



Effects of Training and Motivation Practices on Performance and Task Efficiency: The Case of Brunei Meat Slaughterhouses

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ABSTRACT

This paper solely focuses on the two Brunei halal meat slaughterhouses and offers suggestions on how these findings can translate into considerations for the halal industry in Brunei. In Islamic law, *dhabīḥah* is the prescribed method of ritual slaughter of all lawful halal animals. This method of slaughtering lawful animals has several conditions to be fulfilled. This method requires proper training and mindset in order to be carried out correctly. This research is explorative using qualitative primary data collection through the use of interviews. The participants comprise slaughterhouse employees using a purposive sampling method. The intent is that this research adds to the body of literature seeking to understand the complexities of training and motivation in meat slaughterhouses and offer insight on the complexities between training, motivation, and performance. It also identifies how differences in organisational structure can impact the approach to the training and employee motivation approaches.

KEYWORDS

Brunei, Comparative Case Study, Halal, Meat Slaughterhouses, Motivation, Performance Management, Training

INTRODUCTION

In the livestock industry, slaughtering is part of the activity that has become an essential part of our world today. These livestock animals can be categorised into two: big animals such as cattle, cow and goat or smaller animals such as chicken. Generally, a slaughterhouse or an abattoir is where animals are commonly slaughtered for consumption (Singh et al., 2014). However, in some cases, animals can also be slaughtered if they are diseased or if their condition is deemed to be unfit for consumption. The slaughtering of livestock animals is also being practised for religious purposes and Brunei being a predominantly Muslim country is no exception.

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With the slaughtering of livestock animals to be deemed as essential in our world today, there are several laws made for the industry. These laws are made to ensure the existing abattoirs to ensure that the slaughter of these livestock animals is done as humanely as possible while also ensuring the meat is safe for human consumption. For instance, the Exporter Supply Chain Assurance System or ESCAS is an assurance system that is based in Australia. The ESCAS procedure is constructed in a manner that it safeguards the welfare of the livestock animals. It is evident based on their four principles which are animal welfare, control through the supply chain, traceability through the supply chain and independent audit (Commonwealth of Australia, 2015). The animal welfare principle includes the proper treatment and handling of these animals to their arrival in the importing country. It is also up to the point of the slaughter of these animals.

Furthermore, working in an abattoir is physically and mentally demanding. Prominent studies such as the one conducted by Victor and Barnard (2016) has specifically looked into how slaughterhouses constitute a unique work setting exposing employees to particular physical and psychological health challenges. Due to the monotonous and physically demanding nature of the job (van Holland et al., 2015), it is not only important but also critical for the employees to remain resilient and motivated. This is particularly interesting in Brunei as it is found that youths in Brunei preferred jobs that are prestigious, highly paid, stable, and are less likely to take risks (Musa & Idris, 2020).

Moreover, when one has no prior experience, the tasks will seem more complicated and daunting. At the same time, it is not necessary to have a specific background in the slaughterhouse industry. Yet there is always a strong emphasis for potential employees to have basic knowledge of animal feeding and handling. Victor and Barnard (2016) note that slaughterhouse employees with basic education and training are often faced with the reality of low income and limited family resources, which seem particularly taxed in their capacity to maintain their psychological health. Due to the issues of high injuries and the nature of job, these have contributed to the high rate of employee turnover (Dorovskikh, 2015). Therefore, this study seeks to explore and understand the complexities of training and motivation in meat slaughterhouses (using Islamic law) and offer insights on the complexities between training, motivation and performance. By looking at two slaughterhouses in Brunei with two different organisational structure, this study also aims to identify how differences in organisational structure can impact the approach to the training and employee motivation approaches.

To date, there is no research that has been done specifically on the relationship of training, motivation and performance in meat slaughterhouses in the Bruneian context. Some of the recent studies conducted related to meat slaughterhouses outside Brunei are regarding the well-being of slaughterhouse employees in South Africa (Victor & Barnard, 2016) and the working conditions and public health risks in slaughterhouses situated in Western Kenya (Cook et al., 2017), which will be used as guides for this study. Though there has been an increase in publication on Halal studies in the Brunei context looking at various issues such as the regulatory process governing the halal meat and meat products processing industry (Khalid et al., 2018), as well as a research on identifying halal logistics constraints (Talib, 2020).

As cited by Abdullah et al. (2019), recently, the halal meat industry has been the focus of research of many authors from different viewpoints, examining the principles of halal meat, halal control points (HCPs) in meat processing, the aggregate of Islamic dietary and Hazard Analysis and Critical Control Points (HACCP) principles and religious versus legal understandings of halal slaughter. Hence, to contribute to the existing literature in relation to the halal meat industry and for future references, this study will attempt to investigate the training and motivation practices in two slaughterhouses situated in Brunei Darussalam and determine the impact they have on the performance and task efficiency among the employees. Consequently, it is hoped that this study offers insights to the existing management practices in Brunei slaughterhouses that revolve around the variables mentioned above. Thus, aiding the slaughterhouses with valuable information that may be used to analyse and adopt better management practices for the existing companies.

LITERATURE REVIEW

Importance of Training for Slaughterhouse Employees

For the meat slaughterhouses in Brunei, when handling halal meat, halal criteria should be observed for all products produced to meet the needs of Islamic consumers. These criteria are associated with the origin, nature and processing methods of food production (Bonne & Verbeke, 2008). Slaughtering is a vital step for meat quality, safety and animal welfare (Nakyinsige et al., 2014). Slaughter of animals without stunning requires a highly skilled staff to handle the animals and perform the bleeding (Abdullah et al., 2019). The Arabic word “Zabiha” refers to the bleeding of animals intended for meat production following the Islamic criteria of Islamic ritual slaughter, also known as halal slaughter (Riaz & Chaudry, 2003). Such precision and skills require specific and focused training. Human error in the slaughterhouse would be unfavourable and may affect the company’s performance. This is particularly concerning when it involves the well-being of the employees, livestock animals or the carcass that can lead to occupational hazards or meat contamination (Cook et al., 2017).

The production of halal meat according to halal system requires good animal husbandry practices particularly on the animal welfare aspect starting at the farm level (Zainalabidin et al., 2020). Halal certification is one of the prerequisites for entering the global halal market. It does provide recognition of quality and safe product through the concept of *halalan toyyiban* for the entire supply chain, from farm to fork. In halal meat industry, the system covers from practicing good animal husbandry in the farm until the post-slaughter management in order to maintain the halal status (Zainalabidin et al., 2020). According to Sopov et al. (2014) in their report on Slaughterhouses Inspection in Egypt, training results in improved performance in an on-the-job situation. It ranges from formal classroom settings to informal practical activity such as work assignments and placements. Training is a process of teaching or guidance that aims to improve and enhance the skills and knowledge of individuals for the sake of their self-development. In a study assessing the effectiveness of Halal slaughtering, Norhayati Rafida et al. (2013) found that Halal slaughter training is required to overcome issues of workers shortage Halal meat products. As education level influences the understanding level, the duration of the training is profoundly significant to ensure effectiveness among potential employees.

Abdulraheem Sal (2016) viewed well-trained individuals as a high-quality employee. They asserted that these quality employees should be considered as a human asset to the company.

Importance of Training on Task Performance and Efficiency

Victor and Barnard (2016) summarised that the slaughterhouse presents a work context with an undercurrent of violence, persistent trauma, stringent and monotonous production routines, health hazards, and physical strain (Van Holland et al., 2015). They further note that in the South African context, these working conditions are coupled with the previously mentioned fact that employees originate from the lower socio-economic spectrum of society. The aim of their study was to develop a critical understanding of the well-being of employees working on the slaughterfloor of a commercial slaughterhouse in South Africa where they note that maladjustment in the workplace reflects behaviour that deviates from positive mental health and psychological well-being. They cited that such condition causes psychological discomfort and personal distress, as well as work-life conflict, deteriorated performance, workplace accidents, and absenteeism.

Conversely, it has been proven that education and training levels of slaughterhouse workers play an important role in reducing the health hazard and quality of products which demonstrate the potential benefits of appropriate educational and skills training (Mothershaw et al., 2006). Other studies noted the importance of training and education in improving animal welfare knowledge and the efficient execution of the meat slaughtering process. It includes improvement in post-harvest handling practices (Kunyanga, Kimani, and Werikhe, 2021). A study by Laban et al. (2021) further stressed the importance of education and training where they were able to identify lack of training and education contributes to contamination of beef which consequently affects its meat quality.

Such studies have indicated that training can effectively improve stakeholder knowledge on animal welfare during slaughter and transport, however, the mode of delivery has an important influence on learning success, and participant demographics, such as gender and education level, need to be considered when preparing training material (Descovich et al., 2019). There are multiple studies which have been conducted that show the positive correlation between training and job performance. For instance, a recent study conducted by Haryono et al. (2020) examined the effect of training and job motivation. They have found that training produces skilled and knowledgeable workers that will lead to a positive increase in job performance. Both well-designed equipment and trained employees are required to maintain a high standard of animal welfare during slaughter (Grandin, 2006). Efficient coping of negative effects from their job is displayed by employees with a strong religious grounding whereby Muslim employees, whose work identity seem to be intertwined with their strong religious beliefs, testified that they find meaning and a sense of purpose in working as a slaughterer (Victor & Barnard, 2016). This indicates the link between spiritual knowledge and the ability of the slaughterer to perform their task efficiently. Such an attitude helps them cope with the adverse effects' particular to the work setting. In addition to practicing their religious beliefs, participants engage in constructive coping tactics by relying on family, friends (social support structures), as well as constructive leisure time and activities in order to perform and cope well at work.

Role of Training in Motivating Slaughterhouse Employees

Motivation is the effort shown by individuals to accomplish a particular achievement which in return gives an individual self-satisfaction. Motivation is perceived as a series of values and attitudes which influences individuals to achieve their goal (Lussier & Hendon, 2019). As suggested by Dobre (2018), it is also an internal drive that pushes individuals to achieve their goals which are stimulated by a series of physical and psychological factors. Therefore, for an organisation to attain its goals and objectives, strategies and incentives must be in place in order to motivate its employees to increase work performance.

Abattoir work is often termed “dirty work” and employment in such jobs can be stigmatised (McCabe & Hamilton, 2015). The perception of dirty work is not uniform and has cultural influences (Descovich et al., 2019). This has major implication on how training initiatives can be successful or well-received. The changing of mindset and perception is a concerted effort that requires the aid of all slaughterhouse stakeholders. High staff turnovers require job-specific training to be frequent and efficient, and where there is high proportion of staff with lower levels education, training must be presented in an appropriately accessible way because training has been shown to improve slaughterers confidence and their assessment of past efforts (Descovich et al., 2019).

The process of becoming a slaughterer, adjusting to work on the slaughterfloor, as well as coping and maintaining the work holds several psychological consequences for the well-being of the individual employee (Victor & Barnard, 2016). Consequently, the motivational level of slaughterers is not high. Victor and Barnard (2016) found the risk potential of employees suffering from post-traumatic stress syndrome was evident throughout the stages of being a slaughterfloor employee and it is critical for slaughterhouses to offer a useful diagnostic framework to facilitate employee well-being assistance. They further asserted that slaughterhouse management should develop a holistic focus addressing employee well-being needs evident in each of the stages of being a slaughter worker and by extending well-being interventions to the broader communities that the slaughterhouse functions in. Interventions should address the psycho-social consequences from an individual and societal perspective. Regarding the focus on employee assistance, the PTSD framework can be used to diagnose psycho-social maladies and facilitate counselling and therapeutic interventions to deal with the symptoms that slaughterfloor employees experience as a result of their work.

Such interventions and PTSD framework are forms of employee motivation strategies. Khan (2012) believes that motivation is vital in inspiring employees to meet both of their own individual goals as well as the organisational goal. It is also important to acknowledge that people are driven

by different motivators. It is because each individual has different goals or needs. Some are driven by strong self-efficacy, and some may be driven in attaining security; where money can be a primary motivator. Maslow's theory of needs can be used to understand this context.

As suggested by Ramlall (2004), Maslow's theory when applied to an organisation, the weight rested on the managers where they should create a proper working condition in order to accomplish an excellent job performance. Individuals need motivation, just like how cars need fuel to run. Motivation ensures individuals work at their absolute best with a specific motivating agent at play and enhancing these agents will aid in an individual's growth. For instance, it is suggested that a highly motivated employee has their goals linked with the company's goal (Dobre, 2018). Consequently, leads them to execute their best work performance.

Motivation can be categorised into three, and they are extrinsic, intrinsic and amotivation. As opposed to the extrinsic motivation where it focuses on the external motives of an individual, individuals with intrinsic motivation seek for their own satisfaction from doing a particular activity rather than what they will receive in return for doing the actions (Ryan & Deci, 2000). On the contrary, amotivation is defined as having a lack of motivation and the unwillingness to participate in and initiate any activities (Deci et al., 2017). Deci and Ryan first coined this term in 1985 through the Self-Determination Theory, which is known to be the complete opposite to extrinsic and intrinsic motivation.

The need for achievement involves the drive to excel in their work. Power, in this sense, refers to the idea of empowerment, the drive to empower their colleagues and other people to excel as they did. On the other hand, Affiliation is more concerned with the creation of social ties and interpersonal relations with other people of the same group to give them a sense of belonging. Additionally, positive sanctions can also play their role as an intrinsic motivator. An example of positive sanction is when an employer praises their employees and shows appreciation by recognising their employees' efforts. It gives a positive feeling to the individual. As a result, they demonstrate better job performance in order to feel that personal rewards again.

In order to maintain employee's motivational level in the slaughterhouses, providing job rotation is needed. Staying and working on the same task over the years would demotivate the employees, specifically those who are handling the slaughtering task. Furthermore, with job rotation, the employees could learn new skills from different types of tasks given in the slaughterhouse. To alleviate the slaughterers physical fatigue, some studies, such as Yoon et al. (2016), identify job rotation as an opportunity to conduct training in producing multi-skilled workers. To avoid events such as absenteeism and demotivation, job rotation in the slaughterhouse is needed to maintain the employees' task performances.

Spreitzer et al. (2012) studied the idea of human sustainability, and they found that people who are satisfied with their job tend to thrive in their workplace. They also tend to achieve better job performance. To simplify the maintenance of human sustainability can also play its role as an external motivator.

Environment-Person Fit Theory in Slaughterhouses

A study by Carlisle et al. (2019) has explored ways to enhance the relationship of the environment-person fit theory between training effectiveness, task performances and working environment. Environment-person fit theory is a theory that focuses on the correlation of an individual's characteristics and the environment. It studies how the individual influences his or her environment as well as how the environment affects the individual themselves (Holmbeck et al., 2008). When data was collected, the results showed significant relationships in terms of the training effectiveness and task performances and working environment and task performances. It was highlighted in the study that there is a need for training for the employees to increase their task performances.

By providing proper training specifically for the employees, this could help to improve the company's productivity. If there is no training provided, this could distress the employees to work

in the company as there might be a misfit task given to them especially when the task given needs appropriate instructions and training (Judge & Zapata, 2015). The working environment portion of this study indicates that the effect of a whole organisation on the task performances of its employees play a significant role. If the whole organisation is performing well due to the working environment, it shows that there is a positive impact on the task performances. For employees to be eager to work and perform better, it is crucial to maintain a positive relationship between the organisation and employees.

In relation to motivational theories, extrinsic motivation, looks into the employer-employee relationship as it focuses on the external conditions that encourage individuals to excel in their work and execute a high level of job performance. The external conditions may include the working culture, organisational benefits, financial rewards, and job security. Monetary or financial rewards, for instance, insinuates security in their life, so this could be their crucial motivator and maintain their motivation levels to continue working for the company. It is because monetary rewards have a significant effect on ensuring the diligence and commitment of their workers.

A good leadership skill can also incite extrinsic motivation; this is when the leader showcases positive and encouraging behaviour while creating a rapport with their subordinates (Lim et al., 2012a). It aims to instigate personal growth and development of the individuals; as a result, it increases work productivity (Rino et al., 2020). Organisational benefits such as access to medical needs, access to services, knowledge can also stimulate better job performances.

METHODOLOGY

The study deployed semi-structured open-ended questions interview to gather information from the respondents. Data collected then was presented as part of the case analysis and further supported by secondary data using document analysis.

Participants

Slaughterhouse A

Slaughterhouse A was established in 2007. The owner (M1) has been working in this industry since 1993. Currently, there are a total of 13 workers working in the company; three of them are foreigners. The age range of the employees is 23 to 30 years old. The owner aims to assist the local youngsters by providing them with work opportunities. His company is certified by the Australian Exporter Supply Chain Assurance System (ESCAS), and prior to this certification, he received training for two weeks from ESCAS. The owner himself was trained in Australia and attended courses conducted by the Ministry of Religious Affairs in Brunei on halal slaughtering.

Slaughterhouse B

Slaughterhouse B was established in 1998. It was a family business, passed on to three generations already. For the owner (M2) to run the business, the Department of Agriculture has provided support in terms of both theoretical and practical aspects. He participated in courses and training in different countries. As of now, it has a total of seven workers with the age range between 26 to 66 years old. During the Eid Al-Adha season, they would hire the same 20-30 workers that are already familiar with the slaughtering tasks without the need of being trained once again. However, for Slaughterhouse B to hire new workers, they would provide one to three months of orientation. To overcome the high employee turnover, they practice the Contract Slaughtering System. Furthermore, these workers would undergo training provided by the Halal Haram Department to guarantee that they were appropriately trained. They would also be asked to attend twinning programmes with the Meat and Livestock Australia (MLA).

The details of these selected interviewees are shown in Table 1.

Table 1. Interviewee's Details

Interviewees	Race	Employment	Working duration	Length of interviews
M1	Malay	Employer of Slaughterhouse A	17 years	49 minutes
M2	Malay	Employer of Slaughterhouse B	14 years	3 hours (via online messenger)
M3	Malay	Employee of Slaughterhouse A	3 months	24 minutes
M4	Malay	Employee of Slaughterhouse A	1 year	34 minutes
M5	Malay	Employee of Slaughterhouse A	2 years	32 minutes

Data Collection Methods

To allow a more in-depth evaluation of the study, a primary qualitative data approach is chosen for this study. The primary data collection method is conducted by using open semi-structured interview questions with the owners and head of operations of the two slaughterhouses and three of the slaughterhouse employees. The interview questions have been outlined in Appendix A for reference. The first part of the questions collects the demographic information of the participants. The second part comprises a series of questions to probe into the training practices of the companies in question. It also aims to aid the authors with the analysis of motivation practices used in the companies. Additionally, the questions only serve as a guideline for the researcher while the interviews are conducted casually.

These interviews were semi-structured with open-ended questions, and some questions were developed based on the responses received from the interviewees. As Kajornboon (2005) stated, a semi-structured interview will allow the researcher to rephrase and amends the question in a manner that the interviewee quickly understands it. However, before the interview, a rapport must be created between the interviewer and the interviewee. It is because the quality of data collected rests on the degree of rapport between the researcher and the participant (DeMarrais, 2003). A non-probability sampling method was used for this study, which is purposive sampling. This sampling method is suitable and beneficial to this study as the focus of this case study is narrow. The focus is to allow the researcher to focus on participants that will give rich information for relevant research (Etikan, 2016).

There were five interview sessions where four (M1, M3, M4 and M5) were conducted face-to-face, and one session (M2) was done online. To aid with the analysing of the interview, the four face-to-face interview sessions were voice recorded using three different smartphones, and later transcribed and documented for data analysis. The duration of the face-to-face interviews ranges from 20 minutes to 50 minutes, while the online interview lasted for approximately 3 hours. The conversational flow of the online interview has a one to 14 minutes gap in between after sending the question and upon receiving the response from the interviewee.

One of the interview sessions (with M1) was conducted with two interviewers present. In contrast, the remaining three sessions were assigned with one interviewer each. Another interview session (M2) was done online via WhatsApp texts with all of the interviewers' present.

DATA ANALYSIS

A qualitative data analysis has been carried out in this study. The audio recordings from the interviews are transferred from the authors' personal smartphones to their personal laptop devices. The recordings are then transcribed manually where the following software were used as tools to assist with the transcribing process: Praat (Boersma & Weenink, 2020) and WavePad Audio Editing Software (NCH Software, n.d.). Based on the data collected, several themes have been considered when analysing and they are: (i) Identifying the importance of training; (ii) Identifying the motivational force(s) practised by the slaughterhouse owners and the employees; (iii) What are the leadership styles adopted by the slaughterhouse owners; (iv) What problems may arise if a company did not conduct formal training for their employee; and (v) Identifying the recurring problem(s) in the meat industry in Brunei.

Thematic Analysis (TA)

Thematic Analysis (TA) is a method for identifying, analysing and reporting patterns (themes) within data (Braun & Clarke, 2012). It minimally organises and describes your data in (rich) detail. However, frequently it goes further than this, and interprets various aspects of the research topic (Braun & Clarke, 2008). There are three loosely clustered different approaches to TA, namely, the Coding Reliability TA, Reflexive TA and the Codebook TA. This particular study uses Coding reliability TA or otherwise known as Deductive (theory-driven) approach. This approach is more common (e.g. Boyatzis, 1998), which involves four steps:

- Familiarisation
- Theme development
- Coding (development of coding frame)
- Test reliability of coding frame

Using the 4 steps identified above, codes were framed to the themes and then tested for relevance and meaning. Table 2 and Table 3 illustrate the questions asked to employers and employees respectively.

FINDINGS AND DISCUSSION

The study's findings suggest that employee training and motivation had a concurrent direct relationship to task efficiency. It also demonstrates the significant influence both variables had over employee performance. The study has revealed that there are several key factors that meat slaughterhouses must look into when motivating and training their employees, namely the importance or benefits of training. Secondly, the importance of motivating agents (both extrinsic and intrinsic motivations) which include supportive working culture and environment, outstanding leadership, monetary motivation and the maintenance of human sustainability.

Importance of Training in the Two Slaughterhouses

Slaughterhouse work is not only described as "physically demanding (p. 1)," "monotonous and repetitive (p. 2)" but also they have to "handle dangerous cutting tools at extreme production speeds (p.1)," which have caused the workers to suffer from severe backaches and cut wounds (Broadway & Stull, 2006; Fitzgerald, 2010; Holoubek & Holoubek, 1996; van Holland et al., 2015) as cited in Victor and Barnard (2016). Victor and Bernard (2016) along with several other researchers also reported that slaughterhouses have one of the highest reported injury rates with an average rate of 28% per annum as a result of the nature of the work itself.

Table 2. Employers

1. Can you give us a brief description of your company?
2. What motivates you to be involved in this industry?
3. Is the company passed down by generations or did you build it by yourself?
4. How long has the company been established?
5. How many employees do you have? How many males and females, and age range (if necessary)?
6. What do you see in an individual before hiring them?
7. Do you provide training for your employees?
8. What kind of training do you provide?
9. Is this a voluntary basis or compulsory for all beginners?
10. Why do you provide training?
11. How long is the training?
12. What is/are the goal(s) you try to achieve by the end of the training period?
13. How do you intend to achieve the goals or your desired outcome from the training?
14. Recent event was the Eid al-Adha celebration, how do you cater to the increasing demands during the Eid season?
15. Do you conduct employee evaluation? If yes, how often?
16. What do you do to motivate your employees?
17. What do you give if your employees reach company's goals/targets?
18. How far does the training provided affect the employees' task efficiency?
19. How far does the motivation practices by the company affect the employee's performance?

Table 3. Employees

1. How long have you been working here?
2. When and how do you start working here?
3. Describe your working conditions
4. What is your education level?
5. Were you being provided training when you first started?
6. Was the training a voluntary or compulsory basis?
7. Do you practise halal slaughtering methods?
8. Where did you learn about halal slaughtering methods?
9. What is the impact of the training on your performance and task efficiency?
10. Could you comment on your current performance?
11. How long does it take you to be good at what you are doing right now?
12. Personally, do you think training is important?
13. What is your main motivation?
14. Is your performance being evaluated?
15. What do you think of the employee evaluation?
16. How would you rate the difficulty of your task(s)?
17. How do you cope with work-related difficulties?
18. How has your job impacted your personal life?

Hence, M2 finds that the training or orientation period for the employees is crucial. The health and safety practices of the employees in the workplace become his utmost priority, apart from having to make sure that the meat is well-handled. During the training period, the employees are taught to be more aware of their surroundings, the Standard Operating Procedures (SOP) of the butchering area, how to wear suitable working attire and how to use the knife in a safe position for those in charge of the meat cutter. Through this, the company will be able to avoid the occurrences of occupational hazards, such as lacerations and the exposure of zoonotic disease, as specified by Cook et al. (2017) in their study.

M1, on the other hand, claims that his employees only underwent informal training where the processes include: learning the types of grass that can be fed to the animals, the proper caring and handling of animals, the feeding process, the welfare of the farm and the butchering processes. One of the training processes includes how to clean the farm and where the manure should go. Since Singh et al. (2014) reported that the waste generated in the slaughterhouse could pose hazards to both environmental and health, it is vital that the slaughter workers are being trained to dispose of these wastes correctly and adequately.

Based on the interview with M3, he had no prior experience nor any knowledge about working in a slaughterhouse. Despite claiming that there was no training being done when he first started working in Slaughterhouse A and that he started right away, he did learn the types of grass that can be fed to the cattle and how to feed them. When asked about the importance of training, he admitted that he would have been clueless without undergoing one, mostly when the first task given was to collect grass for the consumption of the livestock animals, which is a crucial first step to learn as this may affect the well-being of the animals. As per M1 mentioned at the beginning of his interview session, the employees are only allowed to feed these animals with certain types of grass, such as Napier grass, and they should not be fed with wet grass, or else it may cause sickness, diarrhoea or even death. Consequently, this is why M3 sees that training is critical, thus it helps to avoid a potential human error in the slaughterhouse.

Similarly, M4 also highlights the importance of training. According to M4, he mentioned that working in the slaughterhouse is his first job after he was released from the rehabilitation centre. To him, if there is no training provided, he would not know what to do and how to carry out the tasks given. This supports Khan's (2012) statement regarding the relationship between training and confidence in performing tasks.

Apart from the specific grass that both he and M3 brought up during the separate interviews, M4 also mentioned that most of them were trained informally, in which training for slaughtering and division of meat were taught only by the senior workers. In his own opinion, as opposed to his informal training experience, it is better to have formal training instead of an informal one because there would be a massive difference in terms of the ways they were being taught.

As for M5, similar to M3, he also did not have any prior experiences nor any basic knowledge about working in the livestock industry. He stresses the importance of training and added that working in this industry requires mainly practical lessons, rather than the theoretical ones. He prefers a more practical way of learning where he observes and does the work independently with supervision during his learning period. This is parallel to the claim made by M3, where every individual has different preferences and abilities when it comes to learning. This section entails the training needs that support Descovich et al. (2019) acknowledgement of training needs dominating the importance of training in increasing employee performance.

Motivating Factors at the Slaughterhouses

Based on the interview data collected, it was found that there are multiple motivating factors at play. These motivating agents consist of both extrinsic and intrinsic motivations which include supportive working culture and environment, outstanding leadership, monetary motivation and the maintenance of human sustainability.

According to M1, his immense interest was first that got him working in a slaughterhouse before starting up his own slaughterhouse approximately 14 years later. The acknowledgement of his skills by the companies he worked at could be one of his primary motivators to further his knowledge in slaughtering. With his experience and knowledge, he feels comfortable teaching and training the youngsters working in the slaughterhouse. He believes that anyone can go far as long as they are motivated to work and open to receive lessons. His positive mindset is what pushes his employees to work hard.

Based on the interviews, intrinsic motivation plays a vital role for both M3 and M5. Both of them had mentioned that the reason why they stay motivated and still continue to work at the slaughterhouse is because of their children. According to M3, the moment he was temporarily released from the rehabilitation centre, he met with his child and told him regarding his workplace at the farm. M3's child supports him by giving advice such as to work diligently. It was understood that his child is an intelligent student; with this situation, it was argued that the reason why he chose to stay motivated is to make his child proud of him.

A supportive working culture and environment are crucial in working for the slaughterhouse; this is because the scope of the job requires excellent teamwork. It is crucial to maintain a positive relationship between workers and the company in order to give a better working environment for the workers (Judge & Zapata, 2015).

A better working environment indicates a positive task efficiency, especially to the workers. M4 had mentioned that his primary motivator working in the slaughterhouse is because of the working environment itself. M3 also mentioned it during the interview. Apparently, in the slaughterhouse, they have a good relationship between colleagues. Most of the workers live in the slaughterhouse's staff house that were provided by the employer. He mentioned that they were literally living together and also having meals together every day. To add more, he also mentioned that all of the colleagues in the slaughterhouse treat each other like family and they seldomly ignore any of them if they need help.

M5 spoke highly of his employer (M1) during the interview. In addition to money being the primary motivator in working for the slaughterhouse and being the provider for his child. He suggested his employer's leadership skill was a significant influence that led him to retain his job at the slaughterhouse.

Thus, the exhibition of good leadership by M1 directly influenced the work motivation of M5 while simultaneously improving his work performance. Rino et al. (2020) further underscore the study by recognising the importance of nurturing work motivation in increasing work performance through good leadership skills.

Throughout the interview, M5 mentioned multiple times on how his employer was actively communicating with all the employees and providing first-hand training. Consequently, this has motivated him to work better because it has made them feel appreciated, and this increases their confidence in executing their work.

So here, this study illustrated how an extrinsic motivation is playing its role, which as a result, intrinsically motivated M5 by making him feel valued. Let alone that, and the company also has excellent maintenance of human sustainability whereby the welfare of the workers is well-taken care of. According to M5, the company provided a staff house which is accessible to all of his employees. M5 spent most of his time in the staff house and seldom commuted to his home. Moreover, they were also provided food in the staff house, and their health status was always taken into account by M1.

What can be observed from the responses given by the M3, M4 and M5, the leadership styles play an important role in motivating the employees. With reference to the Classic Leadership Styles, M1 seems to practise a mixture of human relations and democratic leadership styles, whereas M2 has the characteristics of a democratic leadership style. This is evident from the answers presented by the owners and employees where M1 has prioritised the needs of his employees, and also encourages active participation in group tasks. M2, on the other hand, put emphasis on the collaboration technique to overcome any issues and oftentimes ask the employees for their opinions.

The characteristics of the two owners' leadership styles are parallel to Low (2008) description of the father leadership way or human relations leader where the employer focuses on the needs of the employees and seeks the importance of building relationships between employer and employee. Whereas, democratic leaders focus on building participation and cooperation for shared purpose where the employer facilitates collective decision making and offering support and choices (Lim et al., 2012b; K. C. P. Low, 2011; P. Low, 2008).

Effective Role of Training on Motivation, Task Efficiency and Performance

By relating with M1's experience when he first received his formal training, he did not know that there was a specific way in handling and to look after the cattle as opposed to what he witnessed during the Eid rituals. According to him, the challenging part was when he had to train his employees from the very beginning since they had zero knowledge about the livestock industry. Eventually, through training, they had learned and gained much knowledge. For instance, he mentioned that most people, including him at first, did not know that there are specific types of grass used to feed the livestock animals. He views training as a continuous process so that the employees can keep on learning and improve in what they already know.

M2 claims that he can see the differences between those who have undergone training compared to those who have not especially when they are carrying out the tasks; it is more apparent in terms of efficiency. For instance, when cutting meat from the carcass, there was not much meat attached to the fats when they are removed. This is what they observe the most as they are prioritising zero waste management in the company. The findings show that there is a significant relationship between training and efficiency, as claimed by Abdulraheem Sal (2016) where high-quality employees are the outcome of well-trained individuals.

When it comes to handling issues, M2 will first attempt to investigate the source of the problem and try to seek more information from the workers themselves. M2 notes that they have used the Collaboration Technique to overcome issues and ask workers for opinions to ensure good teamwork.

One of the challenges that both M1 and M2 are facing was employee retention. There is a high employee turnover in both of the slaughterhouses. Most of the local employees can only last one to two years as they only work in order to fill their free time while waiting for job offers from the government sector. M1 also observes that most employees that started working at the slaughterhouse were motivated in the beginning. However, over time, they seem to be demotivated to work. The actual reason behind this remains unknown. Hence, M1 started to hire employees from the rehabilitation centre to observe their physical strength and will to work at the slaughterhouse.

CONCLUSION

The findings of this found that training is extremely crucial in the abattoir. By considering the expenses incurred by the company for training, the training mostly consists of informal on-the-job training while formal training is reserved for committed individuals who wish to stay in the industry. Especially so when both owners have specified the employee turnover rates to be a recurring problem in this industry. In spite of that, the onsite training is vital as it trains them to identify the grass used for feeding as well as educating them on how to work within the abattoir safely. Moreover, many factors contributed to motivating the employees and training was one of them. Therefore, from the findings, training and motivation were to some extent interlinked, which supports the past studies conducted by various scholars in this study. With proper training and motivation, tasks completion tends to be more efficient, leading to better job performances.

However, employee turnover seemed to be inevitable in this industry; as revealed from the data collected. Based on that data, supporting Victor and Bernard's (2016) description of the slaughterhouse work, it can be argued that in addition to the fact that the job is mentally and physically draining, the monotonous characteristic also plays a significant role in this problem. Accordingly, M1 took

an impressive measure when they decided to hire people coming out of the rehabilitation centre. It will be a riveting issue for more in-depth exploration to probe the future implications on training policies at slaughterhouses.

Limitations

Having to obtain the complete information of slaughterhouses in Brunei and reaching out to willing companies to participate in this study appear to be a challenge, especially when this industry is known to be a newly ventured industry, but has the potential to grow in the attempt to achieve the Brunei Vision 2035. This is further complicated by social distancing measures due to COVID-19.

Additionally, due to the current condition with the pandemic still ongoing, it is not permissible to carry out a proper field study. Some of the slaughterhouses take crucial cautions on handling the pandemic matters by not giving access granted for other people to enter their company. Thus, this study only managed to interview two slaughterhouses in which one of our interview sessions was done through online messaging only as a precautionary measure. However, this has created communication barriers since not only the nonverbal signals were unable to be observed, it also took the interviewee a while to respond to the interviewers' questions, affecting the conversational flow.

Since this industry is still considered as new in Brunei and quite competitive, some companies are reluctant to share information as they can be deemed as valuable to the company. Furthermore, some of the slaughterhouses in Brunei had ceased to exist, which makes the number of the slaughterhouses tend to be interviewed were limited. Another limitation faced during the interview session was when one of the interviewees was quite adamant in answering the interview questions and tended to go off-topic. Although, with all of the struggles of collecting the data needed from one of the interviewees, this study still managed to get the important information needed towards the end of the interview.

RECOMMENDATIONS FOR FUTURE RESEARCH

As most companies are reluctant to accept visitors to enter their premises or companies, it is recommended for researchers and the companies to conduct online meetings such as using the platform Zoom, Microsoft Teams, Google Hangout and others. With modern technologies and platforms that were created to ease people's communication, it was said that using Zoom to collect qualitative interview data is convenient and cost-effective for both researchers and participants (Archibald et al., 2019).

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