

The Influence of Organizational Governance Factors in the Implementation of the National Dual Training System (NDTS)

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The National Dual Training System (NDTS) is a co-operative training program conceptualized in a real working environment. This study aims to examine organizational governance influence on industrial involvement in the of NDTS programs. Semi structured interviews were conducted with 15 industry representatives with a pre-set constructs derived from literature review which are leadership, commitment, trust, and coordination were used. The findings revealed that the way leaders make decisions, commit, interact, and share creates a sense of trust to establish a cooperative relationship. In conclusion, how a leader in an organization and industry decides, is committed to giving and receiving information, effectively communicates and shares positive values, establishes trust and effective coordination elements. Thereby affecting organizations and industries to establish cooperative relationships.

Key words: *Organizational governance, leadership, commitment, trust, coordination.*

Introduction

Governance is the way rules, norms, and actions are designed to ensure accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness, empowerment, and broad-based participation. It is about the culture and institutional environment in which citizens and stakeholders interact among themselves and participate in public affairs (UNESCO, 2017). Governing an organization involves the use of influence by regulating it to

manage and control the conduct and affairs of management and others. The governing body is responsible for the accountability of the performance and conformance of the organization's decision making conducted by the person or group. Thus, it is imperative to examine the factors in organizational governance that influence their decision whether to be involved or not in any training programs which require their utmost commitment and cooperation (Osman & Kamis, 2019).

Studies have shown that companies that work with universities usually have higher productivity rates than companies that do not (Malairaja and Zawdie, 2008). According to Salleh and Omar (2013), the government has emphasized on the strengthening of industry collaboration in research as well as focusing on helping graduates to meet the ever-changing industry needs. The transformation of skills training is a national aspiration to coordinate and harmonize the efforts of various training agencies and industries to meet the growing need for skilled manpower (DSD, 2012). Hence, involvement between the training center and the industry should be enhanced to ensure that continuous efforts from the government continues. With the concept of student-centered training and practiced in the industry by practical training, it has provided the apprentice with the opportunity to better understand the theory and apply the technical skills learned in the actual work situation (Norhayati et al. 2017, Sariah et al. 2017). Thus, the need for maximum involvement of the industries in the NDTs program is important. The term for industrial involvement in this study will be referred to as cooperation or collaboration between the industry and the training centre. The term will be used interchangeably between the three to refer to industrial involvement.

This study focuses on organizations in the industry as the government has implemented various efforts and assistance to encourage the industry to participate as a training partner. However, from 1957 until now, the government's efforts have not been successful. Studies conducted since the 90s until now (DSD Q-Fact 2010) showed that, despite the efforts done by the government to attract participation from the industries, the results were very poor. Based on the gap, this study aims to examine the organizational governance factors that affect the industry's decision to be involved as a training partner in the NDTs program.

Conception of Organizational Governance

According to Connick and Innes (2003), activities involving co-operation or collaboration are representative of two parties with relevant interests. A key feature of collaboration between organizations is that they are governed by a feature that does not involve a hierarchy (Provan & Kenis 2008). Managers are jointly involved in the design and use of structures and processes that allow one to direct, coordinate, and allocate resources for the whole partnership taking into account all the activities involved Vangen et al. (2014).

Erik-Hans Klijn (2008) emphasized that governance runs through a win-win relationship instead of improving existing bureaucratic elements. Organizational governance is a joint effort which emphasizes leadership and collaborative management. Organizational governance recommends the need to consider the involvement of interested parties, trust, coordination, commitment towards the same aims and goals, to ensure that the collaborative governance is transparent (Vangen et al., 2014). Thus, the elements of leadership, trust, coordination, and commitment found in organizational governance will be discussed in relation to industry involvement in the implementation of the NDTS program.

There are various theories in the literature of organizational governance. This article only refers to two theories and one model that are relevant to this study. These include Contingency Theory, and Coordination Theories, Model of Commitments-Trust that lead to the governance of industry organizations to work together.

Contingency theory was introduced by Fred Edward Fiedler in 1967. The essence of contingency theory is the effectiveness of behavior or leadership style has to do with the situation the group and the leader is in. Leadership is important to establish and maintain clear basic rules, build trust, facilitate communication, and explore for mutual benefit. Fiedler (1967) stated that the process of a leader applies its influence either in the group's working conditions and in his/her leadership personality and their approach should be adjusted to the group. He also stated that a person is not a leader because of the nature of their personality but because of the situation of the interaction between the leader and the situation. Contingency theory is based on the fact that there is no best way that can be applied to the whole organization in every circumstance precisely but depends on the situational factors in the organization. Contingency theory can be used to provide information that organizations can use for various purposes and to face competition. Vangen and Huxham (2003) argued that leadership is important to accept, empower, and involve the parties involved to mobilize them in co-operation. Nimran (2004) agreed that leadership is the process of influencing the behavior of others who behave as intended. In fact, sometimes there is a situation where without the help of negotiations, an agreement on cooperation can be achieved through the leadership style of the leader in an organization (Reilly 2001).

Coordination is important to ensure both parties achieve common goals and benefits. The coordination theory was introduced by Malone and Crowston (1994) who identified the group's actions as actors who carried out various interdependent activities to achieve goals. It relates to the principle of how an activity can be coordinated, which is how some parties can work harmoniously. According to these theories, perpetrators in an organization who face coordination issues that exist from dependence will limit how such a task is to be done. According to Jason (2014), this dependency may be summarized in a problem that may arise from the assignment given to the perpetrator and the source. To overcome the problem of

coordination, the perpetrator should perform additional activities known as the coordination mechanism. Coordination mechanisms are more specific in nature or in general, because although we believe that there are many similarities between different systems, at the same time there is also difference. A close and mutual bilateral relationship between all parties involved in the NDTs program will result in an effective coordination element. English (2000) argued that more and more parties involved in co-operation have become more difficult in coordination in the relationship. Additionally, the parties involved that are not represented by individuals collectively may increase the likelihood that the needs of both parties will be met and that partnerships can truly serve as a tool for meaningful improvement in education (Karen et al., 2017). The common problem identified is that individuals representing those involved do not have the skills and expertise to engage in discussions, especially from technical aspects (Warner 2006).

Using commitment to relationships and trust as the key variables, Morgan and Hunt (1994) developed Model of Commitments-Trust. They stated that cooperative commitment based on commitment and trust would lead to greater co-ordination of high risk as each party believes that each activity is designed for mutual progress and mutual interest. Commitment is often associated with the original motivation to participate in co-operation and commitment to cooperative relationships can be implemented between individuals or organizations. They emphasize that the commitment can be enhanced when cooperative partners see that a relationship has a high risk of failure will lead to the impact of the relationship, benefits gained, and value sharing as well as information between partners. Parties involved in a cooperative relationship usually seek to ensure their perspectives are achieved in establishing the relationship. Previous studies have shown that the commitment of members in the organization is an important variable to explain the success or failure of a partnership (Margerum 2001; Tett, Crowther & O'Hara 2003). In a cooperative relationship, organizational commitment is the core of a successful partnership. Previous case studies showed that the level of commitment of stakeholders in co-operation is an important variable in determining success or failure (Gian et al., 2012).

A successful cooperative relationship requires trust as the core of relationships. That trust is the reliability and integrity of partners. It is that the high value of trust when partners are sharing the same value and harmonious communication. Trust creates a commitment in a cooperative relationship each connection begins with trust and is followed by sharing experiences, objectives, and benefits (Ansell & Gash 2008). In a partnership involving two parties, the belief is important as to ensure that both parties benefit from the cooperation. Kramer et al. (1996) have proven that belief has a positive impact on proactive, perceptual, behavioural and performance outcomes in the context of organizational background. Beliefs will diminish as there is the ability to take advantage of partners.

Material and Methods

This study employed a qualitative approach. A semi-structured interview with 15 representatives from industries were analyzed using an inductive constant comparative analysis method within the four pre-set elements that have been derived from the literature. The elements were leadership, commitment, trust, and coordination. The data collection process comprised of three phases. The first phase is constructing an interview protocol and was verified by three designated experts. A preliminary study was carried out by interviewing two representatives (industry and training institution) to pilot the interview protocol and obtain early feedback. After analyzing the data, a few refinements on the interview protocol was carried out to ensure optimum data can be elicited from the respondent. In the second phase, purposive sampling was used in order to obtain extensive understanding about the central phenomenon. Interviews were conducted on 15 respondents: nine from the industry, four from the Public and Private Training Center that are already involved for more than one year in the program and two from Department of Skill Development (DSD). Meanwhile from the industry, three categories of respondents were the Government Linked Company (GLC), Multi-National Company (MNC), Small Medium Industry (SMI).

In the third phase, data from the interview was analyzed to identify emerging themes derived from interviews. The recorded interviews were transcribed and then explored. The process of analyzing the transcription starts with the familiarization process by reading and re-reading the transcripts and making notes. Next, the transcription was organized in a meaningful and systematic way (Corbin & Strauss, 2008). It is then analyzed starting with open coding, axial and selective coding. The codes were examined and preliminary themes emerged from these codes. These themes were then reviewed, modified and develop further to be exclusive. Next further thought was carried out to establish the themes and finally define the themes so that it shows the ‘essence’ of what each theme is about (Braun & Clark, 2006).

To ensure trustworthiness of the study, several steps were taken. The participants were purposely chosen as it facilitates transferability of the inquiry. Peer review was employed as a strategy to establish credibility. The data and interpretation was constantly subjected to peer review from various parties and groups from which the data were obtained. This is to eliminate researcher’s bias.

Results and Discussion

Organizational governance in partnership is a relationship that involves the design and use of structures and processes that enable a person to lead, coordinate, and allocate resources for overall cooperation regarding all activities involved (Vangen, Hayes & Cornforth, 2014).

Analysis of the respondents found that organizational governance was the initial phase of the industry's preparation of research to decide to engage in a form of cooperation. For them, initial preparation is important to ensure their willingness to engage in the NDTs program in parallel with their organization's mission. The findings will be discussed under the 4 elements. Themes were identified within each element. Comments from this respondent are only partially taken as a show case for discussion for each theme.

Leadership in the Organizational Governance

The first element discussed under the organizational governance in this study is leadership. Leadership in this study refers to the efforts of the head of the organization to achieve a goal of influencing an organization in co-operation in the implementation of the NDTs program. Under this element, 4 themes emerged. Table 1 shows the sub-themes that emerged under leadership based on interviews with respondents.

Table 1: Sub-Themes of Leadership

Sub-Themes	Interview Excerpts
Organizational leader support	<p>" ... we have the infrastructure group president recently he was able to skillful talent award in 2016. So from there, we can see he has committed support skills training " <i>Respondent 01-GLC</i></p> <p>" ... for now, CEO and management team support to the NDTs program is quite encouraging " <i>Respondent 06-MNC</i></p> <p>" ... The head and management here are giving 100% support to the NDTs program " <i>Respondent 09-SMI</i></p>
Head of organization responsibility	<p>" ... as an employer, we have a platform to develop staff to make sure the staff is competent. It is up to the staff to choose which are appropriate to their needs and requirements " <i>Respondent 13-GLC</i></p> <p>'... Our CEO really supports the government's efforts, so he sent me to the training center to explore what is NDTs. It is his intention to provide training to staff in order to produce competent staff " <i>Respondent 14-MNC</i></p>

<p>Environmental impact</p>	<p>" ... which I see as one of the factors to attract organizations to join the NDTs program is the surrounding environment as it can influence the organization's head and the top management decide to engage in the NDTs program "</p> <p><i>Respondent 10-GLC</i></p> <p>" ... the motivated environment situation needs to be implemented within the organization to ensure that the CEO and the organization agree to be involved in the NDTs program "</p> <p><i>Respondent 11- DSD</i></p>
<p>Goal setting</p>	<p>" ... most companies, he does have a short-term and long-term strategy. This strategy guides the management to set organizational goals before a decision is made to engage in the NDTs program "</p> <p><i>Respondent 10-GLC</i></p> <p>" ... for me a leader needs a well-organized management strategy so that every goal is achieved and can drive his organization to a higher level. Similarly, the decision to engage in NDTs program "</p> <p><i>Respondent 12- DSD</i></p>

Source: Own elaboration.

In this study, respondents agreed with the elements of organizational leader support, the responsibility of the head of the organization, the environmental influence and the goal setting influence the leadership style of the organization's chief in making decisions to engage in the NDTs Program. Nimran (2004) also states that leadership is the process of influencing the behaviour of others who behave as intended. Leadership is the ability to influence the group towards the achievement of business objectives. In fact, sometimes there is a situation where without the help of negotiations, an agreement on cooperation can be achieved through the leadership style of the leader in an organization (Reilly, 2001).

According to Fiedler (introducer of Contingency theory) (1967) the effectiveness of organizational behaviour has to do with the situation of the group and the leader's support. Whereas, for the responsibility of the head of the organization, respondents acknowledge that the head supports the implementation of the NDTs program by helping in the mobilizing the parties involved in the cooperation. They are responsible for building the trust of their officers by providing a platform for employees to undergo training according to the need for their officers to be competent. Nimran (2004) mentions the responsibility of the leader is the process of influencing the behaviour of others who behave as intended and that ethical leadership correlated positively in the development of trust in leaders (Sharmini et al., 2018).

Respondents from the industry stated that the environmental situation affects influencing the leaders to decide to engage in the NDTS program. This statement was supported by DSD management respondent where they stated that a motivated environment and a clear direction would encourage the industry to engage in the NDTS program. Therefore it should be important for a leader who can adjust the situation in the organization with the environment. This is in line with the Contingency Theory, which states that a person is not a leader because of the nature of his or her own character but because of the environmental factor of the interaction between the leader and the situation (Fiedler, 1967).

Participants from the industry pointed out that the leaders should also have a management strategy of setting goals in the organization. Determining the goal of either short-term or long-term goals related with training to employees will affect the leaders decide to engage in the NDTS program. DSD management respondent stated that the goal setting would push the industry to a higher level as it decided to engage in the NDTS program. According to Danielle (2015), leadership is the ability to influence the group towards the achievement of business objectives. Hence, the leadership of leaders who have the vision to provide training as a platform to employees to undergo training as well as setting goals clearly helps an organization engage in the NDTS program.

Thus, the stated leadership qualities will affect an organization making decisions to engage in the NDTS program. The understanding leader can also make decisions without being influenced by environmental factors or otherwise affecting those involved in the NDTS program towards achieving common objectives in the business. Finally, as a leader of an organization, one can set a clear goal in the organization. Hence, through this study and past studies, it is clear that leadership is seen as an essential ingredient in bringing parties who wish to work together to negotiate and reach agreements in collaboration (Frame, Gunton, and Day 2004; Heikkilä and Gerlak, 2005; Huxham and Vangen, 2000, Imperial, 2005).

Commitment in the Organizational Governance

The second element discussed under the organizational governance in this study is commitment. Commitment in this study refers to the willingness of the organization to provide excellent cooperation to those involved in NDTS program co-operation. Table 2 shows the sub-themes of commitments that have been identified based on interviews with respondents.

Table 2: Sub-Themes of Commitment

Sub-themes	Interview Excerpts
Co-operation effects	<p>" ... cooperation in training such as the NDTs program can give effect to either staff, organization or government indirectly. So, the organization will consider before engaging "</p> <p><i>Respondent 10-GLC</i></p> <p>" The organizational management will think of the impact that took place before engaging in the NDTs program because it does not want this collaboration to impact the organization directly and indirectly "</p> <p><i>Respondent 11-DSD</i></p>
Co-operation benefit	<p>" ... At the beginning to engage in this program, our organization examines first what benefits organizations can get if they are involved. Then we just go consult with DSD for more information and advice. Good advisory support to encourage industry to engage in the program NDTs"</p> <p><i>Respondent 10-GLC</i></p> <p>" ... the industry will be more confident with the DSD advisory services provided to support the industry. The DSD effort indirectly be beneficial to all parties involved in the NDTs program "</p> <p><i>Respondent 12-DSD</i></p>
Information sharing	<p>" ... Like our industry, one of the reasons for getting involved with NDTs is getting together in the same industry. When we gather we can share knowledge with other industries involved "</p> <p><i>Respondent 02-MNC</i></p> <p>" ... when the program suggests that DSD and industries that come from various fields, we will be able to share a variety of information, in addition to the sharing of positive values also exist "</p> <p><i>Respondent 09-SMI</i></p>

Source: Own elaboration.

The organization also conducted a prior review before being committed to engaging in the NDTs program to ensure benefits and outputs resulting from cooperation. Respondents agree that the elements of co-operation, co-benefits, and information sharing affect organizational commitment in making decisions to engage in the NDTs Program. Hence, through this study and previous studies show that the commitment of members in the organization is an



important variable to explain the success or failure of a partnership (Tett, Crowther & O'Hara, 2003).

In addition, sharing of information obtained when engaging in the NDTS program is one of the elements that affect the organization to engage. The respondents stated that the benefits gained when engaging in the NDTS program were to strengthen the relationship between all parties involved as well as to receive the support of the DSD advisory. Similar with Morgan and Hunt (1994) who developed the Model of Commitments-Trust, it was stated that the commitment was enhanced when the co-operatives saw that a relationship had a high cost of termination which led to the impact of the relationship, benefits, and partnerships having similarities in value. According to Decha (2018), there is evidence that commitment to building relationships in co-operation is an important component. There is a possibility of differentiated resources and the effects of the commitments, which are not properly addressed as mentioned by Karin and Juliane (2018), collaboration time also influences information-sharing at work.

Trust Aspects in the Organizational Governance

The third element discussed under the organizational governance in this study is trust. In the context of this study, trust is an industry experience in past collaboration that will influence the direction of cooperation that will be established in the implementation of the NDTS program. Table 3 shows the findings of sub-themes of trust that comprise value sharing, effective communication, and attitude conflicts.

Table 3: Sub-Themes of Trust

Sub-themes	Interview Excerpts
Value sharing	<p>" ... from the perspective of the industry itself, we can share good values among companies in one industry so that there is trust between all parties involved in the NDTS program "</p> <p><i>Respondent 10-GLC</i></p> <p>" ... for me, the values that are shared between the parties involved in the NDTS program can increase trust between those involved "</p> <p><i>Respondent 12-DSD</i></p>
Effective communication	<p>" ... of course, communication is important. For me, information about NDTS needs to be channeled precisely so that the company is more confident and believe in the NDTS program"</p> <p><i>Respondent 10-GLC</i></p> <p>" ... communication between all parties involved in the NDTS program is very helpful to the smoothness of the NDTS program especially when all parties involved get the same info "</p> <p><i>Respondent 14-MNC</i></p>
Attitude conflict	<p>" ... in relationships like NDTS program, all parties need to avoid conflicts that could be detrimental to build relationships with other parties. Avoid selfishness so that the relationship can be well maintained "</p> <p><i>Respondent 11-DSD</i></p> <p>" ... For me, we look at the quality, but there are also those who take for granted who do not really appreciate the program so there is a selfish act. This matter can damage sustained cooperation in NDTS program "</p> <p><i>Respondent 13-GLC</i></p>

Source: Own elaboration.

Value sharing, especially positive values in cooperative relationships, is a trigger for increased organizational trust in the NDTS program. Findings have shown that a successful cooperative relationship requires trust as the core of relationships. Trust creates a commitment in a cooperative relationship and each relationship begins with trust and is followed by sharing experiences, objectives, and benefits. The industry expects the existence of these positive values that can be utilized by all parties involved in the NDTS program. This relationship can reflect past experiences, expectations of the future, and attitudes

towards norms that affect individuals. According to Brian (2017), if a person has a strong belief in the inherent factors that will facilitate a behavior, then one has a high perception in order to control their behavior. On the other hand, if a person has weak confidence in the factors that will facilitate a behavior, then one has a low perception in order to control their behavior.

Similarly, effective communication elements and attitude conflict. Findings have shown that all respondents agreed that communication of information needs to be channeled precisely so that the company is more confident, believe this will create a sense of trust in the relationship and will avoid misunderstandings and facilitate the proper distribution of information. Aviv et al., (2018) in his study about trust and human resource management also found that effective communication can influence the trust of the organization to be involved. Trust will be determined by communication behaviour. Ansell and Gash (2008) agree that the history of successful collaboration will build a high level of trust in creating better relationships if working together. Incorrect misunderstandings due to ineffective communication will stave off the industry's willingness to engage. Conflicts of attitude also affect the confidence of the industry. To build relationships, one must avoid selfishness and appreciate the program. This matter can damage sustained cooperation in NDTS program. Chris et al. (2018) proven that belief has a positive impact on proactive, perceptual, behavioural and performance outcomes in the context of organizational background. The selfish attitude in cooperative relationships can disturb and harm a cooperative relationship. Demonstrating certification recognition in co-operation of training programs can help share knowledge and produce positive perceptions between the parties involved. In fact, the situation also makes the organization feel more secure and the participation of employees in the training program increases. Norasmah et al., (2016) also mentioned that parties involved in partnership to provide understanding of the co-partnership concept as it is practiced and the importance of a harmonious family institution specifically for forming partnership.

Coordination Aspects in Organizational Governance

The fourth element discussed under the organizational governance in this study is coordination. In the context of this study, coordination is an act that unites the parties involved in NDTS program co-operation by combining existing resources in a productive way. Coordination is important to ensure both parties achieve common goals and benefits. Table 4 shows the findings for sub-themes of coordination consisting of bilateral and human-to-human relations.

Table 4: Sub-Themes of Coordination

Sub-themes	Interview Excerpts
Two ways relationship	<p>" ... to my knowledge, now I think the relationship and cooperation between the parties with DSD especially my company and NDTS unit is quite good because we need each other " <i>Respondent 01-GLC</i></p> <p>" ... I'd prefer if I do NDTS program, the industry together with me. The industry said I want something like this, you train like this. So, everybody needs and satisfies each other " <i>Respondent 04-DSD</i></p>
Human resources	<p>" ... the appointed officer should have appropriate features. This officer must be a person who understands the needs of all parties involved and can give solution if necessary " <i>Respondent 01-GLC</i></p> <p>" ... like I said earlier, this is driven and run by individuals, so it is the importance of the appointed individual, the people who really are committed, who want to pick out and understand the requirements of the company involved. Then, more companies were involved in the NDTS program" <i>Respondent 10-GLC</i></p>

Source: Own elaboration.

In this study, respondents agreed that the two-way links established in the NDTS program will create the mutual needs and know their roles. Respondents argued that with the existence of bilateral relations will effectively launch the implementation of the program. A close and mutual bilateral relationship between all parties involved in the program will result in an effective coordination element. Previous studies have shown that the elements of coordination affect cooperation in training. Bridget et al. (2017) working together is important where social interaction is a motivation but English (2000) argues that more and more parties involved in co-operation have become more difficult in coordination in the relationship.

Apart from that, the individual appointed to human resources should be responsible, meet the criteria, have appropriate features and have a defined role to assist in improving the NDTS program as mentioned by the respondents. He/she also needs to understand the needs of all

parties involved and can provide solutions if necessary. This statement is in line with Esteve et al. (2013) who stated that individual characteristics influence cooperation because it affects the behavior of a cooperative and the variables of organizational governance factors and organizational behavioral factors have a relationship with motivation. Respondents also mentioned that the role of this human resource is important as a liaison between the parties involved so that the cooperation can work well. In many cases, the parties involved are not represented by individuals collectively. The common problem identified is that individuals representing those involved do not have the skills and expertise to engage in discussions, especially from technical aspects (Warner, 2006 and Ruhizan et al., 2014). The importance of having an appropriate human resources department will create a well-organized management with a variety of established procedures (Byoung-Chun Ha and Hyunjeong Nam, 2016).

Conclusion

As a result, the factors that influence the organizational governance of the industry to involve in skills training are leadership, commitment, trust, and coordination. These need to be addressed to ensure that the industry is keen to engage in the implementation of the NDTS program. It can be concluded that, the way leaders in the organization making decisions, commit to giving and receiving information, interact effectively, and share positive values creates a sense of trust and an effective coordination element. This affects an organization to establish a cooperative relationship. Leadership is found to be important to establishing and maintaining clear basic rules, build trust, facilitate communication, and explore for mutual benefit. The industry expects the commitment of all parties involved and no selfish attitude so that the win-win situation can be felt by all parties involved throughout this NDTS program.

The study also implies that these factors (leadership, commitment, trust, and coordination) are important and need to be transparent for organization to establish a cooperative organizational relationship to effectively execute the NDTS program. Organizations consider the possible effects of cooperation in NDTS programs because they can affect the organization in various aspects including financial, emotional, time-consuming and indirectly in the overall organization., The information sharing element also affects the organizational commitment to engage in the NDTS program and was found to be significant. Organizations want to share information and likewise want information from other organizations when engaged. Organizational commitment to giving and receiving this information will affect the organization's decision to engage in the NDTS program. Thus, the organizations will be committed to engaging in NDTS program co-operation if they meet the stated elements. Sharing of value that occurs throughout the NDTS program can lead to the trust of all parties involved. In a partnership involving two parties, the belief and good communication is important as to ensure that both parties benefit from the cooperation. All in all, the bilateral ties and the role of effective human resources will result in good coordination and will further



encourage industry to engage in the NDTs program. Organizations that are highly engaged with their members will create a sense of responsibility and ownership. Furthermore, from this sense of ownership will give employees a commitment to the organization with a heartfelt desire. As a result, it will produce employees who are committed and believed in goals and values, adhere to voluntary orders, impose huge unexpected efforts, and are eager to remain committed to the organization. (Gary et al., 2014). Thus, the coordination element is important in influencing an organization to engage in the NDTs program.

Therefore, the researchers propose a department acting as a coordinator of skills training to review the above elements for improvement and as a guide to encourage more industries involved in the implementation of the NDTs program. Clearly remarking the extent to which a high and attainable aspect of importance to both organizations (institution and industry) may increase the likelihood that both parties will be fulfilled, and partnership can work as a tool for meaningful improvement in delivering education.

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