

The Importance of Training and Development in Organization: a Study at YTL Corporation Berhad

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ABSTRACT: *The development of digital technology without borders and the challenges of the current global economic climate, shows that organizations need to be better prepared to face those challenges to maintain competitive advantage. One of the challenging tasks in the human resources department is how to conduct the training and ensure that the results of the training provided will have the desired effect. Therefore, the Human Resources department must think and plan a cohesive strategy on how to provide a continuous and systematic learning process to change attitudes, improve knowledge and skills of employees so that their performance can be improved, while at the same time ensuring that organization goals and vision are achieved. In this article, it provides an overview of how a well-known multinational company in Malaysia, YTL Corporation Berhad practices and applies training and development policies to its employees. The importance and needs of training and development and training strategies in the organization will also be discussed in order to picture more ideas on how the effectiveness of training and development influences the performance of employees and organizations so that it can help keep the industry at the forefront.*

KEY WORD: *Training and development, Importance and Needs of Training and development, Training strategies Effectiveness, Performances*

Date of Submission: 05-12-2020

Date of acceptance: 20-12-2020

I. INTRODUCTION

YTL Corporation Berhad is an integrated infrastructure developer with extensive operations in countries including Malaysia, the United Kingdom, Singapore, Indonesia, Australia, Japan, Jordan and China and total assets of RM69.9 billion (USD16.7 billion) (as at 30 June 2020). The core businesses of the YTL Group comprise utilities, construction contracting, cement manufacturing, property development and investment, hotel development and management, e-commerce initiatives and internet-based education solutions and services. YTL Corp is amongst the largest companies listed on Bursa Malaysia Securities Berhad (the Kuala Lumpur stock exchange) and is a component of the FTSE Bursa Malaysia Mid 70 Index. YTL Corp has also had a secondary listing on the Tokyo Stock Exchange since 1996 and was the first non-Japanese Asian company to list on the Tokyo exchange. YTL Corp, together with its listed entities in Malaysia (YTL Power International Berhad, YTL Hospitality REIT and Malayan Cement Berhad (formerly known as Lafarge Malaysia Berhad)), has a combined market capitalization of approximately RM15.1 billion (USD3.6 billion) as at 30 September 2020. YTL Corp also has a stake in Singapore-listed Starhill Global REIT, which owns prime retail assets in Singapore, Malaysia, Japan, China and Australia. The YTL Group is committed to producing world class products and services at competitive prices. This corporate philosophy has enabled the YTL group to build up a growing customer base of more than 12 million customers globally over the last 30 years.

YTL Corporation is managed by an experienced Board with a wide and varied range of expertise. This broad full of skills and experience can ensure that the YTL Corporation is under the guidance of an accountable and competent Board. As mentioned in their mission is to earn high returns by investing in high growth, knowledge-intensive companies that leverage on new technologies and then increase the value of these investments by using their internal and external resources. Aims to be a smart capital provider, which includes financial capital as well as 'real world' knowledge capital, to eliminate many of the risks associated with investing in new technologies, be it technical, financial or operational. In applying the principles of continuous and responsible business, YTL adheres to four pillars strategies that are stated as YTL Group of sustainability framework. The four pillars of sustainability commitment that given primary focus is protection of the "environment", "empowering our people", "enriching communities" and "embracing the marketplace".

II. LITERATURE REVIEW

Employee Training and development

Human resources are considered by many to be the most important assets in an organization, but very few employers are able to take full advantage of their potential employees (Radcliffe, 2005). Therefore, the main method in human resource development is to provide training. This fact has been widely supported in previous studies that this responsibility is indeed under the human resources department of an organization. Those prior studies that supported were such as, Michael Armstrong stated that Training is the systematic development of knowledge, skills and attitudes required by an individual to perform adequate tasks or a given job. Maimunah, Aswathappa(2009) and McGraw Hill, (1984) explained that organizations strive to provide training to their employees to change through learning process such as an activity in enhancing the talents, skills, and ability of employees to do the job. Thus training can bring about a change in talent ability better than before, as a result they can perform their duties as efficiently as possible. However, the training process must be well planned and strategically developed by managers to perform the power of the training. At the end of the process Learner R., (1986) said that training activities should be given more attention and can be evaluated on the work of an individual.

Some experts try to differentiate training from development but Maimunah, (2009) opined training is more short-term, and focuses on the current needs of employees and organizations. While development looks to the future. Development efforts are about preparing employees for tomorrow's jobs, tomorrow's technology and tomorrow's economic scenario. The distinctive Viewed to preparing and advancement should be investigated. It has become obvious by their own favored model and through involvement in huge Organizations. The current conventional preparing persistently confronting the difficulties in the determination of the workers, in keeping up the vulnerability identified with the reason and in presenting new strategies for the climate of work and by perceiving this, they prompting on all the issues, which emphasizes the prerequisite for adaptable methodology. (Casse&Banahan, 2007). Maimunah, (2009) argues that employee development can be a broad task and there are various aspects that must be implemented so that a person or organization can change and achieves to another level of performance. For example, a leadership program is one of the development initiatives taken by employers to ensure they have a continuous supply of senior managers to drive organizational success.

from the overall meaning and description of the training and development mentioned above, it can be concluded that training and development as a whole is very important and mandatory to be implemented to all office bearers whether upper or lower officers, technical or non-technical staff, the most important aspects for seen is changing attitudes, Developing skills and Instilling knowledge (KSA). Effective training programs may require the expense of the employer, but they do bring some benefits to the organization.

The Importance and Need of Training and Development

Over the years, in the field of training and development, there have been many rapid and ongoing changes. This has led too many emerging cycles and new learning techniques non-stop to meet this ever-evolving innovation. "Training" is often used, to describe changes that occur in practice as a result of the encounters we experience at last in our lives. For YTL Company, what made their strength in human resource are because they have created four pillars as their organizational sustainability framework, and one of the pillars is to empowering their people which to achieved their ultimate goal in order to enhance their employee's value and to bring out the very best of their employee's competencies for the sake of company's excellences. This is because YTL always consider their employees are the backbone of the organization and their employee's sustainability will determine the profits of the company which later to be shared with all the employees and their families. Which the studies had been supported by (Olaniyan& Lukas, 2008) that opined human resources, is the most important and valuable assets when compared to machines, materials and even money, in any organization, this is because nothing can be done without manpower. Precisely it can be said that without human resources as part of the organization then it is impossible to create a business or organization itself. As for YTL itself, they had planned various programmes were held which focused on upgrading the competencies of their people. The big numbers of expenditure and investment were made in structured on the job training, workshop and seminars covering areas ranging from management, technical, communications. Leadership to soft skills. In support of continuous professional development. YTL always support their employees in their career development through coaching, feedback, advice, as well as access to learning opportunities for performance. The training is provided either in-house, e-learning or through external training providers. The CEO of YTL assume that their Employees are valuable assets in the organization, their resilience and efficiency are closely related to organizational performance. Hence Investing in talent is crucial to the continued growth and success of a business. It is his responsibilities to make sure Career training and development will be shown to influence employee performance. Which was approved by Kanfer& Ackerman et al., (1989) studies that explained employee performance is the ability of employees to manage and deliver their work to reflect the quality and good treatment desired by their organization. It has also been shown to motivate employees in performing every task

in their workplace. Another important element that contributed to the performance of employees is motivation. YTL also put their full effort to provide motivation training to employees, such as leadership program in order to stimulate and encourage diverse thoughts and approaches to accelerate the performance of YTL Group in ever-changing world. YTL recognise the extra mile effort from employees and honours their contributions through peer to peer recognition platform. So they had introduced the BTRT award as an appreciation to those exemplary individuals who embody the YTL brand values and go beyond the call of duty for the Company and its people. This clearly shows that the need for training and development in the organization is very important to ensure the quality of the workforce is constantly improved in line with the change of technologies, market and policies.

For YTL, how they detail in enriched and groomed their employees is by strongly put an effort to strives position themselves as the employer of choice, and considers their people as their biggest asset and strive to continually provide a conducive workplace to meet ever-changing and competitive needs. YTL has a total workforce of 13,753 employees worldwide, of which 69% are male, reflecting the nature of their business activities, particularly in areas such as construction and utility services. There are many factors that need to be identified by the training and development division of each organization to be analysed as a determinant of the need to conduct training and development to their employees. Among the most and first dominant factors and encompassing all elements in it is "change". The word of change itself carries a very deep and broad meaning. Change leads to the need for training and development whether to individual or organizational change, and the cycle continues. More specifically is the technology that drives the need; changing the way businesses function, compete and deliver. It was approved by what Wright and Geroy (2001) argued that by undergoing effective training programs, competencies can change employees. Through training, employee competencies are developed and enabling them to perform job-related work efficiently and achieve firm objectives in competitive manner.

Another factor that makes a very strong reason for an organization to implement training and development to their employees is "development", which carries a very deep meaning for those who always see their own development holistically, that they always think out of the ordinary and see a career is not just for money but beyond above all this. Harison (2000) states that through the training provided, employees will experience the learning process and in turn it will affect the performance of the organization, the more learning through training the better the performance of the organization, and this is an important factor in achieving corporate goals. Development as a learning experience of any kind whereby individuals or groups acquire knowledge, skills, values and behaviours. It is more career oriented than job-oriented, and is concerned with the longer-term development and potential of the individual. To ensure that the organization remains ahead of competitors, training and development plans should be constantly designed and innovated with current and up-to-date technology, skills and knowledge needs. Therefore learning process should be taken into account by covering various aspects related to job improvement. The ideal training will be part of the company-wide strategy and must be linked business goals and organizational performance.

Training Strategies

Employee training can be carried out in a variety ways depending on the objectives, needs, costs, time and more. However, it should always be noted that employee training is not just as simple as that, but should be effective. It needs to be updated and able to fulfil its purpose. In other words, the training of employees should be personalized if the training plan is planned and implemented properly and effectively then the effect will be seen on the improvement of performance, profitability and productivity of the organization. Obisi (2001) described training as a systematic process of enhancing the knowledge, skills and attitude hence, leads to satisfactory performance by the employees at the job; and that the need and objectives of the training programme should be identified before offering it to the employees. So, there are points that we need to look at about employee training and how to provide effective strategies for employee training such as:

- **Perform a Training Needs Assessment**

Training Need Assessment is use to determine the objective of training. By using the ADDIE model to make an assessment. ADDIE means Analysis, Design, Development, Implementation and Evaluation. Identify business objectives to support training. Identify the actions that need to be taken against employees to achieve the above goals, and then identify gaps between what employees can do in the past and what they can do now. Employees should be able to perform the tasks they are skilled at during training. Identify a variety of training activities that will help employees understand new skill sets. From here we can get to know the characteristics of the employee and understand what kind of training they needs. However it is difficult to provide training individually and easier to implement in groups. Some might be IT-skilled and hardware-friendly employees. Hence training planning has been identified although it is impossible to implement an exercise that suits all the needs.

▪ **Carry out a SWOT Analysis to Identify Skill Gaps**

SWOT means Strengths, Weaknesses, Opportunities and Threats. It is also known as SLOOT analysis with liabilities coming as a drawback. Identify organizational strengths over competitors. Look for weaknesses or responsibilities of your company. Take advantage of every opportunity that comes your way. Market trends and gaps are always there. Therefore, it is necessary to identify them and improve the efficiency of employees accordingly. Make sure the organization is always prepared for any threats that may occur.

▪ **Prepare a Learning Objective**

Provide accurate and effective training objectives, this is because it must be achieved by employees after they have completed the training given because that is the motive to be achieved. Objectives can be according to knowledge, skills or attitudes. A proper training program should have four-part objectives. This includes the employee performing the task, the skills that the employee must possess after completing the task, the conditions under which the employee will perform the task, and that should include the extent to which the employee can perform the task.

▪ **Design Training Material**

Prepare useful training materials for the training needs to be implemented. The material used focuses on learning during training. Provide training content that is directly related to the learning objectives in the training. Provide practical training. Easy-to-understand training material. The content in the training material must be in order. Interact with students as much as possible. Engage with the participants, and made them part of the training. Give them real-life examples in the delivery of training.

▪ **Implement the Training**

To ensure that the training conducted runs smoothly and orderly a few things should be taken into account to ensure that the training will be more effective, such as booking a suitable venue. Providing adequately for food and other refreshments. Informing and reminding trainees concerning the date, time and place of the program as well as the facilitator. If the external facilitator involve make sure all he knows where to find venue and his requirements for room layout and equipment. Ensuring that audio-visual aid, furniture, stationery and other requirements are functioning and available in the quantities needed.

▪ **Evaluation of the Training**

Training events must be evaluated. If clear objectives have been established, evaluation will be much easier. By using a Kirkpatrick's model of evaluation, first developed in 1959, is still widely accepted as the most useful yardstick, Kirkpatrick identified four levels of evaluation:

- Trainee's response to the training event
- Trainee learning
- Behaviour of trainee after training
- Organizational benefits from the training event

Effectiveness of Training and Development

YTL is a company that is very concerned about improving the efficiency of their employees and increasing their productivity while creating a talent pool for effective succession planning. Continuous employee's training and development plays an important role in the development of individual and organizational performance. The implementation of dynamic and strategic training and development can encourage employee's creativity, increase competitiveness and shape the overall knowledge of the organization that provides the uniqueness of the organization and distinguishes it from others. What to expect from the training and development that has been implemented in every organization in the world? Of course the hope is that training and development to employees will provide a high level of effectiveness on the various factors of success and excellent performance of the organization. This is the overall motive of the implementation of training and development to employees. Every organization in the world is racing to invest a lot of money and ideas to make sure their employees are the best of the other competitors. While the organization will always compete to be the organization coveted by new employees. Therefore, this clearly shows that the impact of training and development programs that have been implemented can indeed have a very good impact on employee productivity and as a result the employees are always competitive, perform well, have good behaviour, have the latest knowledge and have efficient skills. McGhee (1997) stated that apart from changing employee behaviour, training is also expected to support other organizational objectives such as increasing production, providing more efficient services, more productivity, more efficient operating costs, better personal quality and more harmonious relationships, which had been affect the modifications of behaviour affected previously will be detected through training in the interest of achieving organizational objectives. The impact of training and

development also can be effect on employee motivation. Motivation is concerned with the factors that influence people to behave in certain ways. The direction-what a person is trying to do, effort- how hard a person is trying to and persistence- how long a person keeps on trying. Motivating other people is about getting them to move in the direction you want them to go in order to achieve a result, well-motivated people are those with clearly defined goals who take action that they expect will achieve those goals(Bier &Kanfer, 1997; Arnold et al., 1991).

III. CONCLUSION

Training and development is an important aspect that can no longer be denied by any organization in the world today, regardless of the profit or non-profit organization. Of course, every organization is created based on the mission, vision and objectives to be achieved in the end. So to achieve that goal is to come from the tasks and missions performed by employees from every layer in the organization. Thus, the Organization must provide people who are in the organization with a sufficiently stable and efficient situation to always be ready to face any challenges in achieving the vision and objectives of the organization. Training and development such as employee tonics that are always needed, to improve performance and potential in order to increase the effectiveness of the organization. Organizations should pay more attention and emphasize to the training and development needs of the organization. Therefore, systematic and well planned training and development activities are essential in the training division of the organization. The study and analysis of employee and organizational behaviour should be given comprehensive attention. Organizations need to invest more in training and development because the money invested is like a safe deposit that gives a profit and increases over time. Mutual awareness between employees and organizations is essential for success after training and development efforts are invested. Therefore, the comprehensive action of the employer is also very important in assessing the impact and influence of training and develop.

Based on observations at YTL Corporation Berhad, they have worked to organized and plan highly effective training programs for their employees for each type of their business throughout their business branches all over the world. However, it can be concluded that the changes in the technology era are now changing rapidly, so no matter what, they still need to be careful and prepared in providing training development plans to their employees because YTL CorperationBerhadhas variety of businesses, locations and demographics of its employees. Then achievement and implementation should be carefully and meticulously planned so that the investment issued guarantees the profit to the organization. Therefore, proactive measures need to be refined and studied from time to time so that the organization's vision continues to be achieved while they can improve employee performance on employees so that the goals of the organization will be achieved.

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Mimi Shahida Berlia " The Importance of Training and Development in Organization: a Study at YTL Corporation Berhad" *International Journal of Business and Management Invention (IJBMI)*, vol. 09, no. 12, 2020, pp 51-56.