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New Prospect on the Impact of Training Program Towards Work Motivation Amongst Public Service Servants

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ABSTRACT

In this globalization era, organization aims to achieve a better performance in term of their efficiency and effectiveness. In order to meet this aim, organization should focuses on work motivation for every employee. Previous studies found that the work motivation is derived from a good training program that has been implemented in an organization. Due to increases public complaints issue arised among the public service servants, the public organizations totally need to put high priority to organize good training program so that work motivation able to build among their employees. Therefore, this article attempts to propose an investigation on the effect of Personnel Development Training Program on work motivation amongst public service servants at Department of Education in Kedah State, Malaysia. 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

In Malaysian public sector organization, the government had allocated 3 to 5 per cent of their allocation for staff training and development. Under the Ninth Malaysia Plan, the Government had allocated RM 4792.6 million for corporate training, and this include 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. However, although the government had put more effort in allocating more money to develop the public servants' skills and abilities, the human resources training and development practiced at the public sectors organization still not effective enough to develop their public servants' motivation in increasing knowledge, skills and abilities to deliver the public services. 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 programme 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 (Kennish, 1998). In order to make it clear and precise, work motivation also can be develop through training program that had been organized by the top management to their own employees.

Problem statements:

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. According to Navaratman (2013), 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. From the complaints, it can be analyzed that training program still unable to increase efficiency public service delivery. In fact, lack of work motivation had caused an increasing number of complaints have been

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made the public due to delays by public sectors' employees in term of service delivery (Zaherawati *et al.*, 2012). This was totally shown that the human resources training and development practiced at the public sectors organization still not effective enough to develop their public servants' motivation in increasing knowledge, skills and abilities to deliver the public services. Based on the problem, 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 services delivery among the public sectors organization. So, Department of Education in Kedah State, Malaysia 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 Department of Education in Kedah State, 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 know the level of public servant's work motivation at Department of Education in Kedah State, Malaysia
- b) To determine the relationship between Personnel Development Training Programmed effectiveness criteria and public servant's work motivation.
- c) To investigate the most influential Personnel Development Training Programmed effectiveness criteria that leads to 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 (Steers *et al.*, 2004). It is essential for capturing employee motivation and for developing interventions aimed at enhancing motivation, and in turn, job satisfaction and performance. Motivation is getting more important every day since the competition in the workplace is increasingly on a daily basis as well as the unemployment rate (Hertel, 2003). 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 (Buhler, 1998). With the explanation, it is clear that training programme able to increase the employees' motivation since the employees had motivated to learn more and improved their carrier 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 Criteria in Training and Development Programme:

The effectiveness of training and development program is very important variable that need to be evaluated in order to measure the benefit that the organization occurred after conducting training program. As elaborate by Palameta *et al.* (2011), an effective training program can be defined as it designed and delivered in a way that is well aligned with the learning needs of its target population such that it enables participation and produces relevant skill gains that lead to beneficial labour market outcomes. In other word, effectiveness of training program reflected as 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. Besides that, according to Jayawardana and Prasanna (2007), effectiveness is measured by how many training participants successfully apply their learning on the job penetration, learning on the job sustainability and how quickly the organization will realize the benefits for the entire target audience (speed). From that, it can be concluded that, effectiveness of training program can be established through the positive changes occurred among trainees and learning application after participate in the training especially building their work motivation.

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 Krejcie and Morgan (1970), a total of 175 respondents will be selected to become the respondents in this study to answer the questionnaires given. The researcher is going to identify the relationship between variables by using Pearson correlation. Besides that, the most influential Personnel Development Training Program effectiveness criteria that lead to public servants' work motivation will be analyze based on the Multiple Regression Analysis. In addition, the researchers also aim to identify the level of public service servant work motivation based on descriptive analysis.

Conclusion:

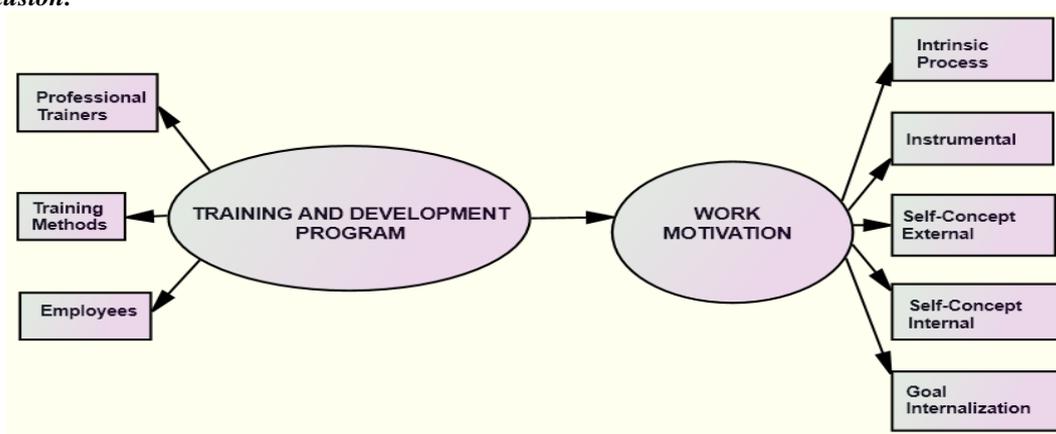


Diagram 1: Conceptual Framework of the Effect of Personnel Development Training Programme Effectiveness Criteria towards Public Servants' Work Motivation

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, employees 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 criteria of training and development towards on work motivation.

In order to understand impact of training program towards work motivation amongst public service servants, 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. From the conceptual framework, the independence variables consists the professional trainers factor, employees factor and also the training methods factor. The dependable variable in this research is about the public service servants' work motivation. The conceptual framework highlight that effectiveness 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' motivation and career development (Palameta and et., 2011). According to Kirkpatrick, and Kirkpatrick (2009), the effectiveness of training program can be established through several elements such as setting objective, selecting qualified participants, selecting appropriate instructors, selecting appropriate facilities, determine subject contents and methods of training program. With all the elements of effectiveness training program, the authors had built variables that showed the relationship towards effectiveness of training program through the evaluation of training program. From that, the authors had showed the important elements that achieving effective training program. According to Jayawardana & Prasanna (2007), training effectiveness literature describes many factors that influence the effectiveness of training provided to employees such categorized as individual factors, motivational factors and organizational or environmental factors. The finding of this previous study also showed that all three variables had relationship with the effectiveness of training program. Other previous study also 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 (Palameta and et., 2011). As for the finding of this study also concluded all three variable had significance difference and relationship towards the effectiveness of training program.

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

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