HUMAN RESOURCE PRACTICES AND ON JOB TRAINING EFFECT ON EMPLOYEE PERFORMANCE: A CASE STUDY IN KOTA KINABALU POLICE DISTRICT

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Dissertation submitted in partial fulfillment for the degree of Master of Human Capital Management (MHCM)

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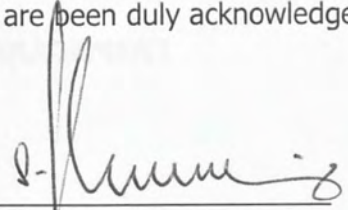Universiti Malaysia Sabah   Tarikh: 11/07/08

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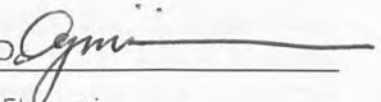   *Pengiran Dr.Hassanal Bahar Bin Pengiran Bagul*

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ABSTRACT

The research was undertaken as an exploratory study to examine the relationship of Human Resource Practices and On Job Training toward Employee Performance of Royal Malaysia Police. Human Resource Practices in this study were comprised by three sub variables of it which are Rules and Procedure, Training and Development, and Promotion Opportunity. On Job Training was also being measured as the independent variable. While dependent variables of Employee Performance consisted of Communication Skills, Integrity and Professionalism. The research was done in Kota Kinabalu Police District. Two hundred thirty six respondents involved, based on quantitative method using questionnaire instrument. The result indicated that On Job Training was most significant to Employee Performance's variables. Human Resource Practices' variables were found less significant to Employee Performance.

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ABSTRAK

KESAN PENGAMALAN SUMBER MANUSIA DAN LATIHAN DALAM PERKHIDMATAN TERHADAP PRESTASI PEKERJA: KAJIAN KES DI IBUPEJABAT POLIS DAERAH KOTA KINABALU.

Kajian ini merupakan kajian asas Polis Diraja Malaysia bagi mendapatkan pendekatan yang baik untuk pembangunan prestasi pekerja. Kajian ini telah dijalankan di Ibupejabat Polis Daerah Kota Kinabalu. Pengamalan Sumber Manusia dalam kajian ini adalah merangkumi faktor kepelbagaian iaitu Peraturan dan Prosedur Kerja, Latihan dan Pembangunan, dan Peluang Kenaikan Pangkat. Latihan dalam Perkhidmatan turut disertakan sebagai faktor pembolehubah selain Pengamalan Sumber Manusia. Manakala Prestasi Pekerja termasuk Kemahiran Berkomunikasi, dan Integriti dan Profesionalisme. Sebanyak dua ratus tiga puluh enam pegawai terlibat melalui kaedah borang kaji selidik. Hasil kajian mendapati bahawa Latihan Dalam Perkhidmatan merupakan faktor yang paling utama mempengaruhi prestasi pekerjaan, manakala Pengamalan Sumber Manusia hanya serba sedikit mempengaruhi kesan terhadap prestasi pekerjaan.

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CHAPTER 1

INTRODUCTION

1.0   Overview

Human resource planning is the most powerful tool of any organization's success and training of employees is regarded as one of the most important function of effective resource management. In order to obtain a competitive edge in providing the best service to the customer, training which will develop a well-trained workforce is vital to improve productivity. New professionals may require it to enable them to obtain their professional qualification. Others may need it for a specific purpose such as the development of a new service. In a situation of less development, people need training even more because if a job becomes drudgery, it can not be performed effectively (Prytherch, 1986).

"Training and development is important for the maintenance of the human resource base of the organization and must be viewed as an integral part of the core organizational strategy, rather than an *ad hoc* operation issue" (Rowley, 1995,p.5). A lack of training results in a lack of skill to use the knowledge existing in a person, which cause ineffective service, a lack of self-satisfaction, customer dissatisfaction and ensuring lower productivity. "The provision of training will foster an increase in professionalism and further exploitation of management methods, whereas a lack of training can cause frustration and lack of job satisfaction" (Pugh, 1984). Well-trained individuals know the scope, expectation and depth of their jobs and will be able to add building blocks to their professionalism as they progress through their careers. Training is therefore critical for human resource planning and development.

Today's workplace is a rapidly changing environment. Workers must acquire new skills almost daily. Complex technology demands more highly trained workers but there are fewer qualified people to fill the jobs. In addition, there is s decreasing pool of younger workers available. Replacing under skilled employees is costly and organization are recognizing that retraining current employees closes the gap between required and available skills and improves performance in both blue-collar and white-collar jobs. Haphazard or unstructured training methods such as shadowing, in which a new employee merely follows an experienced employee, often prove inadequate. At the same time, financial constraints and staffing consideration often preclude sending employees to off-site training programs. Classroom – even in house – has a major impact on a department's productivity. These concerns about time, money and lack of qualified personnel mean that the organizations have placed a greater emphasis on the job training to shorten the job related learning cycle, especially where technology is changing rapidly, organization sites are geographically widespread, and many people need training. Small organization that employ too few people to warrant a training staff and a formal classroom programs are also turning to on the job training.

Training refers to improving an employee's knowledge, skills and attitudes so that he or she can do the job. All new employees (or current employees in new job) should be trained. Cross training prepares an employee for a job normally handled by someone else. Also training is advisable when new processes, equipment or procedures are introduced into the workplace. If an employee has been off work for more than 30 days, training may be needed. Training starts with an organization analysis. By focusing on strategy and examining sales forecasts and expected changes in production, distribution and support systems, employers can determine which skills will be needed and to what degree. A comparison with current skill levels is used to estimate staff and training needs. Task analysis identifies the elements of current or future task to be done. Personal needs analysis involved asking employees and managers, either in an interview or in a self-administered questionnaire, to analysis their training needs. In general, agreement between managers and employees tends to be low, so it is important that both parties agree to decisions about the training of employees.

Based on the matters discussed above, this study is to understand the perceived human resource practices of rules and procedures, training and

development, and promotion opportunity, the effects of on the job training that leads to employee performance in the terms of integrity, professionalism, leadership skills, communication skills, conflict solution, crime scene investigation, and legislation, rules, and procedure knowledge. The study will be undertaken at Royal Malaysian Police , Kota Kinabalu Police District.

1.2   Problem Statement

The Royal Commission to Enhance the Operation and Management of the Royal Malaysia Police (2005), Chapter Thirteen stated that Royal Malaysia Police should focuses on the enhancement of Human Resource Management and Development as to increase the job performance. Some of the ineffectiveness of Royal Malaysia Police as reported is related to the weaknesses of management system and the less-effective strategy in developing one hundred thousand officers in the service. It also stated that managing human resources of Royal Malaysia Police is not easy as it does have district-based offices.

The main issue related to management and development of the human resource in Royal Malaysia Police has been stated by the Royal Commission that the problems of Royal Malaysia Police are as the followings:

i.   The absence of strategy and comprehensive programme for human resource management and development
ii.   The absence of Efficiency-based Human Development Model
iii.   Weaknesses in recruitment as lack of efficiency profile assessment and lack of emphasis on ethical and integrity assessment
iv.   Lack of Human Resource Planning
v.   Lack of Training and Development perspectives
vi.   Undeveloped Performance Management System

Throughout the years, Royal Malaysia Police has received public complaints. The complaints made were based on the officers' inefficiency. The inefficiencies were complained are lack of integrity and professionalism, lack of leadership skills, poor communication skills, and insufficient legitimate, rules and procedure knowledge and practices. From the problem, public citizens have stated their opinion on the sub performance complaint. Generally from the complaints made, it is concluded that the

officers of Royal Malaysia Police are lack of integrity and professionalism when dealing with the public. Leadership skills that portrayed by the rank in files officers are also being questioned. Indeed, poor communication skills are also being stated as among the weaknesses of the management practices. Yet, the rank in files officers are also being doubt to have legislation knowledge, and did not have efficient procedural management practices. For rank in files officers, the legislation knowledge that should be at least acquired by them is rules and procedure knowledge.

The Royal Commission to enhance the operation and management of Royal Malaysia Police was established by the Majesty Agong of Malaysia on 4 February 2004 under the Commission of Inquiry Act, 1950. In its 576-page report, submitted to the Prime Minister on 29 April, and which was publicly released on 12 June 2005. The Royal Commission to Enhance the Operation and Management of the Royal Malaysia Police was introduced by Dato' Seri Abdullah Ahmad Badawi, 5th Prime Minister of Malaysia. The commission was led by Tun Mohamed Dzaiddin Bin Haji Abdullah, Chairman of the commission. The Royal commission report 2005 consists of 15 chapters. The report was established is due to the public complaints regarding the lack of skills, misconduct, corruption, and other police disciplinary related matters. Hence, Prime Minister Dato' Seri Abdullah Ahmad Badawi suggested for such action to be taken, as spontaneous reaction for such complaints. The report is generally outlining the strategy and approach that can be implemented, as such to improve the efficiency of police officer, and the Royal Malaysia Police effectiveness.

In another perspective, Royal Malaysia Police has two phases of training which are the basic training and post training which in Royal Malaysia Police term is said as "*Latihan Dalam Perkhidmatan* ", will be referred as on the job training in this context of study. The training provided by Royal Malaysia Police is seen as not sufficient to equip the officers for the continuous improvement that have always being expected by the public. Evidence suggests that on-job-training is not entirely an effective training method (Van Der Klink, 2002). On-the-job training in Royal Malaysian Police is considered as the second installation of training programmes for new recruited police officer. New officers will undergo two phases of training, which is the former is basic training (academic and physical), and latter is on-the-job training. However, it is still uncertain and unclear into what extent does effects of on-the-job training in Royal Malaysian Police.

HR practices of rules and procedures, training and development, and promotion opportunity have always influence the need of individuals in performing their job. However, the linkage between human resource practices and the job performance is not being emphasized in Royal Malaysia Police training process. Employees will only perform training due to the requirement. The main purpose of the newly recruited officers will only go for training as the requirement, without knowing the purposes and objectives of the training, and how does it leads to job promotion, and organizational performance. Good system will only be rectified and acknowledged by the public when Royal Malaysia Police Officers are efficient in performance and affecting the organizational effectiveness. Basically, human resource is needed to be nurtured and trained to be more competent and pro-active. The problem in Royal Malaysian Police is that efficiency of human resources is only focused and emphasized in basic training and the posting of the newly recruited officers.

Based on the problem statement and symptoms, it is clear that Royal Malaysia Police have two problems to be solved which are the public complaints and the effectiveness of on the job training.

1.3   Objectives of Study

The objectives of the study are:

- To study the correlations between Human Resource Practices and Employee performance
- To examine the relationship between Human Resource Practices and Employee Performance.
- To study the relationship between On Job Training and Employee performance.

1.4   Scope of Study

Royal Malaysia Police will be taken as the scope of study is based on the problem statement and the symptoms discussed. The study will investigate the Human Resource Practices in Royal Malaysia Police organization, such as rules and procedures, training and development, promotion opportunity, and its relationship with on-the-job training as how it all could affect the employee performance in terms

of integrity, professionalism, leadership skills, communication skills, conflict solution, crime scene investigation, and legislation, rules, and procedure knowledge. The study will be undertaken at Royal Malaysia Police, Kota Kinabalu Police District, which focuses on the rank-in file level of employees. Rank-in-file officers are basically categorized in non-managerial employees of organization. The purpose of taking rank in files officers is these rank in files officers are the officers level that deal and communicate with public directly, which is portraying the image and performance measurement of Royal Malaysia Police by the Public.

1.5 Royal Malaysia Police

The history of police force in Malaysia started in 25 March 1807 when a police force was established in Penang. Most of the officers were of British origin. Soon, several similar organizations were introduced to the Straits Settlements and states. These organizations, however, were not integrated and were independent of each other. This changed after World War II; police forces all across Malaya were streamlined and placed under a single administration. That administration was known as the *Civil Affair Police Force*. During the Malayan Emergency that took place from 1948 till 1960, the force along with the military played a huge role in defeating the communist insurgency. In July 24, 1958, the organization was renamed as the *Royal Federation of Malayan Police*. Upon the formation of Malaysia in 1963, it was renamed to its current name Royal Malaysia Police.

1.5.1 Functions

Generally, the functions of Royal Malaysia Police is as stated in Section 3(3) Police Act.1967, as the Force shall subject to this Act be employed in and throughout Malaysia (including the territorial waters thereof) for:

- The maintenance of law and order,
- The preservation of the peace and security of Malaysia,
- The prevention and detection of crime,
- The apprehension and prosecution of offenders and
- The collection of security intelligence.

1.5.2 Vision and Mission

The vision of Royal Malaysia Police is to become a leading enforcement agency of integrity, competent and committed to work with the community. The mission of Royal Malaysia Police force is to be committed to serve and protect the nation and to work in partnership with the community in the maintenance of law and order

1.5.3 Organizational Structure

Figure 1.1: Organizational Structure

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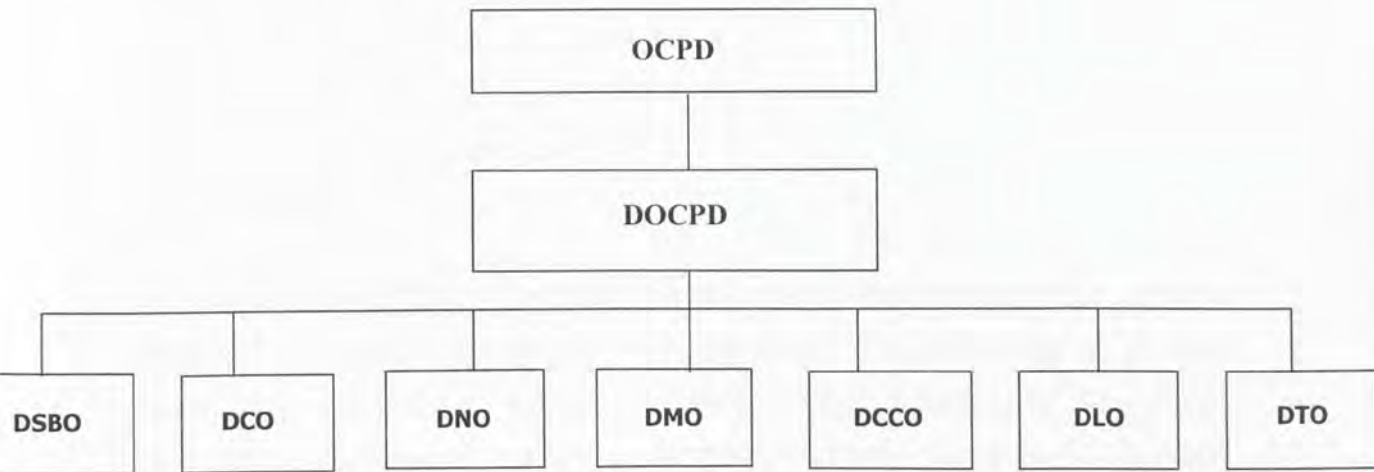
Keyword

1. OCPD	-	Officer In-Charge Police District
2. AOCPD	-	Deputy Officer In-charge Police District
3. DSBO	-	District Special Branch Officer
4. DCO	-	District Crime Officer
5. DNO	-	District Narcotic Officer
6. DMO	-	District Management Officer
7. DCCO	-	District Commercial Crime Officer
8. DLO	-	District Logistic Officer
9. DTO	-	District Traffic Officer

Source: Kota Kinabalu Police District

1.5.4 Kota Kinabalu Police District

Kota Kinabalu Police District is the main focus of this study. Kota Kinabalu Police District is the leading enforcement agency located in the heart of the city deals to serve and protect the public. Under Kota Kinabalu Police District, there are eight Police Stations, as stated below:

- Alam Mersa Police Station (New)
- Karamunsing Police Station
- Kota Kinabalu Police Station
- Tanjung Aru Police Station
- Kota Kinabalu International Police Station
- Inanam Police Station
- Menggatal Police Station and
- Luyang Police Station

These eight Police Stations are the sub-station under the administrative of Kota Kinabalu Police District. Generally, the management and administration of Kota Kinabalu Police District is divided into seven major departments. The seven departments are Special Branch Department, Criminal Department, Narcotic Department, Management Department, Commercial Crime Department, Logistic Department and Traffic Department. The deployment of police officers in Kota Kinabalu Police District is 649 which comprise on 53 high ranking officer and 596 personal of Rank-In-File. Deployment according to the departmental are as follows:-

Special Branch Department	-	38 personal
Criminal Department	-	79 personal
Narcotic Department	-	27 personal
Management Department	-	50 personal
Commercial Crime Department	-	16 personal
Logistic Department	-	61 personal
Public Order/Traffic Department	-	173 personal

Source: Kota Kinabalu Police District

The remaining police officers are attached with the various Sub-Police Stations under Kota Kinabalu Police District. Of the Royal Malaysia Police College at Kuala Lumpur,

77 research and study related to training and development have been done. However, there is still lack of the in-depth analysis of the need and purpose of training in Royal Malaysia Police which have been studied.

Most of the research and study have done were only to identify the importance of training, the effectiveness of training, and enhancement for existing training programme. But all of it all were based on the existing training programme which are the basic training (academic and physical) and posting training. Hence, this study will be developed to examine in-depth the need and effects of on-the-job training in Royal Malaysia Police.

1.6   Key Variables
1.6.1 Rules and Procedures

Rules and procedures is a set of written policy to ensure the organization's performance standards. Barrowss and Hobson (1993) believed that, rule sand procedures identify the nature of services and the range and type of services provided by the industry.

1.6.2 Training and Development

Training have been defined as a systematic process through which human resources in the hospitality industry gain knowledge and develop skills by instruction and practical activities that resulted in improved performance. It's primarily oriented toward achieving proficiency in specific skills that aims to enhance employees' conceptual, analytical and problem solving skills (Balley 1993).

1.6.3 Promotion opportunity

Promotion is the movement of a person to a higher level position in the organization (Mondy and Noe, 1996). The term promotion is one of the most emotionally charged words in the field of human resource management. they agreed by saying that, an individual who receives a promotion normally receives additional financial rewards and the ego boost associated with the achievement and accomplishment and most employees feel positively about being promoted.

1.6.4 On-the-job training

On Job Training is a structure process conducted at the employees work area to provide the employee with the knowledge and skills to perform job task. On job training is; it has a beginning and end. It is used in training the newly hired, in cross-training, and in retraining current employees. Academic training prepares a person with sufficient knowledge for his/her world; On job training prepares them for the practical world. That is why it may be seen as a tool to professionalism and productivity. Campbell (1990,p.9) has seen On Job Training, as given in an employee's "normal" work situation, as being designed to change the knowledge, attitude and skill behavior patterns directly appropriate to the performance of a given task or job. Siele (1998,p.73) has seen On Job Training as " an informal type of training given at the employee's work place, where the trainer plays the role of the immediate supervisor of the employee. The purpose is to improve the employee's working skills, efficiency and productivity". He emphasizes that On Job Training supplements all other forms of training with the additional advantage of being provided to more people in any given year than it is possible at training institutions. For the purpose of this thesis, On Job Training may be defined as: the informal/practical training that can be acquired at the job site or through workshops/seminars in order to equip personal with enhanced skill to provide more efficient services to the customer, which may be especially necessary for new recruits to familiarize them with their work place and work and for existing employees to update their skills.

1.6.5 Employee performance

Performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors (Bates and Holton, 1995). In this study, employee performance will be measured via sub variables - integrity, professionalism, leadership skills, communication skills, conflict solution, crime scene investigation, and legislation, rules, and procedure knowledge. Performance management is the activity of tracking performance against targets and identifying opportunities for improvement.

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