

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The Royal Malaysian Navy (RMN) is the naval arm of Malaysia Armed Forces. The role of the Royal Malaysian Navy is to safeguard Malaysia's coastline, Malaysia's maritime strategic interest, Exclusive Economic Zone (EEZ), territorial waters and as well as to defend Malaysia against all seaborne threats (Perintah Operasi Armada (Confidential), 2000). The RMN has one of the largest fleets in South East Asia and is also considered as one of the more technologically advanced navies in South East Asia (Jane's Fighting Ship, 2007).

The RMN had gone through a process of transition to reach the status of one of the more modern Navies in the region. The process of modernization requires man power that excels in the latest technology since the equipments fitted onboard ship are computerized and sophisticated. This process can be achieved only by well-planned training program with the right participants were being selected. Therefore, training is one of the important factors that make RMN a credible force. The ultimate aim of the training is to prepare RMN personnel to perform their task efficiently onboard ship and to safeguard the nation's sovereignty under any operational conditions (Doktrin Pertahanan Maritim (Confidential), 2001). The effective and efficient organization can be achieved through continuous training and organizational learning through education. Training and education however cannot be done in isolation.

Training and education must be taken in cognizance with other factors such as facilities, knowledge, attitude and skill. The higher authority in the RMN has the responsibility to ensure that individual soldiers received the most effective training and education possible, and it is conducted in the most efficient way and produces the best results. The effectiveness of a training and education is measured to meet the requirement of job performance in peacetime responsibilities and war time. It is also essential because it develops and sustains the state of readiness to defend the country's sovereignty from any form of threat from the sea.

In meeting the requirement of training and education, RMN had introduced various level of education either through military establishment or higher learning institute. KD SULTAN IDRIS 1 is given the responsibility to train the officers and equip them with the required knowledge, skill and attitudes to perform their job performance onboard ship.

1.2 Overview of KD SULTAN IDRIS 1 (KDSI 1)

Cadet's training at the Lumut Naval Base began in January 1980 when KD PELANDOK from Kem Sembawang in Singapore was relocated to Lumut Naval Base. Upon the restructuring of KD PELANDOK in 1992, the Jabatan Latihan Pegawai was redesignated as the Cawangan Latihan Pegawai (CLP). On the 1st of January 1995 the CLP was upgraded to a college and renamed Royal Naval College (Kolej Tentera Laut Diraja (KTLD)). Royal Naval College moved into its new state-of-the-art building facilities in July 2001. On 15th May 2006, Royal Naval College was commissioned as KD SULTAN IDRIS I

named after the 28th Sultan of Perak, Almarhum Duli Yang Maha Mulia Paduka Seri Sultan Idris Murshidul' Adzam Shah Rahmatullah Ibni Almarhum Raja Bendahara Alang Iskandar. The vision of KDSI 1 is to be an institution of excellence providing quality learning to officers in maritime warfare and education opportunities. The mission of KDSI 1 is to develop and train Naval Officers to be competent officers and able to defend the Nation.

1.3 Organizational Structure

KD SULTAN IDRIS I organizational structure is as follows:

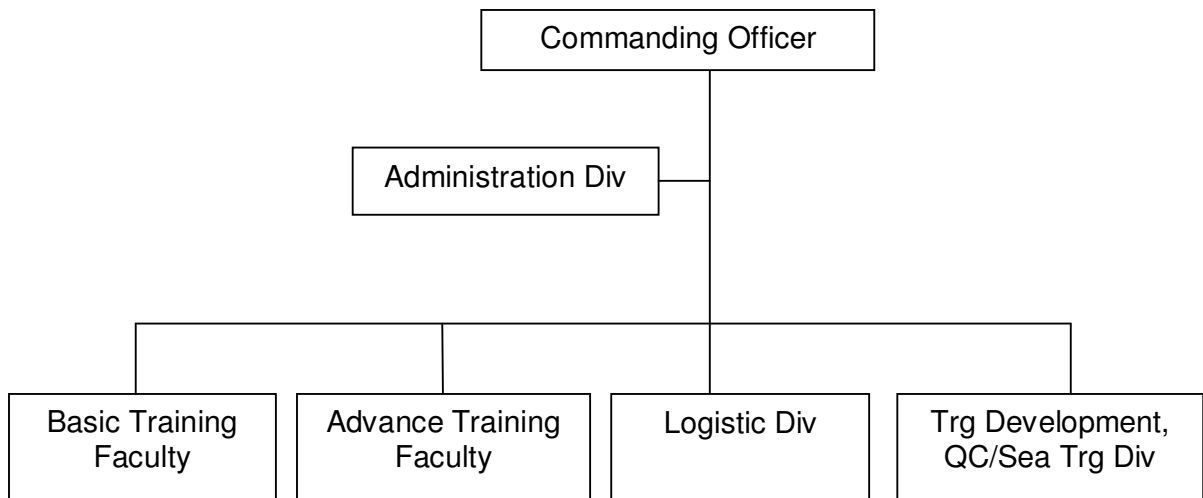


Figure 1.1: Organizational Structure

The research of this study focuses on the Basic Junior Officer Course concluded at the Basic Training Faculty. The aim of this research is to study on the effectiveness of the sea training program undertaken by the trainees' onboard ship.

1.4 Overview of Basic Junior Officer Course

The duration of the Basic Junior Officer Course is 3 years. Upon completion of the course, the trainees will be awarded with Diploma in Technology Management (Maritime Defense and Transportation) from the University of Technology, Malaysia (UTM). In the first year, the new officers will first be subjected to 3 months of orientation period to transform them from civilians into military officers. Then, they will take selected modules conducted at the UTM and KDSI 1. The modules include Navigation, Seamanship, Communications, Damage Control and Fire Fighting and Naval Gunnery.

Upon the successful completion of the first year, the cadets will be promoted to the rank of Midshipmen and sent to the first part of Sea Training Program for 10 months. The first 5 months will be training onboard capital ships and the subsequent 5 months onboard small ship. Whilst onboard capital ships, the trainees' are exposed to life onboard ship and apply what they were taught in the 1st year. This practical training is the core of the Basic Junior Officer Course, for the trainees will only be issued with the Certificate of Competency and Celestial Navigation Part 11, if the supervisor is satisfied with their competency. Having completed training onboard capital ship and issued with the said certificate, the trainees' will then be divided into smaller group and attached onboard small ships. Apart from onboard ship training, the Midshipmen will attend UTM module for 2 month at the end of year 2. A trainee will be commissioned to the rank Acting Sub-Lieutenant, only after he has passed all the practical examination and has obtained the following

certificates; Certificate of Competency, Engineering Certificate and Celestial Navigation Part 11.

In their 3rd year of Basic Junior Officer Course, the Acting Sub-Lieutenants will be divided into either the Executive or the Supply Branch. For the first nine month, the trainees will attend lectures at KDSI 1 and thereafter at the UTM. They also have to undergo the same part of the Sea Training Program for the next three month. When they have successfully completed and passed all the required examination, they will be awarded with Diploma in Technology Management (Maritime Defence & Transportation) by the University of Technology Malaysia. Since 1995, this course had successfully produced 405 graduates.

1.5 Overview of Sea Training Phase

The Sea Training Program is divided into two sessions, i.e 10 months in the 2nd year of training and 3 months in the 3rd year of training. The program has been designed so that at the end 2nd year, the trainees will be awarded with following certificate: First, the Competency Certificate – Trainees are competence in navigating during plain sailing and response to emergency situation when arises; secondly, the Celestial Navigation Part 11 Certificate – Trainees are able to fix the position of the ship using celestial navigation; and; thirdly, the Engineering Certificate – Trainees are able to perform their duties in the Engine Room. The trainees will be awarded Diploma after they had completed the three year program.

1.6 Objectives of Sea Training Program

Since the performance of task is the manifestation of behavioral activities, the objective of training can be said to transform an individual's existing level and quality of behavior to the desired level of behavior in accordance with the RMN's expectations. The objectives of sea training program can be summarized as follows: First; to equip trainees with the basic skills necessary to accomplish the tasks required of them; secondly; to motivate trainees to do their jobs; thirdly; to ensure that trainees are kept abreast with the latest developments relevant to their specializations and work functions; fourthly; to ensure that trainees are familiar with and kept abreast with the latest tactics and techniques in order to enhance survivability; and lastly; to stimulate the development of more cost effective methods in the utilization of resources (RMNTS, 2008).

1.7 Sea Training Program Core Subjects.

The Sea Training Program is designed to expose the trainees with the life and work onboard ship as a naval officer. The core subjects for this program are as follow:

1.7.1. Human Resource Management (HRM) introduces the concepts and techniques of human resource management, basic function of HRM department and skills needed by the HRM manager to manage employees and also explains the various areas of HRM practices in the RMN such as divisional system, kit master and procedure for complaints and request.

1.7.2 Seamanship and Ship's Operation teaches trainees' about the arts and skills associated with handling a boat, especially with handling her efficiently and well, preparing trainees to perform their duties as Officer of The Watch (OOW) and how to handle emergency onboard or a situation which requires swift action such as man over board. At the end of sea training, the trainees will be awarded with Competency Certificate to justify their ability in operating the ship.

1.7.3 Coastal Navigation and Celestial Navigation is divided into two parts. First, Coastal Navigation concentrates on delivering the knowledge of how to navigate a ship or a vessel near land or where land is visible; and secondly, Celestial Navigation teaches how to navigate a vessel in an open sea where no land is in sight. It prepares a trainee to become a navigator of the ship.

1.7.4 Damage Control and Fire Fighting (DCFF) focuses on the safety precautions and the actions to be taken in the event of damage, flood or fire, inside or on a vessel.

1.7.5 Maritime Law (Rules of The Road (ROR)) is a vital subject. The trainees are taught The International Regulations for Preventing Collisions at Sea which are the rules that must be followed by all warships and vessels at sea.

1.7.6 Naval Communication concentrates on formations, flags, flashing, types of radars or basically the ways of communication at sea.

1.7.7 In Naval Warfare and Armament, the trainees are taught the tactics of military operations conducted on, under, or over the sea. The study of tactics emphasizes on actions between fleets to gain or challenge control of the sea lines of communications. This subject also explains the different types of armament onboard the RMN ship, and basic warfare strategies.

1.7.8 Basic Marine Engineering and Weapon Electrical Engineering is about the mechanical structure of a warship, and the numerous systems onboard which made her self- sufficiency, sea worthy and adequate ability for her crew, equipment and cargo. The Weapon Electrical Engineering section of the course teaches the trainees the safety gadgets that are fitted on board and radio waves.

1.8 Research Objectives

The main objective of this research is to study the effectiveness of KDSI 1 in performing their responsibilities to train young officers for work performance onboard ship. The study aims to:

- (1) To identify the effectiveness of design of training program that will produce positive training outcomes;

(2) To evaluate the level of support and encouragement that trainees receive from their supervisors could also influence the trainees' levels of performance;

(3) To evaluate the relationship between the trainee's motivation to learn and the training outcomes receive from training;

(4) To identify the main factor that determine trainees' intention to learn for performance; and;

(5) To investigate whether the sea training program increases the training outcome (i.e reaction, learning and behavior).

1.9 Research Questions

The research questions for this study are as follows:

(1) What is the relationship between the design of the training program and the training outcomes?

(2) What is the relationship between course supervisor's support and the training outcome?

(3) What is the relationship between trainees' motivation to learn and training outcomes?

(4) What is the predictive ability of the independent variables (i.e design of the training program, supervisor support and motivation to learn) to predict the trainees' training outcomes?

1.10 Significance of the Study

The process of education and training in the Royal Malaysian Navy is to prepare its personnel to fulfill the requirements of the jobs and organization. One of the programs is to develop knowledge, and skill through training at KD SULTAN IDRIS 1. Upon joining the Royal Malaysian Navy, the young officers will undergo the Basic Junior Officer Course (BJOC) for three years. BJOC is conducted by the Royal Malaysian Navy together with the University Technology of Malaysia. Upon completion of this program, the officers will be awarded the Diploma in Maritime Transportation. However, questions arise as to whether the BJOC is effective and equip a graduate with the necessary knowledge and skill to perform his duties onboard ship.

To the best of the researcher's knowledge, no serious attempt has been made to analyze the effectiveness of the BJOC taught at KDSI 1 in enhancing the capability of the junior officer in performing their job after graduation. It is important for the higher authority of the RMN to obtain feed back on the said training program in order to ensure its officers would be able to perform their job effectively onboard ship. The researcher would also attempt to find the answer to the question of whether the program has achieved its objective of producing competent young officers. Furthermore, this study would also try to identify any weaknesses in the implementation of this program and recommend approaches

and methods to overcome these weaknesses. Training effectiveness refers to the extent to which the training objectives are achieved as stated in Basic Junior Officer Course Training Card. Findings of this study could benefit the stakeholder, namely the RMN Human Resources Department and Naval Education and Training Headquarters to evaluate the effectiveness of the program for the betterment of future generation officers and to develop a better education structure.

1.11 Research Methodology

The study employed survey methods by analyzing primary and secondary data. The researcher distributed self administered questionnaires to the 2nd year and 3rd trainees in the month of June 2009 and evaluation of the respondents Trainees' Performance Record (BAT A 3023A). The relationships between the data were analyzed using SPSS 16 in order to get the relationships between the variables. The research methodology is explained in detail in Chapter 3.

1.12 Organization of the Study

This thesis is organized into five chapters. The introductory chapter begins with a brief introduction to the background of the education and training courses implemented in the Royal Malaysian Navy. This chapter also presents the brief history of the KD SULTAN IDRIS 1 and the Basic Junior Officers Course. This is followed with the objectives of the research, the significance of the study, the research methodology and the organization of this study. Chapter 2 surveys the literature pertaining to effective training, and

its importance to the organization. This is followed by a discussion on the Kirkpatrick's model to evaluate training. This chapter also discusses managing training outcomes and evaluation method used to measure the effectiveness of sea training program in relation with Kirkpatrick's model. Chapter 3 narrates the research methodology applied in this study. It begins with the discussion on the development of the hypotheses. It then highlights the research design, questionnaire design and sample design followed by data collection and data analysis. The analysis and discussions of results are provided in Chapter 4. It examines the profile of respondents, descriptive analysis, correlation analysis, multiple regression analysis and t-test analysis of the variables in order to investigate the findings of the survey. A summary of the study is given in Chapter 5. This chapter also discusses the recommendation, the implication of the study, its limitation and future research that can be conducted based on the findings of this research.