

CHAPTER THREE

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RESEARCH METODOLOGY

This chapter outlines the methodology employed in the study. The research methodology utilized in this study is the Delphi technique. The technique may be described as a method for individuals to deal with the complex problems (Lindstone, H A and Turoff, M, 1975). In brief, it encompasses the following characteristics.

- a. Feedback of individuals (ex-trainees and units supervisors) on training conducted in IPDA
- b. Providing an opportunity for individuals to give their views.
- c. Degree of anonymity for the individual responses.

These underlining characteristics of the Delphi technique provide an effective method of obtaining a widely accepted opinion from respondents regarding the skills acquired by a clerk on completion their training. The technique also provides a mechanism, which ensures some degree of anonymity for each respondent while assessing their judgment and re-evaluating his or her own personal opinion. The study was carried out using the survey approach. This chapter provides research hypotheses, research framework including a description of the research design, design of research instrument, sampling design, data collection procedures, and data analysis techniques.

RESEARCH HYPOTHESES

Based on the literature review, three hypotheses were formulated. The hypotheses are:

H1: Effective training has significantly increased the job competence in knowledge, skills and attitude.

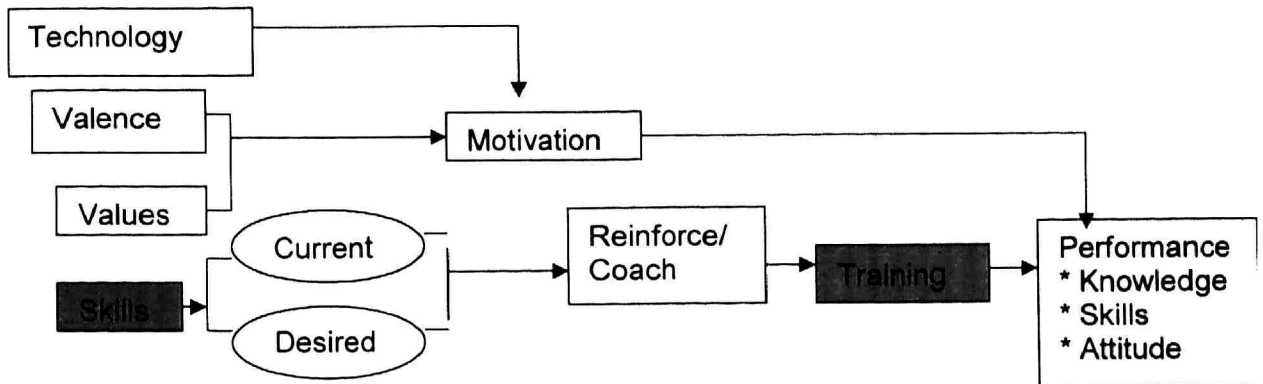
H2: The training programme is the relevancy to the job function.

H3: There is significant barrier for the training to be transfer at work place.

RESEARCH FRAMEWORK

Research framework of this study is limited to the training that acquired by the clerks with the intention to upgrade the personnel's work performance by raising their capabilities (knowledge and skills) as shown in the yellow box in Figure 5. To raise the work performance by other method besides to upgrade their skills is considered a non-training activity. The activity mentioned in the black boxes is categorized to develop human resource. In other words, if the work performance of the personnel goes down due to lack of skills, the most appropriate remedy is to provide training. Whereas, training is not suitable when the problem of performance caused by low usage of technology, different valance of workers, and value differences among the soldiers. The gaps between the current skill posses and desired skills should be identified. This enables the supervisor to reinforce the skills or coach them in desire direction. Subsequently, the clerks will be sent for advanced or basic training. It is expected that once the clerks completed their training, it will increase their knowledge and skills and able to transfer it to their job function. Figure 7, illustrated the framework of this study.

Figure 7. Research Framework Model



SAMPLING DESIGN

The survey method was utilized to obtain primary data for the purpose of study. A total of 141 ex-trainees and their supervisors from various units were selected based on random sampling. The researcher then distributed the self-administered questionnaire personally. A brief session is conducted to all respondents to explain the purpose and the aim of the study including how to fill up the questionnaire. The respondents were then are given one week to complete the questionnaire and submitted through the unit administration officers. The researcher will collect personally the completed questionnaire. The questionnaire was distributed to ex-trainees and their supervisor base in Port Dickson, Seremban, Melaka, and Kuala Lumpur. Due to the time constraints, the above area selected since it is closer to researcher work place and located at urban area, which is important for any post survey. The ex-trainees were selected from those who have successfully attended the clerical course Grade One and Two in IPDA. Quota sampling was applied for this study and the breakdown of respondents profile as shown on Table 2.

Table 2 – Breakdown of Respondent Profile

Categories	Percentage
<u>Gender</u>	
1. Male	60.3
2. Female	39.7
<u>Status</u>	
1. Ex-trainees Grade 1	29.1
2. Ex-trainees Grade 2	40.4
3. Supervisors	30.5
<u>Corps</u>	
1. RAMD	13.5
2. Ranger	9.2
3. Armor	15.6
4. Artillery	11.3
5. General Service-Clerks	50.4

It was generally found that most of the males choose clerical as their career path in the service. It contributed 60.3 percent compare to 39.7 percent female. Most of female were base in Kuala Lumpur whereas males are assigned in other places (outside Kuala Lumpur). This may due to the welfare reason that the female clerks have their own family and their husband working in Kuala Lumpur. As for the ex-trainees, the data collected shown that most of respondents are Grade Two, which contributed 40.4 percent. This is because most of the clerks trained within the period of survey are Grade Two personnel. Total of 50.4 percent respondents are from General Services (Clerk) Corps. This is because the core function of General Service corps is to assist and provide enough manpower (clerks) to other corps.

DESIGN OF RESEARCH INSTRUMENT

The survey instrument is a self-administered questionnaire consisting mainly of close-ended questions. It consists two parts, Part One for the ex-trainees and Part Two for supervisors. In Part One – the question relevant to this paper was found in five sections. Questions are adapted from studies by Brandon Toropoy (1999) and Donald J. Ford (1999). In section one to three, respondents were asked to rank five factors from strongly disagree to strongly agree. It is important to rank the factor to five instead of three, since it will give more options to the ex-trainees to marks on their own choices. The first section measures the content of the course, whether it is relevant to his/her current job. It is to find out whether the objective of the course is achieves and the handouts given are useful in his work place.

In the second section, it is to gauge the ability of instructor to impart the lesson in effective and efficient manner including the knowledge possesses by the instructor. The relevancy of this course to the clerks was asked in section three, including the ability to apply it on the completion of the course. The respondent perception on the evaluation of this course was asked in section four. To what extent the application of the acquired knowledge and skills, and whether it has changed his on-the-job behavior relation to their job performance was also highlighted. In last section, section five; the personal and demographic data of the respondents were collected. It covers gender, race, age, marital status, ranks, period of services, and corps.

In Part Two, it consists four sections. In section one, supervisor was asked on the pre and post training. Question based on the study by Chaudron David (1996) and Donald J. Ford (1999). Based on the supervisor observation towards ex-trainees, they were asked to rank one to three, from low to high, the skills and personnel attributes possess before and after training. On the job skills the

knowledge, quality of works, productivity, dependability, work habits, organizational skills, resourcefulness, problem solving, and care of office equipment was asked. In the personnel attributes, supervisors is to compare aspects of attendance/punctuality, ability to take direction, initiative, cooperativeness, adaptability, receptiveness to criticism, communication skills, interaction with coworkers, and courtesy/hospitality. In section 3, question focuses on whether the supervisor has acted as a 'driving force' to encourage or provide opportunities for ex-trainees to transfer the training at work place. The supervisor is to give a view on any barriers that unable the ex-trainees to apply in their job and any motivating factor that encourage them to do so in section three. In section four, is the personal and demographic data, which is similar to section five of Part 1.

DATA COLLECTION PROCEDURES

The primary data was gathered using two sets of self-administered questionnaires. However, some respondents preferred personnel interviews, as they were unclear about the questions. Questionnaires were distributed at the various units within the area of study. The exercise of data collection was conducted both during weekdays as well as during weekends. It lasted about two weeks. A total of 200 sets of questionnaire were distributed and 141 were usable. On the other hand, the secondary data was obtained from various literatures, magazines, journals, internet sources, books, course report, training management plan, internal validation, and previous thesis.

DATA ANALYSIS TECHNIQUE

The Statistical Package for Social Science Programme (SPSS) was used to process the data. Descriptive statistics such as frequent distribution, mean scores and standard deviations were utilized to summarize the results. A five

point Likert scale (where 1=strongly disagree/disagree/neutral/agree and 5=strongly agree) was provided in Part One. The five points factor was used towards the ex-trainees to give them more option to the stated questionnaires. However, in Part Two, three Likert scale was used (1 = Low, 2 = Average, and 3 = High). The supervisors were to rank the extent the ex-trainees has achieved certain level of standard. In analyzing the data, frequency counts and percentages were first used to describe the respondents' demographic characteristics. Subsequently the frequently distribution, mean scores and standard deviations were used to explain the respondent's diverse opinion.