THE ASSOCIATION BETWEEN EMPLOYEES' PERCEPTION ON TRAINING AND ORGANIZATIONAL COMMITMENT IN EDUCATION SERVICE COMMISSION OF MALAYSIA

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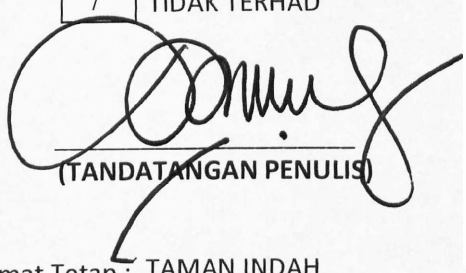4. Sila tandakan [√]

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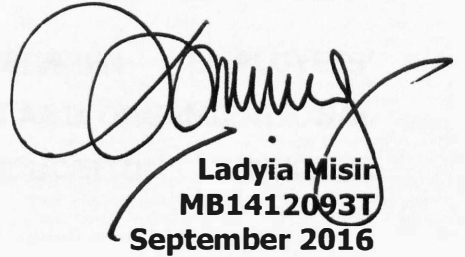
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We need to recognize and understand them in order for us be able to manage them when they entered our life. Thus, this metaphor can be applied into understanding what human capital is all about. There is much knowledge under the human capital umbrella that we need to discovery to help us to deliver better especially when we are dealing in human resource industry. Managing people is very subjective; there is no specific formula for that. But, exposing ourselves with existing research and knowledges will helps us to understand better. Before I print my final master degree dissertation, I would to praise the LORD for giving me the chance to study, the chance to learn and the chance to get expose further on the field that I'm in now. If You don't permit me, I may not be able to have all this blessing. Thank you again for Your blessing. Secondly, thank you so much to my Supervisor who always be there when I need her. Prof. Dr. Hjh Arsiah, you are highly appreciated! To Dr. Julian and Dr. Jude, thank you so much for helping me out while I'm crawling in a dark tunnel to complete my thesis writing. Your sincere guidance and helps enlighten my knowledge and with that I can complete this task. Thank you so much to both of you! To Mr. Nordin, thank you so much for helping me out to reach all the respondents, your command is so magic! You helped me a lot along this process.

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ABSTRACT

The main purpose of this study being carried out is to highlight the association between employees' perception on training and organizational commitment by using the broadly accepted theories of organizational commitment and the five training-related variables (perceived availability of training, motivation to learn in training, perceived co-worker support for training, perceived supervisor support for training and perceived benefits of training). This study is generally an existing study and being extended to the Malaysia federal public sectors which focusing within the Education Service Commission of Malaysia or also known as *Suruhanjaya Perkhidmatan Pelajaran* (SPP) Malaysia. A total of 300 online forms sent through email to all SPP's employees in Malaysia (Peninsular Malaysia (250), Sabah (25) and Sarawak (25)). 151 responses were received back and the data had been analysed using Statistical Package for Social Science (SPSS) and Partial Least Square (SmartPLS) . From the analysis, it shows that there are strong association between perceived availability of training, perceived benefits from training and perceived motivation to learn towards organizational commitment. Meanwhile, there are no evidences to show the association between the perceived co-workers and supervisor support for training towards the organizational commitment among SPP employees'. Therefore, the result is consistent with previous researches. The research findings also give a theoretical and practical implication to the Education Service Commission of Malaysia to justify the training programs in order to achieve SPP's strategic planning 2016 - 2020.

ABSTRAK

PERKAITAN DI ANTARA PERSEPSI PEKERJA TERHADAP LATIHAN DAN KOMITMEN ORGANISASI DI SURUHANJAYA PERKHIDMATAN PELAJARAN MALAYSIA

Tujuan utama kajian ini dijalankan adalah untuk menerangkan hubungan antara persepsi pekerja terhadap latihan dan komitmen organisasi dengan menggunakan teori-teori komitmen organisasi yang telah diterima secara meluas serta lima pembolehubah latihan yang berkaitan (ketersediaan program latihan, motivasi untuk belajar dalam latihan, sokongan rakan setugas untuk menyertai latihan, sokongan penyelia terhadap latihan dan faedah-faedah yang diperolehi daripada program latihan). Secara umumnya, kajian ini merupakan kajian yang telah dijalankan di luar negara dan kini baru mula diperluaskan dalam sektor awam persekutuan dengan memberi tumpuan kepada Suruhanjaya Perkhidmatan Pelajaran Malaysia. SPP. Sebanyak 300 borang elektronik telah dihantar melalui e-mel kepada semua kakitangan di SPP seluruh Malaysia (Semenanjung Malaysia (250), Sabah (25) dan Sarawak (25)). Sebanyak 151 maklum balas telah diterima dan data tersebut telah dianalisis dengan menggunakan Statistical Package for Social Science (SPSS) dan Partial Least Square (SmartPLS) .Dapatan kajian menunjukkan bahawa terdapat hubungan yang kuat antara ketersediaan prorgam latihan, faedah daripada program latihan dan motivasi untuk menjalani latihan terhadap komitmen organisasi. Sementara itu, tidak ada bukti-bukti yang menunjukkan hubungan di antara persepsi rakan sekerja dan sokongan penyelia terhadap latihan ke arah komitmen organisasi di kalangan kakitangan SPP di Malaysia. Keputusan tersebut adalah selaras dengan kajian yang pernah dijalankan sebelum ini. Dapatan kajian juga memberikan implikasi teori dan praktikal kepada pihak Suruhanjaya Perkhidmatan Pendidikan Malaysia untuk mewajarkan program latihan demi untuk merealisasikan pelan strategik SPP 2016 - 2020.

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LIST OF ABBREVIATIONS

ASTD   -   American Society of Training and Development

HRD   -   Human Resource Development

HRM   -   Human Resource Management

KPM   -   *Kementerian Pendidikan Malaysia*

OC   -   Organizational Commitment

OCQ   -   Organizational Commitment Questionnaire

PAT   -   Perceived Availability of Training

PBT   -   Perceived Benefits from Training

PCST   -   Perceived Co-Workers Support for Training

PML   -   Perceived Motivation to Learn

PSST   -   Perceived Supervisor Support for Training

SPP   -   *Suruhanjaya Perkhidmatan Pelajaran*

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CHAPTER 1

INTRODUCTION

1.0   Background of Study

According to Thang (2009), knowledge and skills among the employees have become more important to organization competitiveness, performance and innovation. Human resource capital is a fundamental resource to achieve competitive advantage (Thang, 2009). Organizations are spending huge amount of money and resources to train their employees in order to increase organization performance. In year 1996, companies in the USA were reported to have spent huge amounts of money on yearly training expenses than public schools (O'Connor *et al.*, 1996). Meanwhile the ASTD reported that US organizations spent more than $156 billion on employee learning and development in year 2011 (Franko, 2013).

Training in an organization is fundamentally a learning process whereby the management, HR or training staff of the organization or from outside the organization prepare its employees meaningful learning opportunities in a systematic manner. The vital aim of this initiative is the development of the employee's knowledge, skills and attitudes which are deemed to be essential by the organization in achieving it goals and objectives. Armstrong (2001) stated that the main objectives of employee training in organizations are to improve employee competences and performances development; employee growth within the organization such that future human resource needs of the organization can be met and finally decrease of employee learning time in the case of new appointments, transfers or promotion.

According to Meyer and Allen (1991) organizational commitment can be divided into three components, namely, affective commitment, continuance commitment and normative commitment. They also defined affective commitment

as employee's emotional attachment to, identification with and involvement in an organization. In addition, continuance commitment is the degree to which employees feel dedicated and committed to their organizations by virtue of the costs that they feel are connected with leaving. The employees probably may stay in an organization due to the investments they have made or the costs/benefits that associated with leaving. Meanwhile, normative commitment is define as an employee's feeling of responsibility to stay with an organization, implying that an employee with such kind of commitment believes that not leaving the organization is morally the right thing to do.

Thus, employee training and organizational commitment are crucially importance in organizations. The former has been agreed to improve organization performance and guarantee competitive advantage while the latter can decrease the turnover intentions. Various studies have been carried out in the past two decades on the relationship between employee training and organizational commitment. Tannenbaum *et al.*, (1991); Bartlett (2001); Owens (2006) and Al-Emadi and Marquardt (2007) have studied various training-related variables and have concluded that there is a relationship between training and organizational commitment.

However, in spite of the countless of literature on training and organizational commitment, most of the studies were carried out in organizations in the west (Bashir and S.L. Choi, 2015). Only few researches have been conducted on this subject outside the west especially in the Asian region (Bashir and S.L. Choi, 2015). It is also reported that studies on commitment can differ from region to region or country to country due to cultural differences (Chen and Francesco, 2000); and Glazer *et al.*,2004). A study conducted by Newman *et al.* (2011) to examine the employee perceptions of training on organizational commitment and turnover intentions in Chinese multinational companies revealed that there is no relationship between motivation to learn and perceived benefits of training, and affective and continuance commitment which is contradicts the findings of similar studies carried out in the USA by Barlett (2001) and in Qatar by Al-Emadi and Marquardt (2007).

The Education Service Commission of Malaysia (SPP) was established on January 1, 1974 through the enforcement of the A193 and P.U. (B) 556/1973. SPP is the department under the administration of Prime Minister Office. Minister responsible for the SPP is the Honourable Datuk Joseph Entulu Balaun which is also a Sarawakian politician.

The establishment history of SPP are the result of recommendations made by the Royal Commission known as *Suruhanjaya DiRaja Aziz*. It initiated to review teachers' and the non-academics executives' salaries as well as the terms and conditions of their services whereby a recommendation to the Commission to establish a separate Education Service Commission from the Public Service Commission

In order to facilitate the appointment and educational services in the state of Sarawak, the Sarawak branch secretariat was officially established on 16 July 1976 in pursuant to the Education Act 1961 (Extension to Sarawak Order 1976). Managing educational services in the state of Sarawak is completely carried out based on federal regulations after July 1st, 1978 which came into force after the Cabinet Committee Report. Before that date, the rules that apply are based on General Order State, Circulars and Regulations adopted at that time. Meanwhile, the Sabah Branch Secretariat was established on October 1st, 1977 for the same purpose, namely the smooth running of education services in the state. For the promotion and disciplinary action is handled directly by the SPP headquarters in Putrajaya.

The main functions of SPP is to appoint a candidate to the permanent post, contract or temporary in the education service, confirmed them in the permanent service, approves their pension status, monitoring the employees' promotion management in the education service, approves the changes of service appointment and finally SPP also serve as the Disciplinary Board and the Disciplinary Appeal Board for the Ministry of Education. The same responsibilities are handles by SPP Sabah that covers Sabah state and *Wilayah Persekutuan* Labuan.

Originally, all matters described above are managed manually. Application forms PDP/ PTB/ PTP will be completed in primary and secondary schools will be sent by the head of department (District Education Officer/ Principal) to the SPP. The application will be processed immediately upon receipt in Putrajaya SPP/ Sabah/ Sarawak. This manual method has been applied since the SPP began operations in Malaysia.

In 2013, the existing manual method is replaced with an online process by adopting a system developed by the SPP Information Technology Systems namely eSPP. The system user manual has been given to all parts of the SPP: Putrajaya, Sabah and Sarawak. However, there is no systematic training assigned for the eSPP end users in all three areas.

Consequently, all matters of appointment and service had to be made manually as well as using the eSPP system. It resulted in increased of workloads. The members of the executive group (*Anggota Kumpulan Pelaksana*) had to perform works for a stacked through manual methods and online. If this trend continues, then a more significant effect in terms of the achievement of the appointment process management and service through the system eSPP had a very low status.

This situation remained until today and the insensitivity of the top management of these problems can lead to a more critical impact on motivation member of the executive group responsible for carrying out all the processes related work. This weakens motivation levels and lead to the downfall of the productivity.

1.1   Problem Statement

There is insufficient number of studies on training and organizational commitment conducted in Malaysia. There were only few studies have been carried out on either training or organizational commitment with other factors. For example, Ahmad and Oranye (2010) carried out a relative study on the relationships between nurses' empowerment, job satisfaction and organizational commitment in England and

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Malaysia. Meanwhile, Ooi and Arumugam (2006) carried out a research on the influence of four dimensions of corporate culture on employees' organizational commitment within Malaysian semiconductor packaging organizations. Besides that, Normala (2010) examined the quality of work life and organizational commitment in Malaysian firms. On the other hand, other researches in Malaysia on training focused on managerial practices (Abdullah, 1992) or training development (Saiyadain and Juhary, 1995). Bashir and S.L. Choi (2015) conducted a study to investigate the relationship between training and organizational commitment among academicians in Malaysia.

In Malaysia federal government sector specifically in SPP, there is no single studies that have ever been carried out to examine the association between employees' perception on training and organizational commitment. The recent drafted SPP's strategic plan within five year starting on 2016 – 2020 has been outlined to aim for organization establishment through human capital. Unfortunately, there is no single initiative stated down in the blueprints that focusing on training. Training in SPP is the most crucial part especially when manual work processes are now shifting into online processes through eSPP system. The eSPP system is a new system developed in SPP and it function to take over the manual processes in SPP. The e-Ruling function has formulating the eSPP systems and it creates better information and knowledge management.

However, despite the advantages of the brand new eSPP system, there are always disadvantages hidden behind it. First, the features are not user friendly. Users need to really understand how the system works in order to allow them to fully utilize the eSPP. An error is not acceptable as it may takes quite some times to be amended as it involves other complicated workflows. Besides that, only authorized people allowed to do any changes.

Unfortunately, when the eSPP system was developed there is no systematic way of training program conducted to the users. Users have to go through the eSPP system by 'trying an error'. As a result, it takes quite some times to settle each services process. Table 1.1 shows the detail of services application (*urusan perkhidmatan*) received and processed:

Table 1.1: Statistics of Education Service Members (*Anggota Perkhidmatan Pendidikan*) through eSPP System within 1 January 2016 until 30 June 2016

NO	DIVISION	APPLICATION	PROCESSED	PERCENTAGE
1	SPP Putrajaya	10043	419	4%
2	SPP Sabah	1551	25	2%
3	SPP Sarawak	1048	64	6%
4	Promotion & Disciplinary	68	0	0%
	Total	**12710**	**508**	**12%**

Source: eSPP Report (July 2016)

Table 1.1 shows that the recent achievement of data processing in SPP. Based on the performance, it shows that the percentage of completed task not even reach 50 percent. It shows a low performance among the employees. It also explain that employees that haven't gone through a proper training to use the eSPP systems may not be able to complete the tasks within the required time. Another system has been built known as *ePROPER*. This system is interactive system whereby it will cater all teachers and non-teachers employees in Malaysia to submit service application. This system is now in a pilot project phase and all teachers and non-teachers are required to use it in the future.

In addition, Appendix 1 shows the recent enforcement of *Surat Edaran Bilangan 2 Tahun 2016* regarding *Penangguhan Penguatkuasaan Pelaksanaan Dasar Berkursus Tujuh Hari Setahun Bagi Anggota Perkhidmatan Awam* since 29th February 2016 show as if training and development in public sectors being treated as a cost rather human capital investment. Reeve (1994) stated that the expenses cut on training simply led to a cycle of eventually having to buy skills at premium rates, which in turn increased cost and further heightened pressure to save cash. Consequently, this study will reveal the relationship between employees' perception on training and organizational commitment which is a crucial element to boost productivity and services efficiency in civil services.

Thus, the real problem arises when the top management does not address the training program as part of the crucial aspect in order to achieve the SPPM strategic plans. Establishing an organization required strong human capital as a back bone to deliver the organization functions. A highly committed employee is

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not naturally comes without the efforts to train and develop them to become one. Therefore, this study aim to prove and aware the top management and the human resource department in SPP that there is positive association between employees' perception on training and organizational commitment. Thus, the strategic plans need to be polished and strengthen with proper research before it will be presented, endorsed and implemented.

1.2   Research Question

The following are the research questions:

1. What is the relationship between perceived availability of training and organizational commitment in SPP Malaysia?

2. What is the relationship between perceived benefits of training and organizational commitment in SPP Malaysia?

3. What is the relationship between perceived co-worker support for training and organizational commitment in SPP Malaysia?

4. What is the relationship between motivation to learn in training and organizational commitment in SPP Malaysia?

5. What is the relationship between perceived supervisor support for training and organizational commitment in SPP Malaysia?

1.3   Objective of the Study

The fundamental of conducting this study is to examine the relationship between employees' perception on training using the five variables and the organization commitment among SPP employees in Malaysia. Below are the objectives of this study:

1. To examine the relationship between perceived availability of training and organizational commitment among SPP's employees in Malaysia;

2. To examine the relationship between perceived benefits of training and organizational commitment among SPP's employees in Malaysia;

3. To examine the relationship between perceived co-worker support for training and organizational commitment among SPP's employees in Malaysia;

4. To examine the relationship between motivation to learn in training and organizational commitment among SPP's employees in Malaysia;

5. To examine the relationship between perceived supervisor support for training and organizational commitment among SPP's employees in Malaysia; and

1.4   Scope of Study

The scope of this study is federal public sector mainly within SPP Malaysia (Peninsular Malaysia, Sabah and Sarawak). The data collection for this study utilizing the online forms and all the questionnaires distributed via emails. The group of respondent was targeting all employees in SPP. This is because it helps researcher to get better feedback from all SPP employees since the tendency of some respondents may not be fully cooperating into this study is exists. Hence, the targeted distribution of questionnaires in this study is 169 respondents. This study has been conducted in two months time only.

1.5   Significance of Study

The significance of this study can be seen through different aspects such as from the organization aspect, the policy makers/ head of department/ human resource manager as well as the social aspect. Since this study is a pioneering study to investigate the association between employees' perception on training towards organization commitment among the SPP's employees, thus the result from this study can strengthen the recent draft of proposed SPP Strategic Plan within 2016 - 2020. The recent drafted SPP's strategic plans is still now undergoing debating phase in a series of meeting. Through this study, it can also guide the Head of Department and the Human Resource Department within SPP Malaysia to re-align

their approach to gain maximum organizational commitment among the human capital in order to assure the success of the strategic plan.

Next, the result of this study will spur the training and development's policy makers in Public Service Department to find ways to improve their training plan and design to achieve maximum commitment especially among the employees in SPP Malaysia. This research is conducted to assist the training and development policy maker in Public Service Department to gain better insight about the association between employees perceptions' towards training and organizational commitment. Through deep understanding of what exactly happening on the ground might as well help the policy maker to outline more practical training and development policies in the future to boost productivity and service delivery efficiency among the federal government employees as a whole.

Finally, highly committed employees will assure better service delivery to the society especially the main stakeholders of SPP Malaysia which consisted of the public and the academic and nonacademic employees serving in Malaysia public schools and community colleagues throughout Malaysia. Thus, by fulfilling the gaps that existed within the organization, the efforts taken by investing in human capital will give better return on investment that can be seen through service delivery and performance among the employees.

1.6   Operational Definition of Key Terms

1.6.1 Training

Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon 1992).

1.6.2 Perceived Availability of Training

The perceived availability of training is taken to be the extent to which employees feel they are able to access training opportunities. Prior research suggests employees with positive perceptions of this will be more committed to the organization (Bartlett, 2001).

1.6.3 Motivation to Learn in Training

Motivation to learn in training can be defined as the specific desire of a learner to learn the content of a training program (Noe and Schmitt 1986).

1.6.4 Perceived Co-worker Support for Training

Perceived co-worker support defines the degree to which a subordinate feels that he/she is supported by his/her co-worker. It also refers to the co-worker capability to influence the subordinate (Chiaburu and Harrison, 2008).

1.6.5 Perceived Supervisor Support for Training

Perceived supervisor support defines the degree to which a subordinate feels that he/she is supported and respected by his/her supervisor. It also refers to the supervisor willingness to help the subordinate (Blanchard and Tranckers, 2007; Neo, 2008).

1.6.6 Perceived Benefits of Training

Perceived benefits of training define the degree to which a subordinate feels that he/she obtained the training benefits (personal, career, and job-related benefits (Nordhaug, 1989) from any training participated (Ahmad and Bakar, 2003).

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