

Training and Development in a Malaysian Airport Service Provider: The Impact on Employees' Performance

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Abstract : Training and Development is a continuous process in improving performance of the employees, thus most of the organizations tend to implement training and development in their organization in order to enhance the employees' performance with vision that it will contribute to the success of the organization in the future. This study intends to examine the impact of training and development on employees' performance in a Malaysian airport service provider. The dependent variable is employees' performance while the independent variable is training and development, which include of three elements, which are training need assessment, training and development techniques' and career development. The researcher used quantitative and descriptive research methods to complete this research study. Online questionnaire method was used where the questionnaire were distributed and completed by 351 employees of this organization. Using convenience-sampling technique, all the data collected were analyzed using descriptive statistic in order to portray the raw data in a more meaningful way. The finding of this study demonstrated that the variables in this study does give impact on employees' performance where all of the variables in this study have positive moderate correlations respectively. Hence, need assessments is the most contributing variable to the employees' performance.

Keywords : Training and Development; training needs assessment; training and development techniques; career development; employee performance; airport service provider

1. Introduction

Organizations must ensure that their human capitals are skilled worker, motivated, committed and competent when performing their works. Which means that the organization must invests their human capital by providing them training and development, so that they can learn more, increase their skills and more competent to do their work. So, it shows that the organization is focusing more on the well-being of the employees by providing them opportunity to learn and sharpened their skills. But the most common issues when the organization willing to invest in human capital is it is expensive but the organization will gain more profit in the future through the employees' skills and abilities. The study proposed to investigate the impact of training and development on employees' performance in a Malaysian Airport Service Provider company.

Employees' performance is very critical and crucial since it will affect directly or indirectly to the organization's overall success. If most of the employees' in the organization have a poor performance, so it shows that the organization itself is not competent and have a poor performance. When the organization has a poor performance, it will give huge impacts especially to their human capital as well as the organization profit and business. Thus, when the organization has a poor performance, it also will make the organization in a hiatus and downfall situation. In short, the employees also will lose their jobs and most of them will unemployed and have to compete in this globalization era where nowadays recession rate is quite high. Despite, the government also will have a poor record of the airport industry if most of the airport has a poor performance and cannot compete pretentiously with another country's airports. Thus, it is very important for every airport in Malaysia to have a good performance in order to compete with other countries.

2. Literature Review

2.1 Employees Performance

According to Habib, Mushtaq, & Zahra (2005) training and development are the features of Human Resource Management (HRM) that helps the organizations to prepare its employees for better performance and to polish their skills accordingly. Human capital is the assets in every organization. So, it is very important for every organization to know what training and development programs that is suitable for the employees in order to enhance their performance. Thus, when the employees have a better performance in the organization, it can increase the organizations profit and at the same time, it also good to compete with rivals and stay at the top. According to Cooke (2000) as cited in (Ejakait, Research on Humanities and Social Sciences, 2016) performance as the accomplishment of a commitment in such a manner that release performance from all liabilities lay down under the employment contract. He added that training is a way to increase the employees' performance but the organization has to ensure that training and development that the employees undergo must be effective. Asare (2008) also defines that performance as the employees' effort. Then, he stated that performance will be measured in terms of input-output relationship and at the same time it must be measured efficiency with which inputs are utilized to create outputs. Within every organization, most of the employers usually tend to expect something that are greater from their employees. Thus, employees' performance will be measured against the performance standard policies in the organizations.

2.2 Needs Analysis

According to Belcourt (1999), managers and HR staffs should stay alert to the kinds of training that are needed, when are needed, who needs them and which methods will best deliver needed knowledge, skills and abilities (KSAs). He point that in order to make certain that training is timely and focused on priority issues, managers should approach needs assessment systematically by utilizing three types of analysis in need assessment which are organizational analysis, task analysis and also person analysis. According to Belcourt et al (1999) as cited in (Ejakait, Research on Humanities and Social Sciences, 2016) , organizational analysis is an examination of the environment strategies and resources of the organization to determine where training emphasis should be placed. So basically organizational analysis is it determines the appropriateness of training given the corporation's business strategy, resources available for training, and of course the support by managers and peers for training activities (Noe, 2013). It is very important for the training to align with the organizational objective and business strategy. So, the managers and human resource department must ensure that all the training programs have to be aligned with the organizational objective and strategy. Moreover, for the training to be successful all of the resources such as budget, time, and money have to be adequate. For any organization to function effectively it must have money, materials, supplies, equipment, ideas about the services or products to offer those who might used the output which is human resource in order to run the organization (Asfaw, Argaw, & Bayissa, 2015). The support for the training activities and programs also is very important especially support that comes from the managers and peers because they can boost up employees morale and motivation during the training is conducting.

2.3 Training And Development Techniques

Training and development technique is divided into on-the-job training and also off-the-job training. Training and development technique or training method are selecting through the types which are on-the-job or off-the-job training (Zahra, Iram, & Naeem, 2014) . According to (Mbiya, Egessa, & Musiega, 2014), on the job training is conducted at one's workplace and involves learning how to perform a given job in the actual job setting. He also added that off the job training is separating the employees from the job situation or environment and having their purpose away from the workplace. The effectiveness of the training techniques must be systematic and continues. In other words, the techniques during the training must be viewed as a long-term process. (Wamwayi, M. Amuhaya, ElegwaMukulu, & A. Waititu, 2016) Point out that the organization may use onthe-job or off-the-job training method and the trainers may be sourced from internal or external. For example, in this organization, one of the training techniques is the on-the-job training. Usually for a large

company such as Airport service provider, On-the-job training is very important especially for the new hires, transferred or promoted employees, cross training employees or upgrading employees. On-the-job training also can influence the employees' performance since (Shem & Ngussa, 2015) mention that on-the-job training is a key determinant of employees' performance in the organization.

2.4 Career Development

Career growth or career development is a phenomenon has been a major concern to scholars, researchers, decision makers and resource experts (Dialoke & Nkechi, 2017). Career development can be defined as a process for achieving specific employee and organization goals, which includes providing career information to the employees, helping the employees to identify advancement opportunity, then promoting job satisfaction and improve the employees' productivity (Kirk, Downey, Duckett, & Woody, 2000). Kirk et al (2000) also explained that career development also can help the organization to attract the best employees, as well as motivate, develop and retain the best worker over time. Robbins and Coulter (2002) as cited in Dialoke & Nkechi (2017) also mention that career is a series of a positions occupied by an individual throughout his or her lifespan. He also added that career is the constant progress, experience and skills acquisition that most of the employees need during their lifespan in the organization.

Currently, many organizations try to improve and utilize the human resource department in order to increase their employees' knowledge, skills and abilities. That is the main reason why the organization provides training and development to their employees. Therefore, this kind of thrust has raised up career development programs to become the integral part of the organization strategic plans. As mention by Saleem & Amin, (2013) human resources or professionals personnel are involve in offering career development support in a variety of ways. He also added that career development involves taking actions in term of accessing work experiences, which including creating job moves, and at the same time gaining access formal and more modified forms of learning. Therefore, this kind of action acquires support and assist from people, which is Human Resource in every organization. Hence, human resource plays vital roles in order to assist employees to get a proper training, which can lead to a better career development to every employee in the organization. Based on the studies by Wamwayi et al (2016) and Shem & Ngussa (2015) the conceptual framework for this study are as follows:



Figure 1. Theoretical Framework

Three hypotheses as follows:

H1: There is a relationship between need assessments and employees' performance

H2: There is a relationship between training and development techniques and employees' performance

H3: There is an association between career development and employees' performance

3. Methodology

According to Nachamias as stated in (Everlyne, Mbithi, & Musiega, 2016), research design is a blueprint that enables the researcher to come up with solutions to problems and guides him in the various stage of research. A research design is the detailed outline on how the research is conducted. It is also known as the blueprint for the collection, measurement and analysis of data. It is also the set of methods that used in collecting and analyzing measures of the variables specified in the research. Basically, the research design is to ensure that the data that had been obtain through this research design is effective. So, the choices of the research method are influences by the nature of the research problem. The sample in this research study is the employees in Malaysia Airport Service Provider

Company which consist of 4000 people. All the employees are scattered in different location even though there are in the same organization. Some of the employees are in the Airport Management Centre, KLIA and also KLIA2. Based on Krejcie and Morgan (1970), the number of sample size for this study is limited for 351 respondents only. In this study, the researcher used the non-probability sampling techniques specifically convenience sampling since it is convenient, fast and easy to obtain. The researcher used questionnaire as the tools to obtain the information from the respondents regarding the study that she conducted which are adopted from Kennedy (2009), Shafloot (2012), Shafloot (2012), Javed, (2014), Adesola, (2017), Raza, Afridi, & Khan(2017), Malik & Alobaidi (2016), Sabir, Akhtar, Bukhari, Nasir, & Ahmed (2014), Ngari,(2015).

4. Results and Discussion

A total of 351 questionnaires were distributed to employees randomly in each department and units. All the questionnaires were returned to the reseracher and was validated for the analysis. Table below demonstrated the demographic profile of the respondents.

Table 1. Descriptive Statistics, Cronbach Alpha, and Pearson Correlation of All Study Variables

Demographic	Frequency	%
Gender		
Male	167	48 %
Female	184	52 %
Age		
18-25 years old	71	20 %
26-33 years old	121	35 %
34-41 years old	91	26 %
42-49 years old	40	11 %
50 years old and above	28	8 %
Marital Status		
Single	115	33 %
Married	236	67 %
Highest Educational Background		
Ph.D	7	2 %
Master	41	12 %
Bachelor Degree	107	31 %
Diploma	107	31 %
Certificate	89	24 %
Corporational Tenure		
Less than 5 years	118	34 %
5-9 years	86	25 %
10-14 years	50	14 %
15-20 years	53	15 %
More than 20 years	44	12 %
Employee Position		
Senior Manager/Manager	32	9 %
Senior Executive/Executive	72	21 %
Non-Executive	219	62 %
Technical	24	7 %
Ohers	4	1 %
Job Tenure		
Less than 5 years	176	50 %
5-9 years	80	23 %
10-14 years	36	10 %
15-20 years	34	10 %
More than 20 years	25	7 %

Table 2. Descriptive Statistics, Cronbach Alpha, and Pearson Correlation of All Study Variables

Variables	EP	NA	TDT	CD
EP	(.916)			
NA	0.660**	(0.902)		
TDT	0.635**	0.716**	(0.892)	
CD	0.579**	0.618**	0.621**	(.938)
<i>Mean</i>	4.14	4.13	4.18	4.20
SD	.585	.649	.740	.790

*Note: ** Correlation is significant at the 0.01 level (2-tailed); Entries in parenthesis indicate Cronbach Alpha values.*

Table 2 above demonstrated the summary finding of the study. Based on the table, it describes the correlation between the variables in this research. The first research objective is to investigate the relationship between need assessment (NA) and employees' performance. Based on the finding, it shows that there is a positive moderate correlation between need assessment and employees' performance, with 0.660**. This is inline with Wamwayi et al(2016) where it is pointed out that training need assessment has an impact on employees' performance. The second research objective is to analyze the relationship between training and development (TDT) techniques and employees' performance (EP). Again the result for both of the variables showed a positive moderate correlation between the training and development technique and employees' performance, with the score of 0.635**. In a study by Shem & Ngussa (2015), it was concluded that orientation, off-the-job and on-the-job training, coaching/mentoring are positively correlated with job performance. This supports the second research objective of this study. The last research objective for the research study is to determine the relationship between career developments (CD) and employees' performance. The findings demonstrated a positive moderate correlation between the career developments and employees' performance which score of 0.579**. This is in line with a study by Dialoke & Nkechi (2017), stressed out that based on his research study of nonacademic staff of Michael Okpara University of Agriculture, Nigeria. The findings reveal that there is a positive and significant relationship between career development and the staff's performance.

Table 3 demonstrate the results for multiple regression analysis for this study. The F – test is significant since the value is 0.000 which is less than 0.005. it shows that all the independent variable are significantly explained by the dependent variable. Instead, this model predicts that for each unit, it will increase in need assessment, employees' performance by 0.341 units which holding other independant variable constant. This is also supported by Wamwayi et al (2016) where he pointed out that training needs assessment has an impact on employees' performance. Secondly, for every unit that increase in the training and development techniques, there will be an increase by 0.241 units of employees performance, which holding the other independent variable constant. It is also in line with Shem & Ngussa (2015) statement that orientation, off-the-job and on-the-job training, coaching/mentoring are positively correlated with job performance. Lastly, for each units that increase in career development, employees' performance will increase by 0.157. This is also supported by Dialoke & Nkechi (2017) in a study of non-academic staff of Michael Okpara University of Agriculture, Nigeria, where the findings revealed that there is a positive and significant relationship between career development and the staff's performance. As claimed by the output in the table above, need assessment is the most contributing factor towards the employees' performance in this study which resulting in ($\beta = 0.341$, $p = 0.000$, $p < 0.005$). It is the strongest variable with the beta weight of 0.349.

Table 3. Multiple Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.079	.160		6.746	.000
Need Assessments	.341	.055	.349	6.152	.000
Training and Development Techniques	.241	.053	.260	4.574	.000
Career Development	.157	.039	.202	3.994	.000
F- Value	121.246				
Sigma	.000 ^b				

5. Conclusion

Most organization are competitive regardless industries especially in providing the best product or services that they can serve to their customers in order to attract them. But, the organization simply cannot to have a good product and services if they have a poor employees. Employees are the one who will assist the organization to serve and produce a good quality product and services. So, the organization must entertain and take care of their employees in order to boost up their morale and competency to do their jobs. One of the method is by providing the employees a good training and development programs. Through training and development, the employees can enhance and sharpen their skills, knowledge and abilities in order to perform better in the future. For the organization, training and development is one of method that they can use in order to get a return investment. Which means they will provide training and development to the employees so that in future the employees will bring profit to the organization. It is like a win-win situation where through training the employees can sharpen their skills and knowledge while at the same time they can bring profit to the organization. So, both of the organization and employees will have a good performance in the future.

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