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Framing A New Movement for Training Program and Work Motivation in the Public Service Context

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ABSTRACT

Nowadays, every organization aims to achieve a better performance in term of their efficiency and effectiveness so that they able to survive in this challenging globalization era. The discussion of employees' work motivation had non-stop developed variety views and orientations for many people since it is closely related to the performance and productivity of employees in an organization. Hence, every organization eagerly focuses on developing work motivation among their employees. Previous studies found that the work motivation is derived from a good training program that has been implemented in an organization. Since the public complaints increased among the public service servants recently, the public organizations totally need to put high priority to organize a good training program so that worker motivation able to build among their employees. Therefore, this study attempts to propose a study on the hypothesis development of Personnel Development Training Program upon work motivation amongst public service servants at the public service organization. The results of the study are expected to guide the top management of that public sector organization in order to provide more effective training program and better understanding on the concept of public service servant work motivation.

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INTRODUCTION

Under the Ninth Malaysia Plan, the Government had allocated RM 4792.6 million for corporate training, and this includes Industrial Training, Commercial Training and Management Training to further improve the quality of the labour force with an increased supply of educated and skilled human resource due to expansion in the capacity of education and training institutions. As from that, the government had allocated 3 to 5 percent of their allocation for staff training and development for the Malaysian public sector organization. Nevertheless, the human resources training and development practiced in the public sector organization still not effective enough to develop their public servants' motivation in increasing knowledge, skills and abilities to deliver the public services although the government had put more effort in allocating more money to develop the public servants' skills and abilities. In this globalization era, training and development is one of the key human resources functions. In order to face the global challenges in the organizational environment, the top management need to organize the training program to their employees.

Therefore, most organizations look at training and development as an integral part of the human resource development activity especially in developing work motivation. Control stifles motivation while involvement creates a more productive environment. If the workers feel they are being treated fairly and with respect, this attitude will develop and guide their behavior in a positive direction. Activities that can gain interest on the part of workers include employee participation committees, task force efforts, training programs, opportunities for outside education, newsletters, contests, and congratulatory messages from management [8]. In order to make it clear and precise, work motivation also can be developed through training program that had been organized by the top management to their own employees.

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Problem statements:

According to Navaratman [11], based on the honest appraisal of the Public Complaints Bureau's Annual Report, the public service delivery is letting the citizen all down badly by the employees' bad services to them. The reputation of government will depend on public service delivery by their public servants. However, public service delivery among the public sector organization still had received many complaints from the citizen. From the complaints, it can be analyzed that training program still unable to increase efficiency public service delivery. This was totally shown that the human resources training and development practiced in the public sector organization still not effective enough to develop their public servants' motivation in increasing knowledge, skills and abilities to deliver the public services. In fact, lack of work motivation had caused an increasing number of complaints have been made the public due to delays by public sector employees in term of service delivery [20]. Throughout to the issue arose among the public sector organization, the Department of Education in Kedah State, Malaysia management had put training's effectiveness as the most priority issues to solve the problems of public's bad perceptions and complaints regarding bad service delivery. Therefore, the government agency had established Unit of Training and Development in order to conduct effective training for the employees as well as evaluating the outcome of the training. However, to what extent training program organized by Department of Education able to increase public service servants' work motivation instead from enhanced their knowledge, skills and ability? To what extent training program effect the public service servant's work motivation in completing the task given? From these questions, this study proposed to investigate on the effect of Personnel Development Training Program towards work motivation amongst public service servants at public organization in Malaysia.

Research objectives:

Generally, the objective of this study is to examine the effect of training and development's criteria towards work motivation among public service servants at Department of Education in Kedah State, Malaysia. Therefore, the researcher had highlighted three main specific objectives in order to answer all research questions. There are:

- a) To determine the relationship between Professional Trainer Factor in Training Program and public servant's work motivation.
- b) To determine the relationship between Employees Factor in Training Program and public servant's work motivation.
- c) To determine the relationship between Training's Method Factor in Training Program and public servant's work motivation.

*Literature review:**Work Motivation amongst Public Service Servants:*

Work motivation is thusly manifested by attention, effort, and persistence. The ability to measure factors that energize, channel, and sustain work behaviour over time [18]. It is essential for capturing employee motivation and for developing interventions aimed at enhancing motivation, and in turn, job satisfaction and performance. Motivation has gotten more important every day since the competition in the workplace is increasing on a daily basis as well as the unemployment rate [5]. In order to achieve motivation, managers must know each employee. Managers must have a wide range of motivational techniques available. Each employee has a different set of values and personal experiences that brought them to where they are today. For example, employees are motivated by learning and should likewise be motivated to learn. Workers should be offered regular opportunities to attend conferences in their field, seminars, or in-house training programs [4]. With the explanation, it is clear that training program able to increase the employees' motivation since the employees had motivated to learn more and improved their career development. From that, a supervisor can provide the environment in which employees are willing to motivate themselves. The purpose of a motivating environment is to encourage every member of an organization to motivate himself to contribute his best effort to the job at all times.

Effectiveness Elements in Training and Development Program:

The previous research found that there are three main variables that able to affect the effectiveness of training and development program such as role of structural forces, individual factors and roles of program design [12]. The author defines the role of structural forces as the influences of macroeconomic and labor market dynamics had affected the demand and effectiveness of training programs conducted in that organization. They also included the structural forces are the influences of policies and institutions towards the organization to conduct the training effectively. Another factor is individual factors that can be defined as the employees' competency, abilities and also preferences towards the training program [12]. Lastly, roles of programs designed also affect the effectiveness of training programs through professional trainers, strategic planning of training program, effective modules of training, conducive environment and many more. As for the finding of this study also concluded all three variables had significance difference and relationship towards the effectiveness of training programs.

According to Kirkpatrick and Kirkpatrick [9], they stated in their book of Evaluating Training Programs, the effectiveness of training programs can be established through several elements such as setting objectives, selecting qualified participants, selecting appropriate instructors, selecting appropriate facilities, determine subject contents and methods of training program. With all the elements of effective training program, the authors had built variables that showed the relationship towards the effectiveness of training programs through the evaluation of the training program. From that, the authors showed the important elements that achieving the effective training program.

Based on the scholars that had been conducted previous researches regarding the criteria that contributes to the effectiveness of the training program, it is clearly highlighted that, the factors of professional trainers, training facilities and employees' attitude towards training program, had been chosen to evaluate the effectiveness of training and development programs. These are because of the dominant factors that established by the previous researchers to evaluate the effectiveness of training and development programmes in order to improve the employees' work motivation in the organization. Therefore, it was very important for the researchers to highlight all dominant effectiveness factors that able to influence work motivation among public service servants in the Department of Education in Kedah State.

a. Professional Trainer Factor:

It is desirable that the role of a trainer should be transformed into the role of a performance trainer. Since long, the training profession has been focused on the activities of training people in the profession who have thought of themselves as specialists and associated with the course, delivering the program or identifying the needs. Robinson [15], identified four key areas of knowledge and skills for a successful performance consultant, firstly, business knowledge, second, knowledge in human technology, third, partnering skills and lastly consulting skill. Ivancevich [6] claimed that great care must be exercised in choosing effective instructors or trainers. To some extent, the success of training program depends on proper selection of the person who performs the training task. Personal characteristic, such as the ability to speak well, to write convincingly, to organize the works of others, to be inventive, and to inspire others to greater achievements are important factors in the selection of trainers.

b. Employees Factor:

According to Palameta *et al.*, [12, the importance of individual factors in shaping training effectiveness, for instance, in the extent to which individuals are trained ready and have the necessary supports to successfully complete programs. The individual factors were reflecting on the employees or learners of the training program. The attitude of people created because of the barriers occurred in the life. The authors continued explaining regarding some potentially important barriers to successful training outcomes, which often arise from an individual's life course circumstances, related to their age, area of residence, incomes, and family. Besides that, other circumstances have been identified, including situational factors, such as family commitments (child care, time constraints), distance, as both a physical and cultural barrier, making access difficult (transportation, language barriers), and financial barriers (tuition, other non-market costs). Furthermore, Jayawardana and Prasanna [7], had stressed on the self-efficacy among the employees towards participating in the training program. Self-efficacy refers to People's judgments of their capabilities to organize and execute courses of action required to attain designated types of performance [3]. In their research, the authors had found out the attitude of employees is about their thinking and feeling regarding own capabilities that had affected from the positive effectiveness of training programs. This is important because the training and development of human resources still depend on the individual themselves in order to make changes or not.

c. Training's Method Factor:

Today, there are several kinds of training methods available for management and development training. And to select and design a particular training method, it is important and necessary for the trainer to consider the training objective and its principle in order to ensure the training will helps an individual to be learned as to how to carry out satisfactorily the work assigned to him by creating a learning environment in which the desired knowledge and skills can be effective and meaningfully acquired by the trainees [16]. The training method is the technique the adult educational uses, to implement the workshop and transfer new knowledge, skills and attitudes to participants. Training can be characterized on a number of dimensions. From the statements, it can be explained that training method can be delivered in different techniques and ways to attract the participants in the training so that the process of learning will be effectively conducted. As the result, the trainers able to create readiness from the participants as well as work motivation among the participants since it is important for trainers to know the best approach and method to deliver the knowledge during the training program.

Hypothesis Development:

In order to understand the effect of personnel development training program elements towards public service servants' work motivation, this conceptual framework provides the criteria of training and development that able to facilitate the employees to gain more knowledge and improve their skills as well as work motivation. The elements of the training have been practiced at the public organization in order to help and convenient the employees to adapt the learning process effectively. However, any inefficient elements that available during the training should be investigated by the top management so that future improvement can be made by the Department of Education to improve the effectiveness of training and development programmes. This is aimed to develop the public service servants work motivation.

From the conceptual framework, the independent variables consist the professional trainers factor, employee factor and also the training methods factor. As for the dependable variable in this research is about the public service servants work motivation. The conceptual framework identify that effectiveness of training and development program based on the successful training program designed and fulfilling the objectives of training in order to enhance the employees' skills and knowledge as well as developing the employees' career development [12]. Therefore, it showed that enhancement of public servants work motivation should be reflect on successfulness and effectiveness factors in training and developments program so that the evaluation that had been made through this research able to determine by the JPN Kedah in order to make further improvement in their training program.

Under components of the training and development program, the relationship between role of professional trainers' factor during the training and public servants work motivation is very important to determine since the trainers are the essential persons that help the employees to improve their skills and knowledge in order to complete the task given. Based on the research conducted by Lin and Shariff (2008), the trainers of training program had a strong relationship in designing an effective training program in order to establish an interesting training's environment as well as developing high quality of learning among the participants. Therefore, this study will be highlighted the actual characteristic of professional trainers in order to ensure the objectives of the training program achievable.

H₁: There is a positive relationship between Professional Trainer Factor and Public Servants' Work Motivation:

In the other hand, the second factor that able to influence public servants work motivation is employees' factor. According to Palameta *et al*. [12], the individual factors also affecting the effectiveness of training program among the participants since the learning process had depended on employees' perception towards the training program. Reflecting from the research, the authors had found out the participation of employees towards training program had affected the process of learning, as well as affecting the successfulness of achieving the training's objectives. Similar to the research conducted by Lin and Shariff (2008) also found that the strong relationship between the factors of participants and effectiveness of training programs. From that, the attitude of employees in participating the training program showed as one of the important factors that need to be studied in order to evaluate the effectiveness of training program that achieve the main objective of training which is public servants work motivation.

H₂: There is a positive relationship between Employees Factor and Public Servants' Work Motivation:

Besides that, the third factor that able to influence the effectiveness of training is the training method factor. According to Lin and Shariff (2008), the finding of their research had proven that the training method also had give big impact towards effectiveness of training and development program since select and design a particular training method is important and necessary for the trainer to consider the training objective and its principle in order to ensure the training will helps an individual to be learn as to how to carry out satisfactorily the work assigned to him by creating a learning environment in which the desired knowledge and skills can be effectively and meaningfully acquired by the trainees [16]. Therefore, it is very important for the organization to provide an effective method to increase the public servants work motivation so that, able to attract and motivate the employees to be more focus in enhancing their learning process.

H₃: There is a positive relationship between Training's Method Factor and Public Servants' Work Motivation

Thus, the independent variable under the components of training and development which are the professional trainers, employees' perception towards training program and lastly the training methods will eventually contribute to the success and effectiveness of the training and development program.

Methodology:

In this cross-sectional survey, the data will be collected from Department of Education in Kedah State, Malaysia employees through distribution of questionnaires and the data will be analyzed and interpreted through Statistical Package for Social Sciences (SPSS), version 19.0 to determine the relationship involved. In the context of this study, researcher using Proportionate Stratified Random Sampling to identify each of the employees at

every management hierarchy which had lower level management, middle level management and top level management. Based on the respondents in this study, the researcher is going to identify the relationship between variables by using Pearson correlation. In addition, the researchers also aim to identify the level of public service servant work motivation based on descriptive analysis.

Conclusion:

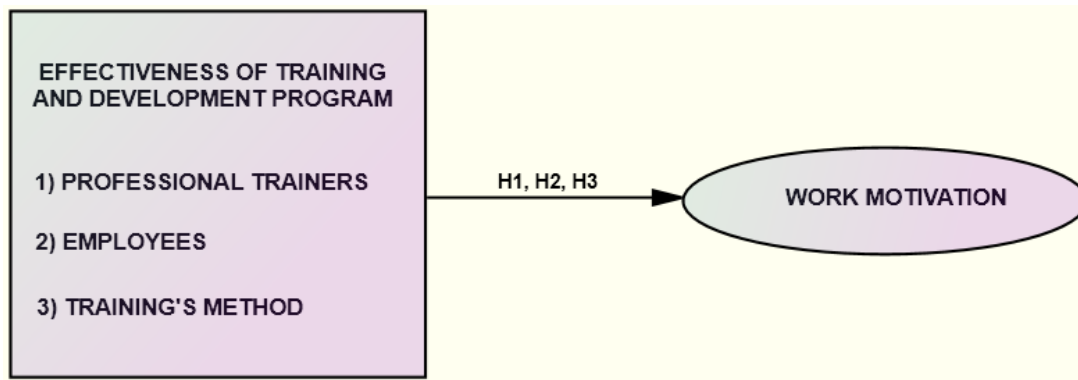


Diagram 1: Conceptual Framework of the Impact Training Program and Work Motivation in the Public Service Context.

Diagram 1 above shows the relationship criteria of training and development towards on work motivation. In this diagram it consists of three criteria training and development program (*i.e.* Professional trainers factor, employee factor and also the training methods factor). Thus, this model will describe the relationship of two variables and this proposed model will give better understanding either the relationship will impact directly on the relationship between the criteria of training and development towards on work motivation.

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