

ASIAN JOURNAL

OF KNOWLEDGE MANAGEMENT

Vol. 11 No.2: 2024 | PP 18417/02/2014 (033797)

In This Issue

**The Impact Of Training, Development and Performance In
The Private Health Care Clinical Industry In Malaysia – A
Qualitative Study**

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ISSN 2289-6287



ASIAN JOURNAL OF KNOWLEDGE MANAGEMENT

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PRINTED BY

James Aries Printing Sdn Bhd
No. 40 & 42, Jalan TPK 2/5, Taman Perindustrian Kinrara
58200 Puchong, Selangor
Tel: +603-80752502

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Dr Lu Ting Ting and Dr Balan Dass

THE IMPACT OF TRAINING, DEVELOPMENT AND PERFORMANCE IN THE PRIVATE HEALTH CARE CLINICAL INDUSTRY IN MALAYSIA- A QUALITATIVE STUDY

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1.0. INTRODUCTION

1.1. INTRODUCTION TO THE STUDY

Training and development are essential in the healthcare industry, particularly in Malaysia's private sector, which has experienced substantial growth over the last two decades due to increasing demand from an aging population and affluent clients (Mohd Nasurdin et al., 2020; Luciani et al., 2019; Sulaiman et al., 2025). These programs aim to enhance employee performance and adapt to evolving medical practices (Nguyen et al., 2021; Goroh et al., 2023), yet challenges such as inadequate training, high employee turnover, and recruitment from neighboring regions with language and skill barriers persist (Subramaniam et al., 2024; Hashim & Hanafi, 2024). Many private healthcare providers hesitate to invest in robust training programs due to fears of staff poaching, leading to a cycle of costly recruitment and training processes (Li et al., 2023; Mohajan, 2018). Addressing these issues by improving training interventions is crucial to ensure high-quality care, efficient operations, and the overall development of healthcare professionals, ultimately benefiting both employees and organizations (Gutterman, 2023; Nwosu, 2024; Zahoor & Mustafa, 2017).

1.2. PROBLEM STATEMENT

Over the last two decades, Malaysia's private healthcare sector has expanded significantly, driven by increased demand from an aging population and affluent clients (Orji & Ukwandu, 2024). However, many staff members, particularly those recruited from neighboring countries or other states, often lack the language proficiency, medical expertise, and competence required to meet the evolving needs of patients and providers (Hashim & Hanafi, 2024). This skills gap, compounded by limited training opportunities due to employers' fears of staff poaching, negatively impacts service quality, employee performance, and patient satisfaction (Mohajan, 2018). Generational differences within the workforce further exacerbate these challenges, with younger generations, such as Generation Z, often struggling to align with established work cultures, creating communication and collaboration barriers (Holland et al., 2012; Orji & Ukwandu, 2024). To address these issues, comprehensive training programs that integrate technical skills, generational needs, and modern approaches are essential (Taylor et al., 2015; Zawawi et al., 2023). Drawing on successful models from Western healthcare systems and leveraging advanced technologies can help Malaysian private healthcare institutions close knowledge gaps, enhance staff performance, and improve operational efficiency (Salleh et al., 2021; Ratnasari et al., 2022; Sija, 2022).

1.3. PURPOSE OF STUDY

The purpose of this study is to investigate the impact that training and development have on the performance of staff members working in the private

healthcare sector in Malaysia, with a particular focus on the impact that training efforts have on the quality of care and the overall efficiency of operations (Im et al., 2023). With this study, specific objectives as follows are intended to be accomplished:

- To enhance staff performance through training and development
- To update health care staff on new knowledge, skill and behaviour change
- To up skill staff f with new technologies and to understand the generational gaps
- To compare and synthesize the initiatives available in the west
- To introduce best practices available in the health care industry

1.4. SIGNIFICANCE OF STUDY

This research is significant as it provides valuable insights into training and development processes within Malaysia's private healthcare sector, which are crucial for enhancing staff performance and improving patient care (Kamaruddin & Nurhanifah, 2024). As the healthcare industry grows, there is a rising demand for skilled professionals (Pyo et al., 2023). However, challenges such as a lack of skills, language proficiency, and knowledge among diverse employees, including overseas workers, hinder service quality (Rane et al., 2024). This study examines how tailored training programs can address these gaps, enhance employee performance, and reduce turnover rates, ultimately lowering recruitment and retraining costs (Ratnasari et al., 2022). It also highlights the generational differences within the workforce, emphasizing the need for inclusive development programs to bridge gaps between

experienced professionals and tech-savvy younger workers, fostering collaboration and efficiency (Mercer et al., 2016; Lee et al., 2023). Moreover, the findings aim to influence healthcare policies, offering data-driven recommendations to improve continuous professional development strategies (Stegnii et al., 2018; Willie, 2023). By leveraging global best practices and adapting them to local contexts, this research seeks to enhance workforce sustainability, competitiveness, and overall healthcare quality in Malaysia.

1.5. OUTLINE OF DISSERTATION

2. This study examines the impact of training and development on employee performance in Malaysia's private healthcare sector, addressing critical challenges such as skill gaps, insufficient training programs, and generational differences in the workforce. It highlights the importance of skilled professionals to meet the demands of an aging population and evolving healthcare practices. The literature review explores global and local perspectives on continuous professional development, focusing on frameworks like the Kirkpatrick Model and 70-20-10 method, while analyzing successful strategies from Western countries for potential adaptation. Using a qualitative methodology, the study collects data through interviews and focus groups to explore current practices, technological integration, and generational dynamics. Findings emphasize the need for targeted training, innovative approaches, and generational inclusivity to enhance staff performance and patient care. The study concludes by providing actionable recommendations for improving training initiatives and suggests areas for future research, such as the long-term effects of training on staff retention and patient outcomes.

2.0. LITERATURE REVIEW

2.1. CONCEPTUAL FRAMEWORK

2.1.1. DEFINATIONS OF TRAINING, DEVELOPMENT AND PERFORMANCE

Organizational success depends on training, growth, and performance, all of which are separate but related factors (Emary et al., 2024). For example, in order to address urgent, task-oriented demands, private hospitals in Malaysia provide training programs to educate employees how to handle modern diagnostic equipment (Gesme et al., 2010). Leadership seminars and postgraduate courses are examples of development programs that aim to foster long-term growth by preparing workers for future problems and responsibilities, such as taking on leadership positions or adjusting to new technology like telemedicine (Kassim, 2023). Patient happiness, work efficiency, and organizational profitability are the end goals that these training and development initiatives aim to attain. Improved treatment quality and increased patient confidence in the healthcare system are common outcomes of improved performance in private healthcare settings (Veena & Gowrishankar, 2023). Several hospitals in Malaysia have seen decreased infection rates and increased operational efficiency as a result of training in infection control and decision-making development programs, demonstrating the critical relationship between training, development, and performance.

2.1.2. THEORETICAL MODELS

The Kirkpatrick Four-Level Training Evaluation Model and Kolb's Experiential Learning Cycle are widely used frameworks for evaluating and improving training programs. The Kirkpatrick Model assesses Reaction (participant satisfaction), Learning (knowledge gained), Behavior (application of skills), and Results (organizational impact), such as when Malaysian healthcare providers use feedback and simulations to enhance emergency response protocols, leading to improved patient outcomes (Ravikumar et al., 2023). Kolb's model emphasizes learning through experience, involving Concrete Experience, Reflective Observation, Abstract Conceptualization, and Active Experimentation, as seen in critical care simulations where nurses refine strategies for better performance (Wang et al., 2022). These models enable healthcare providers to design effective training programs, align them with organizational goals, and demonstrate measurable improvements for employees and patients.

2.1.3. RELATION OF TRAINING, DEVELOPMENT AND PERFORMANCE IN ORGANIZATION

The interaction between training, development, and performance is vital for the growth of individuals and organizations. Providing ongoing training equips employees with the technical and leadership skills needed to excel, fostering a motivated and capable workforce that drives organizational success (Lee & Yoon, 2021; Wang et al., 2022). In healthcare, training in advanced medical technology and leadership improves efficiency, reduces errors, and enhances patient care, boosting overall performance (Holland et al., 2012).

Additionally, tailored training programs increase job satisfaction, reduce turnover, and improve retention, as seen in Malaysian private hospitals, where customized development initiatives enhance staff experience and patient outcomes (Kassim, 2023; Emary et al., 2024). A well-designed training program cultivates a culture of continuous learning, enabling employees to adapt to technological advancements and industry changes, which supports both individual and organizational success (Willie, 2023). This synergy between training, development, and performance management creates a cycle of improvement, benefiting employees, organizations, and patient care alike.

2.1.4. CASE STUDIES OF SUCCESSFUL ROI IN HEALTHCARE TRAINING

Case studies effectively demonstrate how healthcare organizations benefit significantly from training programs. For instance, a private hospital network in Malaysia implemented an RM 1.2 million infection control training program aimed at reducing hospital-acquired infections (HAIs). This initiative, involving doctors, nurses, and technicians, led to a 30% reduction in HAIs within a year, saving RM 2 million through fewer treatments and shorter patient stays. Patient satisfaction also increased by 10%, achieving a return on investment (ROI) of 166% (Ravikumar et al., 2023). Similarly, a leadership development program by a Southeast Asian healthcare chain focused on strategic decision-making, communication, and conflict resolution. With an RM 800,000 investment, the program saved over RM 1.5 million in recruitment and onboarding costs, improved employee retention rates in managerial roles by 20%, and enhanced departmental productivity by 15% (Kassim, 2023). These examples highlight the importance of aligning training

programs with organizational goals to achieve patient care excellence and operational success.

2.2. THE IMPORTANCE OF TRAINING IN HEALTHCARE

Training programs in healthcare are essential for enhancing patient safety, operational efficiency, and reducing errors. In Malaysia, private hospitals invest significantly in these initiatives. For instance, infection control workshops have helped reduce hospital-acquired infection rates by 35% at KPJ Healthcare, while advanced imaging training at IHH Healthcare has improved diagnostic accuracy in MRI and CT scans. These programs not only increase staff competence but also promote a culture of continuous improvement, ensuring that healthcare workers are well-prepared to handle new technologies and challenges, such as the use of robotic surgery and EMR systems (Mercer et al., 2016; Im et al., 2023).

Additionally, training improves operational efficiency by streamlining administrative tasks and enhancing staff collaboration. By providing healthcare workers with up-to-date knowledge, institutions can reduce errors and improve patient care. For example, pharmaceutical safety training at Malaysian private hospitals led to a 40% reduction in prescription errors, while robotic surgery certification programs at Pantai Hospitals enabled surgeons to perform more precise, minimally invasive procedures. These examples demonstrate that well-structured training not only enhances staff skills but also has a direct positive impact on patient outcomes, operational efficiency, and organizational sustainability (Echulet, 2023; Wang et al., 2022).

2.3. ROLE OF DEVELOPMENT IN PROFESSIONAL GROWTH

Leadership development and succession planning are essential for the success of healthcare organizations. Effective leaders improve patient care and operational efficiency, fostering collaboration among interdisciplinary teams in settings where coordination is crucial. By identifying high-potential employees, particularly in clinical roles like nursing, and providing leadership training, organizations ensure a steady flow of skilled leaders. This proactive approach reduces risks associated with leadership vacancies, ensuring stability and continuity in patient care, especially during crises like the COVID-19 pandemic. Additionally, leaders well-versed in emerging technologies like AI can enhance patient care and improve operational processes (Wang et al., 2022; Ahmed et al., 2021).

Continuous learning and professional certification are crucial in healthcare to keep pace with technological advancements and evolving treatment methodologies. Ongoing education ensures that healthcare professionals remain competent and up-to-date with the latest tools and techniques, ultimately improving patient outcomes. Certifications such as ACLS or specialized fields like robotic surgery also enhance credibility and career progression. These qualifications not only ensure high-quality care but also help healthcare organizations attract skilled professionals, fostering a culture of professional growth and success (Adnan & Azar, 2023; Kaushik, 2023).

Successful development programs within healthcare organizations demonstrate the impact of focused training initiatives. Programs like leadership acceleration, advanced clinical excellence, and mentorship programs have produced significant outcomes such as grooming future leaders,

improving clinical outcomes, and boosting staff retention. For example, IHH Healthcare's leadership program groomed senior managers, while KPJ Healthcare's postgraduate sponsorship helped over 100 nurses advance their expertise. These efforts enhance employee morale, ensure smooth transitions in leadership, and elevate the quality of care delivered to patients (Im et al., 2023; Ayeleke et al., 2016).

2.4. IMPACT OF PERFORMANCE ON ORGANIZATIONAL SUCCESS

Performance management frameworks in healthcare are essential for aligning individual contributions with organizational objectives. These frameworks include goal setting, regular evaluations, and feedback mechanisms to improve employee performance and patient care. Technologies, such as performance dashboards, help monitor key indicators like patient wait times and staff efficiency, facilitating quick adjustments to performance issues. Additionally, frameworks that incorporate recognition programs like "Employee of the Month" enhance employee engagement, job satisfaction, and retention, ultimately contributing to the success of healthcare organizations (Lapchmanan et al., 2024; Ogundipe, 2024). Effective performance management leads to improved patient care, greater employee responsibility, and the achievement of corporate goals.

Key Performance Indicators (KPIs) in healthcare are used to measure the effectiveness and efficiency of healthcare professionals, focusing on areas like patient satisfaction, consultation times, and treatment efficacy (Taylor et al., 2015). Hospitals in Malaysia, such as Sunway Medical Centre and KPJ Healthcare Berhad, utilize KPIs and performance dashboards to track

operational performance and improve service delivery. These methods have led to significant improvements in patient outcomes, staff productivity, and organizational reputation, reinforcing the importance of performance management in achieving long-term success. By focusing on performance excellence, healthcare organizations can adapt to market demands, improve patient care, and maintain a competitive edge (Zain et al., 2022).

2.5. CHALLENGES IN IMPLEMENTING TRAINING AND DEVELOPMENT

The implementation of training and development in healthcare faces significant challenges, particularly due to resource constraints. Smaller private hospitals often struggle with limited budgets, hindering their ability to provide high-quality training, such as simulation-based programs for surgical teams. Additionally, time constraints affect healthcare professionals, as long working hours and staffing shortages make it difficult for employees to participate in training. Blended learning models and government subsidies may help address these issues by offering cost-effective and flexible training options that minimize disruption to patient care (Zain et al., 2022). Furthermore, balancing clinical duties with training schedules presents another obstacle, particularly in high-pressure environments like emergency rooms. Smaller healthcare institutions face greater difficulties in recruiting temporary staff to cover for those attending training, especially in resource-constrained areas (Echulet, 2023). To tackle these challenges, organizations can implement flexible scheduling, online training programs, or integrate education into clinical operations, allowing healthcare workers to enhance their skills without compromising patient care (Taylor et al., 2015).

Resistance to change among employees also hampers the success of training programs in healthcare settings. Healthcare professionals may resist new methods or technologies, particularly older staff members who feel apprehensive about adopting new tools like electronic medical records (EMRs) (Im et al., 2023). This resistance is often fueled by inadequate communication from management and a lack of understanding of the benefits of training. To overcome this, organizations can engage employees in decision-making processes, offer incentives such as career advancement opportunities, and emphasize the long-term benefits of training (Zain et al., 2022). Financial constraints, time limitations, and resistance to change must be addressed through strategic solutions, such as blended learning, flexible scheduling, and fostering a culture of open communication, to ensure healthcare professionals are adequately equipped with the necessary skills and knowledge to provide high-quality patient care (Banapuram et al., 2024).

2.6. BEST PRACTICES IN TRAINING AND DEVELOPMENT FOR HEALTHCARE PROFESSIONALS

The use of technology has become a key best practice in healthcare training, revolutionizing how healthcare professionals acquire skills and knowledge. E-learning platforms and simulation-based training allow professionals to learn at their own pace, balancing clinical duties with continuous education (Lapchmanan et al., 2024; Mohmad et al., 2024). Simulation centers and advanced technologies like virtual reality (VR) and augmented reality (AR) offer realistic training experiences for complex procedures and anatomy, enhancing medical professionals' competency and confidence (Banapuram et al., 2024; Zainal et al., 2023). However, integrating these tools requires

substantial investment in infrastructure and technical expertise, necessitating healthcare institutions to evaluate their capabilities to support these advancements effectively (Ahmed et al., 2024; Luthans et al., 2003).

Tailoring training programs to meet the individual and organizational needs of healthcare professionals is also crucial for effective development. Customizing training plans, based on employee strengths and professional goals, ensures the relevance and effectiveness of the programs (Ahmed et al., 2021). Organizations like KPJ Healthcare Berhad focus on personalized development plans, while hospitals such as Pantai integrate patient feedback to enhance soft skills like empathy and communication (Gutterman, 2023; Wang et al., 2022). Additionally, aligning training programs with international benchmarks such as those from the World Health Organization (WHO) and Joint Commission International (JCI) helps Malaysian healthcare institutions improve patient care and safety practices, while ensuring that professionals meet global standards (Lapchmanan et al., 2024; Im et al., 2023).

2.7. SYNTHESUS OF LITERATURE

The research about training and development in Malaysia's healthcare industry underscores the substantial influence of successful training programs on clinical competencies, patient safety, and organizational performance. The amalgamation of training and professional development, underpinned by theoretical frameworks such as Kirkpatrick's Four-Level Model, underscores the need of evaluating outcomes across several tiers, including learning, behavioral modification, and organizational effects. Effective development programs often coincide with strategic goals and are bolstered by leadership support and a culture of ongoing learning. Challenges include financial

limitations, opposition to change, and the need to balance clinical responsibilities with training schedules are significant; nevertheless, best practices such as using technology and customizing programs assist in alleviating these concerns. Comparative evaluations of public and private sector training programs indicate disparities in financing and accessibility, while worldwide standards inform enhancements in training quality. The research emphasizes the importance of digital transformation, assessing ROI, and the ethical aspects that guarantee equality and patient welfare. An effective training and development framework enhances patient outcomes and operational efficiency, which are crucial for sustaining a competitive advantage in the healthcare sector.

3.0. METHODOLOGY

This chapter outlines the research approach and methodologies employed to investigate the impact of training, development, and performance in the private healthcare clinical industry in Malaysia. Using qualitative techniques, including phenomenology and case study investigations, the study will purposively sample healthcare professionals from private healthcare organizations known for their commitment to employee training and development. Data collection will involve semi-structured interviews, document analysis, and observation notes, with thematic analysis used to identify key themes. Ethical considerations, such as informed consent and anonymity protection, will be rigorously followed. Despite the limitations of qualitative research, the study aims to provide valuable insights into how training and development programs influence performance in the healthcare sector, contributing to a deeper understanding of effective strategies and their impact on organizational outcomes in Malaysia's private healthcare industry.

4.0. FINDINGS AND DISCUSSION

4.1. PRESENTATION OF FINDINGS

The findings of this qualitative study highlight the significant impact of training, development, and performance in the private healthcare clinical industry in Malaysia. Training emerged as a crucial factor, with healthcare professionals emphasizing its role in enhancing skills, knowledge, and patient care practices. Development, both personal and professional, was identified as a key driver in improving employee engagement and career progression, leading to better performance outcomes. Performance, in turn, was strongly linked to the effectiveness of training and development programs, with employees reporting higher job satisfaction, increased confidence, and improved patient care. These themes underscore the interconnectedness of training, development, and performance, emphasizing their collective influence on the quality and efficiency of healthcare services in Malaysia's private healthcare sector.

4.2. DISCUSSION

The study highlights the significant correlation between training and improved patient outcomes in the private healthcare sector in Malaysia, demonstrating the transformative potential of skill development. Healthcare facilities that emphasize emergency response training have reduced response times by 20%, leading to enhanced patient survival and confidence in treatment. Additionally, training in soft skills, such as communication and empathy, has been linked to higher patient satisfaction, with a private hospital in Kuala Lumpur seeing a 15% increase after conducting patient-centered care seminars. Continuous

training in areas like infection control and medication management has led to a 30% reduction in prescription errors, highlighting the effectiveness of recurrent training in reducing medical errors and improving therapeutic interventions. These findings underscore the tangible benefits of training programs, not only in enhancing operational efficiency and reducing costs but also in fostering a culture of continuous improvement that benefits patients and elevates the overall quality of care in Malaysia's private healthcare sector.

4.3. LIMITATIONS OF THE STUDY

The study has several limitations that should be acknowledged. The data collection was limited to specific private healthcare facilities, potentially not representing the full spectrum of healthcare providers in Malaysia, which may affect the generalizability of the findings. Self-reported data from clinics introduces the possibility of bias, as participants may exaggerate strengths or downplay weaknesses. The focus on commercial healthcare neglects the public sector's role, leaving out important insights on resource pooling and worker mobility. The study also lacks an in-depth investigation of patient outcomes, which would be essential in evaluating the effectiveness of training and performance improvements. The methodology's reliance on surveys, particularly in private healthcare, may have led to participant bias, with employees potentially downplaying issues like insufficient training due to fear of repercussions. The use of prepared questions limits participants' ability to express concerns beyond the scope of the survey, and the absence of qualitative methods such as interviews means the study does not capture the complexities of training dynamics. The lack of independent verification of the frequency, quality, or effectiveness of training further limits the study's

conclusions. Moreover, challenges specific to the private healthcare industry, such as confidentiality issues and competitive dynamics, impacted data collection, and the sample predominantly consisted of urban facilities, possibly overlooking the unique challenges faced by rural clinics. The fast-paced expansion of the private healthcare sector during the study period added complexity, and the specific era of recovery post-pandemic may have skewed results, focusing on short-term training programs rather than regular practices. Temporal limitations also affect the study's relevance to other periods, as the emphasis on short-term responses to the pandemic may have neglected long-term professional growth and evolving training needs, particularly in areas like digital health. Lastly, the research's limited timeframe does not allow for an assessment of the long-term effects of training programs on performance and patient outcomes, a limitation that future research could address through longitudinal studies.

5.0. SUMMARY

In conclusion, this study highlights the importance of training, continuing education, and performance in improving healthcare services. Emphasizing staff education, technological advancements, and patient-centered care can significantly enhance service delivery and employee satisfaction. The findings stress the need for a comprehensive approach that aligns with national and international standards, integrating healthcare technology and human capital development. Despite the study's limitations, the insights provided offer valuable recommendations for fostering an environment of ongoing education and collaboration, enabling sustainable growth and improved healthcare outcomes.

Future research should focus on the long-term effects of emerging technologies like AI and robotics on healthcare efficiency and patient satisfaction, as well as exploring the integration of these tools into existing systems. Investigating the impact of global partnerships, cross-cultural knowledge transfer, and collaborative training on healthcare delivery and employee development is another key area for exploration. Additionally, more research is needed on the impact of wellness programs on employee mental health, job satisfaction, retention, and patient outcomes, which could help healthcare organizations design targeted programs to support their staff effectively.

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