

Needs Analysis For Developing A Career Guidance Module For Public Servants (Analisis Keperluan Pembangunan Modul Bimbingan Kerjaya Bagi Penjawat Awam)

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ABSTRACT

The excellence of any organisation depends on the performance level of its employees, influenced by various factors in achieving set objectives. This study seeks to ascertain the validity and reliability of interview data, pinpoint factors affecting employee performance, and identify the necessity for crafting a career guidance module for public servants to bolster their performance. Conducted through semi-structured interviews using purposive sampling, the study involved eight counselors from a governmental agency in Kuala Lumpur. Research instruments comprised interview protocols devised by the researcher, with interview data analysed thematically. Validity of interview data involved three experts, and reliability was assessed using Cohen's kappa reliability index. Findings revealed three mutually agreed-upon performance factors: motivation, job satisfaction, and resilience, all significantly impacting job performance. Interview data demonstrated high reliability, with motivation scoring at .90, job satisfaction scoring at .83, and resilience scoring at .80. Additionally, the study underscores the imperative for structured career development modules to enhance employee performance. Future research should prioritize these performance factors in module design and experimental study implementation.

Keywords: Needs Analysis, Performance Factors, Module Development

ABSTRAK

Kecemerlangan sesebuah organisasi bergantung kepada tahap prestasi pekerja. Pelbagai faktor yang mempengaruhi prestasi pekerja dalam mencapai matlamat yang ditetapkan. Kajian bertujuan untuk menguji kesahan dan kebolehpercayaan data temubual, mengenalpasti faktor yang mempengaruhi prestasi pekerja dan mengenalpasti keperluan bagi membangunkan modul bimbingan kerjaya kepada penjawat awam dalam meningkatkan prestasi. Kajian ini dilaksanakan secara temubual separa struktur menggunakan persampelan bertujuan melibatkan lapan orang kaunselor di salah sebuah agensi kerajaan di Kuala Lumpur. Instrumen kajian menggunakan protokol temubual yang disediakan oleh pengkaji dan data temubual dianalisis menggunakan pendekatan tematik. Bagi kesahan data temubual pula melibatkan tiga orang pakar dan penilaian kebolehpercayaan menggunakan indeks kebolehpercayaan kohen kappa. Hasil kajian menunjukkan terdapat tiga faktor prestasi yang dipersetujui iaitu motivasi, kepuasan bekerja dan resilien yang mempengaruhi prestasi kerja. Data temubual mencapai kebolehpercayaan yang tinggi iaitu tema motivasi .90, kepuasan kerja .83, dan resilien .80. Kajian juga mendapati wujud keperluan pembangunan modul kerjaya yang berstruktur bagi membantu meningkatkan prestasi pekerja. Cadangan penyelidikan lanjut harus memberi tumpuan kepada tiga faktor prestasi dalam rekabentuk pembangunan modul dan pelaksanaan kajian eksperimen.

Kata Kunci : Analisis Keperluan, Faktor Prestasi, Pembangunan Modul

INTRODUCTION

The success of any organization is heavily dependent on the performance and commitment of its employees. High-performing and productive employees contribute significantly to organizational competitiveness, particularly in the public sector, where personnel performance directly impacts the quality of service delivery and the future direction of the country (Che Mohd Syaharuddin et al.,

2017; Lamsah et al., 2021; Nurulhayah et al., 2020). Public servants, as valuable resources, play a critical role in achieving organizational goals and ensuring administrative efficiency (Fadzin et al., 2020). Job performance, defined as the actions and attitudes reflecting an individual's engagement with their work, is influenced by various internal and external factors (Rotundo & Sackett, 2002). The establishment of Key Performance Indicators (KPIs) can sometimes lead to conflicts that affect employees' emotional balance, thereby impacting overall organizational

productivity (Khatijah et al., 2018). Consequently, addressing employee performance issues is crucial for maintaining high productivity levels.

In this context, counseling services are vital for human development and the realization of individual potential within organizations. Workplace counseling provides holistic support, helping employees achieve well-being and quality of life through psychological interventions focused on thoughts, behavior, and emotions. Continuous improvement in human capital management, including personnel assessment, development, research, and intervention, aims to create a conducive and harmonious work environment. Given the limited research on psychoeducational programs and interventions designed to enhance employee performance, it is essential to develop an effective treatment framework. The Sidek Module Development Model (MPMS) emphasizes the importance

of conducting a detailed needs analysis as a fundamental step in module development (Sidek & Jamaludin, 2005). This study aims to identify the factors influencing employee performance and the specific intervention needs necessary for developing a comprehensive module that addresses these challenges.

Figure 1 illustrates the theoretical framework for the development of the career counseling module. This framework outlines the key concepts from the three theories. The descriptions of the Self-Determination Theory (SDT), Work Adjustment Theory (TWA), London Career Motivation Theory (LCMT), and Reality Therapy indicate that these four theories complement each other and have the potential to enhance employee performance by improving aspects such as career resilience, job satisfaction, and self-motivation.

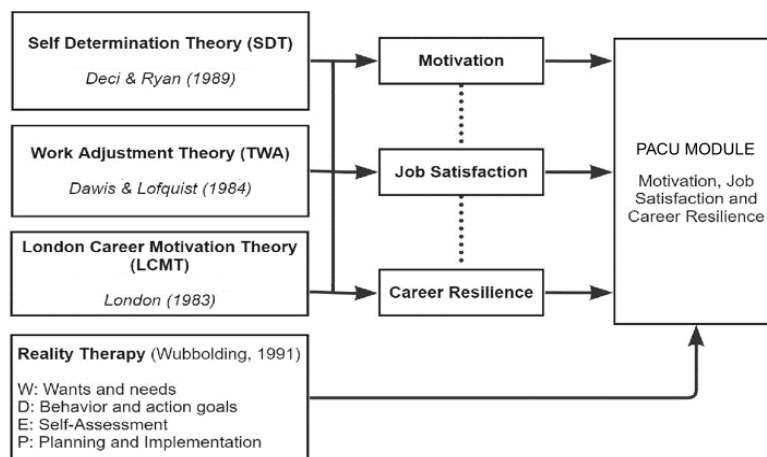


Figure 1 Illustrates The Theoretical Framework

OBJECTIVES OF THE STUDY

This study aims to:

1. Identify factors affecting employees' performance in carrying out tasks
2. Identify the need for module development to enhance performance

RESEARCH METHODOLOGY

This study adopts a qualitative research approach, which involves expanding empirical procedural designs to explore and interpret the experiences of participants within specific

environmental contexts (Denzin & Lincoln, 2005). The researcher employed interview methods to identify key performance factors and module development needs. A purposive sample of eight counselors was selected for in-depth investigation, allowing for a more thorough exploration of the subject (Patton, 2002). The respondents, who are all registered counselors with certification from the Counseling Board, have a minimum of 15 years of counseling experience. Their profiles are detailed in Table 1. The study was conducted through semi-structured interviews with these counselors, who were selected from a governmental agency in Kuala Lumpur.

Table 1: Profile of Interview Participants (Counselors)

| Respondent | PK1 | PK2 | PK3 | PK4 | PK5 | PK6 | PK7 | PK8 |
|---------------|-----|-----|-----|-----|-----|-----|-----|-----|
| Age | 43 | 39 | 38 | 40 | 49 | 42 | 50 | 42 |
| Gender | F | F | M | M | F | F | F | F |
| Experience | 15 | 15 | 15 | 15 | 24 | 17 | 28 | 15 |
| Qualification | SK | SK | PHD | SK | SK | SK | PHD | SK |
| RCC | yes | yes | yes | yes | yes | yes | yes | yes |

Note

PK1 – PK8 : Participant Code (Counselor) SK : Counseling Scholar
 M : Male PHD : Doctor of Philosophy
 F : Female RCC : Registered and Certified Counselor

The researcher employed a structured interview guide to facilitate data collection. Following Creswell (2008) recommendation, a semi-structured interview protocol was adopted to ensure focused exploration of sub-constructs in line with the research objectives. The interview questions were categorised into four sections: introduction, opening, main and closing questions. The interview process encompassed seven key activities: (i) selecting study participants meeting the research criteria, (ii) contacting

participants to secure consent and schedule interviews, (iii) issuing appointment letters and establishing rapport, (iv) conducting interviews as per agreed time and location, (v) transcribing interviews, (vi) verifying transcripts with participants and (vii) collecting finalised transcripts. Additionally, three experts were engaged to validate the themes extracted from the interview data. Table 2 presents the appointed experts responsible for validating the interview data.

Table 2. List of Interview Data Expert Assessors

| Expert | Organisation | Position/Academic | Expertise | Experience |
|--------|---------------------------|------------------------|------------|------------|
| P1 | Maktab Rendah Sains MARA | Counselor/PhD | Counseling | > 25 Years |
| P2 | Kolej MARA | Director/PhD | Psychology | > 30 Years |
| P3 | Universiti Putra Malaysia | Head of Department/PhD | Counseling | > 15 Years |

To ensure high reliability of the interview data, the researcher applied the Cohen’s Kappa Coefficient Agreement Index. This index evaluates and validates the elements, themes, and constructs identified in content

analysis and interviews. The Cohen’s Kappa Coefficient Agreement Index is calculated using a formula similar to Figure 1:

Figure 1: Cohen’s Kappa Coefficient Analysis

| | | |
|---------------------------------|-------|--|
| $K = \frac{f_a - f_c}{N - f_c}$ | K | : coefficient value |
| | f_a | : Agreed Unit |
| | f_c | : 50% Agreement Expectation |
| | N | : The number of units tested for agreement value |

This analysis can assess the extent to which the selected units of analysis represent the themes emerging from the interview data. Furthermore, Table 3 shows the scale interpretation of the Cohen’s Kappa Coefficient with

six levels of values. Values of 0.6 and above are considered good indices and indicate high reliability of the constructed construct (Wheelock et al., 2002).

Table 3. Scale Interpretation of Cohen’s Kappa Coefficient

| Cohen Kappa Value | Interpretation |
|-------------------|-----------------|
| Below 0.00 | Very Weak |
| 0.00 – 0.20 | Weak |
| 0.21 – 0.40 | Moderately Weak |
| 0.41 – 0.60 | Moderately Good |
| 0.61 – 0.80 | Good |
| 0.81 – 1.00 | Very Good |

Through thematic analysis of the interview data, the themes of motivation, job satisfaction, and resilience have been confirmed by three expert assessors. The Cohen’s Kappa reliability values for the motivation theme are high at 0.93, job satisfaction at 1.0, and resilience at 0.86, as shown in Table 4.

Table 4. Calculation of Cohen’s Kappa Reliability Value for Motivation Theme

| Theme | Expert 1 (P1) | Expert 2 (P2) | Expert 3 (P3) | Overall Kappa Value (Min K) |
|------------------|---------------|---------------|---------------|-----------------------------|
| Motivation | K = 1.0 | K = 1.0 | K = 0.8 | 0.93 |
| Job Satisfaction | K = 1.0 | K = 1.0 | K = 1.0 | 1.0 |
| Resilience | K = 0.8 | K = 0.8 | K = 1.0 | 0.86 |

RESEARCH FINDINGS

FINDING 1: FACTORS INFLUENCING EMPLOYEE PERFORMANCE

Several themes have emerged to identify the primary factors affecting the performance of MARA personnel. The study revealed three main factors influencing the performance of MARA personnel: (i) motivation, (ii) job satisfaction and (iii) resilience.

1. Motivation

Motivation is an internal state that drives and directs thoughts, feelings, and behaviours towards achieving a goal. PK3, PK5, and PK6 agree that intrinsic motivation plays a significant role in driving employee success, while PK2 and PK7 emphasize that extrinsic motivation also contributes to employee excellence.

“Motivation is extremely influential for me; this element is crucial, and I associate it with determination in work. Motivation is very important for employees, but it’s quite abstract. When we aim to enhance competence through improving motivation, it becomes somewhat subjective and involves a certain art. Certain individuals have their own unique ways,” (PK3).

“Motivation actually originates from within. Intrinsic motivation. Regardless of any obstacles or challenges encountered during work, one can still focus well, think positively. It’s okay even if the job is difficult, they still try,” (PK5).

“Internal motivation can be built, that’s why mindset is important... creating self-motivation is crucial,” (PK6).

“Motivation will enhance the performance of an employee. It doesn’t necessarily have to be extravagant motivation. It could be as simple as praise from the employer, unit head, or colleagues. ‘Well done on your work’,” (PK2).

“The HR or organisation needs to maintain or intervene in motivating employees. Some individuals have high drive, while others may feel marginalised, face loss, or lack external support. Therefore, the organisation needs to help provide motivation,” (PK7).

The research findings clearly indicate that motivation is a crucial indicator influencing individual job performance. For PK3, PK5, and PK6, intrinsic motivation creates self-drive for employees to accomplish tasks. Meanwhile, PK2 and PK7 believe that extrinsic motivation, which comes from external stimuli, also helps enhance employees’ commitment to their duties. In fact, PK3 emphasizes that motivation can enhance competence through an individual’s dedication to their work. Therefore, organisations play a role in injecting motivation into employees, as suggested by PK7, to ensure that employees continuously strive to improve competitiveness and productivity.

2. Job Satisfaction

Through the conducted interviews, job satisfaction emerged as a crucial performance factor influencing employees’ performance. Job satisfaction encompasses

intrinsic aspects, as shared by PK5, who stated that internal satisfaction fosters enjoyment in work. Meanwhile, extrinsic dimensions of job satisfaction were highlighted by PK1, PK2, PK3, and PK4 from various perspectives. PK6, on the other hand, believes that job satisfaction can foster self-motivation to serve better. Furthermore, PK7 and PK8 concluded that job satisfaction has a positive impact on individuals' career progression.

“Job satisfaction actually serves as motivation for an individual to continuously strive for better outcomes... This is my ability, and I feel happy at work, satisfied, and confident to move forward,” (PK5).

“Salary scale. Everyone works to obtain rewards, which is salary. So far, the salary scheme offered is quite relevant to the current situation,” (PK1).

“A positive environment, understanding employers, supportive encouragement, and positive colleagues will influence an individual's mood at work,” (PK2).

“Feeling satisfied when employers or evaluators appreciate the success achieved,” (PK3).

“Job satisfaction greatly influences job performance. That's why the competence of our employees needs to be there,” (PK4).

“Job satisfaction is very important; from job satisfaction, our staff will be more motivated,” (PK6).

“Job satisfaction is crucial for maintaining performance and longevity in one's career,” (PK7).

“Among the effects of job satisfaction is that employees will feel happier and able to produce more productive work,” (PK8).

Job satisfaction can be examined through two main dimensions: intrinsic job satisfaction as described by PK5 and extrinsic job satisfaction as agreed upon by PK1, PK2, and PK3. Intrinsic job satisfaction is defined as an individual employee's feelings towards internal aspects of their job, such as the nature of the work, achievement, recognition, personal development and growth. Meanwhile, extrinsic job satisfaction refers to an individual employee's feelings towards external aspects of the job, such as organisational policies, supervisory style, salary payment, relationships with colleagues, workplace atmosphere, and so on. This explains that job satisfaction is one of the performance factors that needs attention because it is closely related to individual career development, as stated by PK4, PK6, PK7 and PK8.

3. Resilience

In this interview, respondents believe that resilience influences an individual's performance. This can be seen when PK1, PK2, PK3, PK4 and PK6 state that resilience helps individuals face challenges within the organisation. This is supported by the views of PK5 and PK8 who believe that resilience is related to motivation and job satisfaction. This is further supported by PK2 and PK4 who express that resilience is a catalyst in the quality of individual work. Participant feedback from the study is as follows:

“Good emotional resilience is especially important in dealing with external customers. Being patient, controlling anger, to avoid pain and outbursts.” (PK1)

“Resilience affects performance. Without resilience, work problems, personal problems, or any issue might cause one's morale to plummet... resilience is needed to endure in life no matter how big the challenges one faces.” (PK2)

“Fight or flight. Fighting builds resilience... shaping experiences born within oneself.” (PK3)

“An individual needs to have high endurance, strong resilience, and internal and external factors influence to enhance resilience within oneself.” (PK4)

“If someone lacks resilience, they will run away from problems and avoid doing things they don't like.” (PK6)

“If given a task that everyone rejects... no one does it but I try with many obstacles, but strong resilience within oneself will also increase motivation. It's very important.” (PK5)

“Resilience greatly influences MARA staff. Most MARA staff can work and function well in performing tasks even though sometimes it's a very big task... Resilience makes a person endure until retirement. Resilience just wants to stay in the position. to achieve satisfaction in that position happily.” (PK8)

Based on interview findings, resilience is a factor that can reduce negative impacts on career development, especially when facing difficulties and hardships in achieving career goals, as shared by PK1, PK2, PK3 and PK4. Resilience is considered an important element for every worker in facing upcoming changes to stay resilient in their careers. Moreover, PK8 also believes resilience is an important factor because it is considered to protect and maintain personal well-being from the effects of work-related stress. Resilience helps workers adapt to ever-changing circumstances even in difficult situations.

FINDING 2: MODULE DEVELOPMENT NEEDS

The interview session also explored the extent to which the study participants perceive the need for systematic and planned module development to help improve the performance of MARA officers. PK1, PK2, PK3 and PK4 suggest that a module is highly necessary to meet the needs according to the target group. Meanwhile, PK5, PK6 and PK8 emphasize that module development should follow current needs. Additionally, PK7 believes in the importance of a structured module that can measure its impact and effectiveness on participants.

“Modules indeed need to be created. We need to take into account gender, age, and the specialisation needs of the staff because of us.” (PK1)

“If we want to produce modules, they need to meet the aspirations of various groups. Focus on specific issues. There needs to be specific modules.” (PK3)

“It’s necessary, indeed. We just need to do it based on the needs of the people we want to help. Let everyone feel positive about it.” (PK4)

“For me, it’s necessary. If the module is developed, it can involve all groups of staff. Not only officers but also lower grades staff.” (PK2)

“This module is actually needed to be improved according to current needs... Previous modules may not have been measured for their effectiveness.” (PK5)

“Important, but is there a study or survey among MARA staff on what they really need to increase their motivation?” (PK6)

“It is extremely important to be developed promptly according to current needs so that MARA staff are always ready to follow developments and current requirements.” (PK8)

“If there are no planned modules, how do we assess whether the effectiveness of the module will be maintained or improved? Until a certain point, the module is solid and well-planned.” (PK7)

The interview findings clearly indicate the need for module development to help workers face increasingly complex and challenging career challenges, as desired by the study participants. Structured guidance module development is expected to help workers achieve psychological well-being, as stated by PK7.

DISCUSSION

Based on research findings, motivation is shown to be an important factor in helping individuals increase and maintain productivity and job performance. Ryan and Deci

(2000) explain that intrinsic motivation is the strongest driver for individuals to succeed and excel. Individuals with intrinsic motivation are usually those who are interested in what they do, enjoy their work, and derive satisfaction from doing something. Motivation of each individual is an important element that needs to be possessed to drive oneself to perform tasks diligently, enthusiastically, focus, efficiently, and effectively (Noraznida and Hidayah 2018). This is consistent with past studies that show motivation has significant implications for job satisfaction and performance levels (Zulkafli & Mahbob, 2020; Yeti Kuswati (2020), Shahzadi et al. (2014), Yandra Rivaldo (2021), Andry (2018), Febriani & Prayekti (2021). There are also studies that examine the influence of extrinsic and intrinsic motivation on workers. Engidaw (2021); Berend van der Kolk et al. (2019); Maria Falk et al. (2017); Bergstrom et al. (2016) show the relationship between intrinsic and extrinsic motivation and job performance.

The study findings call for appropriate follow-up steps, whether through development programs, interventions, or module construction that address the motivation elements of workers in facing unexpected challenges. Kyal et al. (2021) suggest that managers should develop initiatives and strategies to ensure their employees remain motivated, possibly continuously. This is because the benefits of motivated employees are crucial to any form of organisational productivity. Similarly, Engidaw (2021) recommends that organisations should seek ways to motivate employees and encourage them to embrace and understand the organisation’s goals.

Furthermore, this study shows that job satisfaction is a crucial element in ensuring performance and productivity improvement. These findings align with studies by Ismail et al. (2021), SK Tasthekur and Yin Teng Chew (2020), and Amir Asraf (2018), which clearly demonstrate a significant relationship between job satisfaction and job performance. Despite the importance of job satisfaction in individual performance, there are few studies that design intervention plans or treatments to enhance job satisfaction aspects. Job satisfaction variables should be considered a significant sub-topic in the development of effective modules because few aspects of job satisfaction are explored as one of the interventions for workers to improve performance.

Furthermore, this study highlights the significant role of resilience factors in enhancing employee performance and productivity. London and Noe (1997) stated that there are three main domains in career resilience: self-efficacy, risk-taking, and autonomy, which are important indicators of an individual worker’s resilience. Ojo, A.O et al. (2021) advocate for research examining psychological development aspects as predictors of worker resilience and commitment

to work. Similarly, Meneghel et al. (2016) suggest the need for organisations to develop intervention plans to enhance worker resilience due to its importance to job satisfaction and performance. Therefore, it is time for the development of career modules that focus on

In conclusion, there is a clear need for the development of modules to enhance the performance of MARA officers. These modules should adhere to research standards, grounding themselves in theoretical applications and testing their effectiveness through variables such as motivation, job satisfaction, and career resilience. The data gathered serves as a valuable reference for researchers to implement tailored interventions addressing the specific issues and needs of employees. Psychological counseling interventions through these modules can offer substantial benefits to the organisation, psychological officers, and personnel involved in improving employee potential and performance (Hazaila, 2020).

CONCLUSION

The needs analysis is essential for identifying the key information required to develop psychoeducational modules that enhance employee performance. By combining library research and fieldwork, this phase enables researchers to identify variables relevant to current issues and to develop content frameworks that are comprehensive, continuous, holistic, and systematic, specifically tailored to employee needs. Career guidance modules, therefore, act as effective interventions to address barriers to achieving high performance, while also enhancing motivation, job satisfaction, and career resilience. Additionally, these modules enrich the diversity of reference sources available for improving psychological services in both public and private organizations. However, the study does have limitations, such as the potential for bias in self-reported data and the limited generalizability due to the specific sample. Future research should focus on expanding the sample size and exploring the long-term effectiveness of these modules across different organizational settings to further validate and refine the intervention strategies.

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