget what have they learned in the training after training period end. *Para pekerja akan lupa tentang apa yang mereka pelajari semasa latihan sebaik sahaja latihan berakhir.*					
8.	The organisation provides a program of training and development that meet the needs of employees. *Organisasi menyediakan program latihan dan pembangunan yang menepati keperluan para pekerja.*					
9.	The organisation makes available a broad selection of courses and other training and development programs. *Organisasi memberikan pelbagai pilihan kursus dan juga program latihan dan pembangunan.*					
10.	The organisation continuously updates and improves its training and development programs. *Organisasi sentiasa mengemaskini dan menambah baik setiap program latihan dan pembangunan.*					

SECTION C: EFFECTIVENESS OF TRAINING AND DEVELOPMENT

The effectiveness of training and development is based on training received by employees. Other than that, communication between employees and managers also affect the effectiveness of training and development. These factors help the organisation to figure out the employees' need of training and development in future.

11.	Managers are asked to provide feedback on the effectiveness of the training and development received by their employees. *Pengurus diminta untuk memberikan maklumbalas terhadap keberkesanan latihan dan pembangunan yang diteima oleh para pekerja.*					
12.	Employees are asked to provide feedback on the effectiveness of the training and development received by their managers. *Para pekerja diminta untuk memberikan maklumbalas terhadap keberkesanan latihan dan pembangunan yang diterima oleh pengurus mereka.*					
13.	Employees are held accountable for using what they've learned in their training and development activities. *Para pekerja diamanahkan untuk menggunakan apa yang mereka pelajari di dalam aktiviti-aktiviti latihan dan pembangunan.*					
14.	Structured learning activities are built into the job so that employees are constantly learning. *Aktiviti pembelajaran struktur disediakan dalam pekerjaan supaya para pekerja sentiasa belajar.*					
15.	The organisations ask the trainee employee to teach other employees what they have learned. *Organisasi meminta supaya pekerja yang pernah menghadiri latihan supaya mengajar para pekerja lain tentang apa yang mereka pelajari semasa latihan.*					
16.	The employees provide full display of what they have learned from training to his colleagues. *Para pekerja menunjukan sepenuhnya apa yang telah mereka pelajari daripada program latihan kepada rakan sejawat.*					

SECTION D: VALUE OF TRAINING AND DEVELOPMENT

Value of training is refers to how much the employees learnt, what they understand on uses of training and development and also can they practice those activity of training and development program to their job. The questions below ask about how both employee and organisation value the training and development. This section is important to organisation as it will reflect employees' need of training and development to achieve the organisation's goal and make the employees able to compete with each other.

18.	The time spend on training and development is well spent. *Masa yang digunakan untuk latihan dan pembangunan digunakan dengan sebaiknya.*					
19.	Duration of a training is sufficient for employees to upgrade their skills and abilities. *Jangka masa sesuatu latihan adalah mencukupi untuk para pekerja meningkatkan kemahiran dan kebolehan mereka.*					
20.	The training and development activities supported by the organisation are worth the time and money spent on them. *Aktiviti-aktiviti latihan dan kemahiran yang diperuntukkan oleh organisasi adalah berbaloi sesuai dengan masa dan wang diberikan.*					
22.	Training and development gives employees an opportunity to learn the skills and behaviours that will help them to get rewarded and promoted. *Latihan dan pembangunan memberikan para pekerja peluang untuk mempelajari kemahiran yang akan membantu mereka mendapat penghargaan dan tawaran kenaikan pangkat.*					

SECTION E: SUGGESTIONS AND RECOMMENDATIONS

Please give your opinion how training and development should be carried out in future in order to enhance your job performance.

Sila nyatakan cadangan anda bagaimana latihan dan pembangunan harus dilaksanakan pada masa akan dating untuk meningkatkan prestasi kerjaya anda.

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*Thank you for your cooperation in completing this questionnaire. Your response will be used as our reference for data collection in completing the research.

*Terima kasih atas kerjasama anda dalam menyelesaikan kaji selidik ini. Respon yang anda berikan dalam kaji selidik ini akan digunakan sebagai rujukan untuk tujuan pengumpulan data bagi menyelesaikan kajian ini.