

EFFECTS OF TRAINING ON EMPLOYEES PERFORMANCE OF  
CONSTRUCTION FIRMS IN PAHANG

**MUHD NUR HAKIMI BIN MAZLAN**

SUPERVISOR

**DR PUTERI FADZLINE TAMYEZ**

FACULTY OF INDUSTRIAL MANAGEMENT  
UNIVERSITI MALAYSIA PAHANG

JANUARY 2016

## SUPERVISOR'S DECLARATION

I hereby declare that I have checked the thesis and in my opinion, this thesis is sufficient in terms of scope and quality for the award of the degree of Bachelor of Project Management.

Signature : .....

Name of Supervisor : Dr Puteri Fadzline Tamyaz

Position : Lecturer of Faculty of Industrial Management

Date :

## STUDENT'S DECLARATION

I hereby declare that this thesis is based on my original work except for the quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted.

Signature :  
Matrix No : PB12087  
Supervisor : Dr Puteri Fadzline Tamyaz  
Date :

## ACKNOWLEDGEMENT

I am grateful and would like to express my sincere gratitude to my great supervisor, Dr Puteri Fadzline Tamyaz for her sincere advices in guiding me from starting this thesis until finish. She is a fantastic lecturer that I have known due to her spirit in encouraging her students and always give full support to me when I need her help. She is a very understanding supervisor to me due to her willingness to hear any problem that I have faced whether relating to the education or personnel issues. Sincerely, her contributions in helping me to finish this thesis are so much and cannot be paid by money.

Besides that, I also like to thank so much to my mother who always give full support to me in term of morale, money and many more. This is because, my mother always ask about my health condition, my financial condition and so on. My mother is the fantastic mother in the world. Then, I would like to express my sincere thanks to my siblings and friends who are always encourage and support me in doing this project. This is because, they are always give morale support and stand me up when I am feeling down. Lastly, I would like to thank so much to all persons who involved in this project whether direct or indirectly because without them, I will not be able to finish this project.

## ABSTRACT

This study is about the effect of training on employees performance of construction firms in Pahang. This study begins with the realization about the effect of training on employee's performance. Employees role actually influence the success of an organizations. No matter what the role of the worker whether project manager, site supervisor, labour, or subordinates all are contribute and play important role in developing organization and also increasing the organizational productivity. In general, the training seeks to improve the quality of the performance in their jobs. Training has been accepted as a factor that contributes to the achievement of organizational goals. The scope of this study is among employees whose work at construction industry in Pahang especially in Kuantan. The total sample of 57 respondents out of 70 of construction companies were used in this study. For the result of this study has been identified that there are significant relationship between training and employees performance.

## ABSTRAK

Kajian ini adalah mengenai kesan latihan ke atas prestasi pekerja firma pembinaan di Pahang. Kajian ini bermula dengan kesedaran tentang kesan latihan ke atas prestasi pekerja. Peranan pekerja sebenarnya mempengaruhi kejayaan sesebuah organisasi. Tidak kira apa peranan pekerja sama ada pengurus projek, penyelia tapak, buruh, atau orang bawahan semuanya menyumbang dan memainkan peranan penting dalam membangunkan organisasi dan juga meningkatkan produktiviti organisasi. Secara umum, latihan yang bertujuan untuk meningkatkan kualiti prestasi dalam pekerjaan mereka. Latihan telah diterima sebagai faktor yang menyumbang kepada pencapaian matlamat organisasi.. Skop kajian ini adalah di kalangan pekerja yang bekerja di industri pembinaan di Pahang terutama di Kuantan. Jumlah sampel ialah 57 responden daripada 70 syarikat pembinaan telah digunakan dalam kajian ini. Hasil kajian ini telah dikenal pasti bahawa terdapat hubungan yang signifikan antara latihan dan pekerja prestasi.

## TABLE OF CONTENTS

	<b>Page</b>
<b>SUPERVISOR’S DECLARATION</b>	<b>ii</b>
<b>STUDENT’S DECLARATION</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT</b>	<b>iv</b>
<b>ABSTRACT</b>	<b>v</b>
<b>ABSTRAK</b>	<b>vii</b>
<b>TABLE OF CONTENTS</b>	<b>vi</b>
<b>LIST OF FIGURES</b>	<b>x</b>
<b>LIST OF TABLES</b>	<b>xi</b>

### CHAPTER 1                      INTRODUCTION

1.0	Introduction	1
1.1	Background of Study	2
1.2	Problem Statement	3
1.3	Research Objective	5
1.4	Research Question	5
1.5	Research Methodology	5
	1.5.1 Preliminary Research Stage	
	1.5.2 Data Collection Stage	
	1.5.3 Data Analysis Stage	
1.5	Scope of Study	7
1.6	Definition of Terms	8
1.7	Significant of Study	9
1.8	Conclusion	9

**CHAPTER 2****LITERATURE REVIEW**

2.0	Introduction	11
2.1	Definition of Training	11
2.2	Importance of Training	12
2.3	Employees Performance	13
2.4	The Relationships Between Training And Employees Performance	14
2.5	Effect of Training On Performance	17

**CHAPTER 3****RESEARCH METHODOLOGY**

3.0	Introduction	21
3.1	Research Design	21
3.2	Data Collection Method	22
3.3	Population and Sampling	24
3.4	Data Analysis	26
3.5	Summary	26

**CHAPTER 4****RESULTS AND DISCUSSION**

4.0	Introduction	27
4.1	Demographic Profile Of Respondents	27
4.2	Descriptive Analysis	33
4.3	Reliability Analysis	40
4.4	Correlation Analysis	42
4.5	Regression Analysis	44



**CHAPTER 5            RECOMMENDATION AND CONCLUSION**

5.0	Introduction	47
5.1	Limitation	47
5.2	Recommendation	48
5.3	Contribution	48
5.4	Conclusion	49
	References	50
	Appendices	52

**LIST OF FIGURE**

<b>FIGURE NO</b>	<b>TITLE</b>	
2.1	The Process Of Planned Training	20
4.1	Analysis Of Percentage Distribution Respondent By Age	29
4.2	Analysis Of Frequency Distribution Respondent By Experience In Project Construction	30
4.3	Analysis Of Percentage Distribution Of Respondent By Education Background	32
4.4	Total Mean And Rank Of Each Variable	34
4.5	Histogram Of Training Dimension	35
4.6	Histogram Of Behaviour And Relationship Dimension	37
4.7	Histogram Of Job Effectiveness Dimension	38
4.8	Histogram Of Employees Performance Dimension	40

## LIST OF TABLE

<b>TABLE NO</b>	<b>TITLE</b>	
3.1	Sample Size Needed For Given Population	25
4.1	Analysis Of The Number And Percentage Distribution Of Respondent By Gender	28
4.2	Analysis Of The Number And Percentage Of Training Programme Attended By Employees In Construction Firm In Kuantan	31
4.3	Total Mean And Rank Of Each Variable	33
4.4	Ranking Of Training Dimension	35
4.5	Ranking Of Behaviour And Relationship Dimension	36
4.6	Ranking Of Job Effectiveness Dimension	38
4.7	Ranking Of Employees Performance Dimension	39
4.8	Reliability for Independent and Dependent Variables	41
4.9	Pearson Correlation Coefficient	42
4.10	Pearson Correlation Result	43
4.11	Summary of Regression Result	44
4.12	The Coefficients Results	45

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.0 INTRODUCTION**

This chapter is covered to describes about the background of the study, problem statement, research objective, research question, scope of the study, definition of keys concepts, and significant of the study. It is about the effect of training on employees performance of construction firms in Pahang.

Previously, many organizations described the training programme as an activity that does not bring a beneficial result to organization in the context of organization investment. It is considered as a waste in term of time, money, and manpower that supposedly can be used and invested towards whatever that can give more beneficial. There are also still considering training as something that needs to be done just to end the budget and annual allocation by ty the top management. It seem like the effectiveness of training do not measure by the result shown in employees after attending training, but subjected to how many training programme that suggestible. Then, the result is most organizations only allocate a small budget or nothing to develop training programs for his workers every year.

However, they should realize employees are a valuable asset to the company that play important roles in order to achieve the organization goals. Nowadays, work

environment requires employees to be skilled in performing complex task. Thus, employees need training as a performance improvement tools to ensure the successful of goals. Generally, training will be given by an expert or professional in related field or job. So, training of employees is not continuous, but it is periodical and given in specified time. The importance of training is to providing a required skill to the employees for doing the job effectively, skilfully and qualitatively. By implement the training, employees can use the needed skills that they have learnt in the training stage and process, which means by apply it in their task and job.

## **1.1 BACKGROUND OF STUDY**

According to Oxford Advanced Learner's Dictionary (2003), the term of training are divided into two definitions. Firstly, training as learning process skills that needed a person to perform the task. Secondly, training is defined as process of preparation to participate in a sport competition by making a physical preparation. In the context of the discussion of this research, the first definition will be used as training are implemented in an organization is to focused on learning process that establish to enhance the individual skills to facilitate the individual to perform his duties.

The ability of employees can be improved by changing their attitudes or add their skill and knowledge. That's why training is very important for employees in doing their job and improves the performance or individual skills. This effort aim to improve the current and future performance of employees by improving the ability of employees to perform their duties so that the organizational objectives can be achieved.

According to Rozhan (2002), training are all effort carried out by organization to increase individual ability to perform the duties or play roles that have been assigned by organization. Training are focuses on proving workers specifically for the the task that have been given and more oriented. In the other hand, training refers to a planned intervention aimed at enhancing the elements of individual job performance (Chiaburuand Tekleab, 2005). Performance improvement means the existence of change that can be measured in knowledge, skill, attitude, and social behaviour. The definition

that are quite similar given by M.B Muda ( 2003 ) on training consist of a planned programme designed to improve individuals performance, teams, and organizations.

From a few definitions of training that was extracted from scholar in the field of management, especially in the field of management training in organization, we could create a holistic concept on training concept as following :

- 1) Training is a learning process that is systematic and planned for the employees in an organization
- 2) Training has it own implementation of procedures that aim to reduce the gap during the employees work performance with the performance of work that is expected by the organization.
- 3) Training aims to enhance and add value to knowledge reinforce skilled labour and change attitudes ( KSAO's – knowledge, skill, ability, and other character ).

## **1.2 PROBLEM STATEMENT**

This study begins with the realization about the effect of training on employees performance. Employees role actually influence the success of an organizations. No matter what the role of the worker whether project manager, site supervisor, labour, or subordinates all are contribute and play important role in developing organization and also increasing the organizational productivity. In general, the training seeks to improve the quality of the performance in their jobs. Training has been accepted as a factor that contributes to the achievement of organizational goals. Effective training programs helps employees to get acquaintance with the desired new technological advancement, also gaining full command on the competencies and skills required to perform at s particular job and to void on the job errors and mistakes (Robert, 2006).

Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, Pucik & Barsoux, 2002) and therefore prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. It is important to not ignore the prevailing evidence on growth of knowledge in the business

corporate world in the last decade. This growth has not only been brought about by improvements in technology nor a combination of factors of production but increased efforts towards development of organizational human resources. Therefore, every organizations responsibility to enhance the job performance of the employees and certainly implementation of training and development is one of the major steps that most companies need to achieve this. As is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective performance. This therefore calls for managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions (Afshan, Sobia, Kamran & Nasir, 2012).

Unfortunately, there are still many private sector even government not recognizing the importance of training that will effect in increase the employees productivity and when the economy in crisis or profit down, many organization first seek to cuts the budget of training. This factor will lead to high job turnover then it will impact the cost in order to hiring the new employees which means low down the organizational profitability. From the past researches also proved that are a positive link between training and employees performance. According to (Chenet, 2004), it is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training programs, may also help the workforce to decrease their anxiety or frustration, originated by the work on job.

On one hand previous work in the field proved that training programs not only develops employees but also help an organization to make best use of their humane resources in favour of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace,(Jie and Roger, 2005). These factors have strengthened the function of training along with other productive functions in the organization and can be treated as investments. While it is a form of investment, the function of training is still not able to develop an appropriate method or system to collect data and information about the effectiveness of the training and provide a reasonable return on investment or benefit.

Other than that, Ibarahim Mamat (2001 ) think and emphasised that assessment effort should give emphasis because assessment has long ignored by most forms of designer and training administrators, even though they agree that assessment effort is useful to training programme and also to organisation. Assessment also not done because trainee and programme administrators do not know and understand more detailed on method to implement it in organisational. As a result, individuals who participate in the training program are not sure about the effectiveness of a training programme. Thus, it is no doubt with the evaluation system will provide great benefits to each employees to the organization. Management is encouraged to increase investment in training, this will motivate employees or trainees in order to increase its efforts in the work

### **1.3 RESEARCH OBJECTIVES**

- 1) To investigate the meaning and importance of training.
- 2) To determine the effect of training on employees performance.

### **1.4 RESEARCH QUESTION**

- 1) How well the training has been implemented helps?
- 2) How are the training effects on employee's performance?

### **1.5 RESEARCH METHODOLOGY**

The methodology is a guideline in conducting a study. These are a process to obtain information and data relating to the study for the purpose to identifying the problem in the research. The stages of the study are as follows :



### **1.5.1 Preliminary Research Stage**

This stage is to identify the problems in the study area and further develop the goals and objectives to serve as a guideline. At this stage, all secondary information's are related with the study area will be obtained.

### **1.5.2 Data Collection Stage**

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic ways that will answer stated research questions and test hypotheses and expected outcome. The data collection process in research is common to all fields of study including physical and social sciences, humanities and business. While methods vary by discipline, the emphasis on ensuring accurate and honest collection remains the same. In data collection stage, there are two category and type of data that familiar when conducting a research which are primary data and secondary data.

#### **Primary Data**

Primary data or known as raw data are collected self by the researcher . This data can be collected through various methods which is through questionnaires. Questionnaires is one of the simplest method to collect the data since it can be used to generate respond from large gro up of respondent at the same generate more information.

## **Secondary Data**

Secondary data is data that has been published and used by anyone other than the study data itself. The data obtained by the study of documents, reports and records collected by others. In this study, secondary data will be obtained from libraries, government offices and others. Indirectly, secondary data can be complete the data collected from primary data.

### **1.5.3 Data Analysis Stage**

At this stage, all the data on primary and secondary data were obtained as a result of the study will be analyzed carefully, and then identify the issues and problems found in the study area.

## **1.6 SCOPE OF STUDY**

In this study, the scope focuses on main contractor class G7 in Kuantan, Pahang. The construction firm and employees will be survey at area Kuantan, Pahang. This research is more focusing on construction industry in Kuantan, Pahang in order to get suitable results from correspondent. It is because the location selected is based on the capability to collect the data is easier to find in the construction firms on selected location. The respondent is taking from main contractors experienced in construction industry to find the relationship between training and employees performance from their past experience. The participant will be 84 contractors experienced in construction industry.

## **1.6 DEFINITION OF TERMS**

### **1.6.1 Training**

Training refers to an planned intervention aimed at enhancing the elements of single career performance (Chiaburuand Tekleab, 2005 ).

### **1.6.2 Employees**

Employees refer to a pool of human resources under the firm's control in a direct employment relationship. For the purpose of this study, employees ( workers ) refer to non-managerial employees who are below the management levels of the organization.

### **1.6.3 Employees' performance**

Employees performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000) while performance may be used to define what an organization has accomplished with respect to the process, results, relevance and success Uganda National Development Program (1995). Afshan (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employees performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

## **1.7 SIGNIFICANCE OF STUDY**

The significance of the study is to expose to organization about the important of training and the training provided to the employees are the right training. This is because when the training is provided to the employees, it will give many benefit to an organization such as in help improve the current performance of the employees which means it gains and increase the employees knowledge, skills, and ability. It also helps in to determine the specific requirement for the types of training that will be given to employees. So, this will help employees to know what the skill, knowledge, and ability needed to satisfy the job and improve performance.

## **1.8 CONCLUSION**

This chapter discuss about briefly research and know the problem, then the purpose of the study. On the other hand, this chapter also mention about a few definition and term that are related with training. Thus, it is important for company that are conduct training to analysing before do the training to ensure the right training are given to the employees and provided an assessment to measure the effectiveness of training and the improvement of employees performance.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

In this chapter it describes a brief background of the research. It explores the problem statement, objectives of the study, research question of this study, the scope of the study, and the significance of the study.

#### **2.1 DEFINITION OF TRAINING**

Generally, training is any initiatives (to begin something new) taken by organizations to encourage employees to learn and gain knowledge. Effective training and development programs aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on the coaching and mentoring, peers cooperation and participation by the subordinates. This team work enable employees to actively participate on the job and produces better performance, hence improving organizational performance. Training programs not only

develops employees but also help an organization to make best use of their humane resources in favour of gaining competitive advantage.

Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace, (Jie and Roger, 2005 ). In other hand, training also as a process of educating new employees on basic skills they need to perform their duties. Related to the above, Beardwell (2004) add that technological developments and organizational change have slowly led some employers to the realization that success depend on the skills and abilities of their employees, thus a need for considerable and continuous investment in training and development.

Thus, it appears mandatory because of the firm to arrange for such a training programs for the employees to enhance their skills and competencies which can be needed at the workplace, (Jie in addition to Roger, 2005 ). Other than that, training also as being a process regarding educating completely new employees with basic skills they have to perform his or her duties. Linked to the previously mentioned, Beardwell (2004) mention that technological developments and organizational change have little by little led by a few employers towards realization that will success rely on the knowledge and abilities of these employees, thus a requirement of considerable in addition to continuous investment decision in training and development are needed.

Jewell (1985) mention that training is a sub-process in the overall strategy of matching people to work ( an operation that begins while using the screening, selection and keeping employees). He feels that instruction serves a few important functions within an organization:

- A. Maintaining employees' existing performance as required by the organization.
- B. Improving employee motivation by strengthening employee's beliefs in their abilities to perform their jobs.
- C. Assisting with the employee socialization and understanding of organizational priorities, norms, and values.

## 2.2 IMPORTANCE OF TRAINING

The primary purpose of the training is to ensure that the organization is able to achieve a satisfactory return on their investments, particularly from the source of the most important (and most expensive) is their employees. Therefore, the main objective of the training is to develop self-efficacy and results in superior performance on job (Svenja, 2007), by replacing the traditional weak practices by efficient and effective work related practices (Kathiravan, Devadason and Zakkeer, 2006). So, there are many benefits in implement training which means the short term and long term benefit to organization and employees. According to statement below, Cole (2001) summarizes these benefits as below :

- 1) High morale – employees who receive training have increased confidence and motivations.
- 2) Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste.
- 3) Lower turnover – training brings a sense of security at the workplace which in turn reduces labour turnover and absenteeism is avoided.
- 4) Change management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations.
- 5) Provide recognition, enhanced responsibility and the possibility of increased pay and promotion.
- 6) Help to improve the availability and quality of staff.

## 2.3 EMPLOYEES' PERFORMANCE

Employees' performance is often looked at in terms of results. However, it may also be looked at in terms of behaviour (Armstrong 2000). Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets. (Kinicki and Kreitner, 2007). Kenney (1992), stated that employees performance is measured against the performance standards set by the organization. According to Ahuja (1992), there are a number of measures that may be taken into consideration once measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures.

Profitability is the ability to earn profits consistently over a period of time. It is expressed as the ratio of gross profit to sales or return on capital employed (Wood & Stangster, 2002). Efficiency and effectiveness, which means the efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target (Stoner, 1996). Productivity is expressed as a ratio of output to that of input (Stoner, Freeman and Gilbert Jr, 1995). It is a measure of how the individual, organization and industry converts input resources into goods and services. The measure of how much output is produced per unit of resources employed (Lipsey, 1989). Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler & Armstrong, 2002). It is increasingly achieving better products and services at a progressively more competitive price (Stoner, 1996).

As noted by Draft (1988), it is the responsibility of the company managers to ensure that the organizations strive to and thus achieve high performance levels. This therefore implies that managers have to set the desired levels of performance for any periods in question. This they can do by for example setting goals and standards against which individual performance can be measured. Companies ensure that their employees are contributing to producing high quality products and/or services through the process of employees performance management. This management process encourages



employees to get involved in planning for the company, and therefore participates by having a role in the entire process thus creating motivation for high performance levels.

It is important to note that performance management includes activities that ensure that organizational goals are being consistently met in an effective and efficient manner. Performance management can focus on performance of the employees, a department, processes to build a product or service, etc. Earlier research on productivity of workers has showed that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy, 1985). Furthermore, Kinicki & Kreitner (2007), document that employees performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets

## **2.4 THE RELATIONSHIPS BETWEEN TRAINING AND EMPLOYEES PERFORMANCE**

As depicted by the work of Harrison (2000), learning through training influence the organizational performance by greater employees performance, and is said to be a key factor in the achievement of corporate goals. However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employees performance (Swart, 2005).

According to Swart (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employees performance. He further elaborate the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be moulded according to the firm needs. There might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or may be not confident enough on their capabilities, or they may be facing work- life conflict. All the above aspects must be considered by the firm while

selecting most appropriate training intervention, that helps organization to solve all problems and enhance employees motivational level to participate and meet firm expectations by showing desired performance. As mentioned by Swart (2005), this employees superior performance occur only because of good quality training program that leads to employees motivation and their needs fulfilment.

According to Wright and Geroy (2001), employees competencies changes through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employees competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner.

However, employees performance is also effected by some environmental factors such as corporate culture, organizational structure, job design, performance appraisal systems, power and politics prevailing in the firm and the group dynamics. If the above mentioned problems exist in the firm, employees performance decreases not due to lack of relevant knowledge, skills and attitude, but because of above mentioned hurdles. According to Wright and Geroy (2001), to make training effective and to ensure positive effect of training on employees performance these elements should be taken into consideration, Besides, Eisenbergeret (1986) stated that workers feel more committed to the firm, when they feel organizational commitment towards them and thus show higher performance.

Bartel (1994), reports that there is a positive correlation between effective training program and employees productivity, however to make it possible, it is the responsibility of the managers to identify the factors that hinders training program effectiveness and should take necessary measures to neutralize their effect on employees performance. In addition, Ahmad and Bakar (2003), concluded that high level of employees commitment is achieved if training achieve learning outcomes and improves the performance, both on individual and organizational level.

Generally, it can be debated that the effect of training program on employees outcomes such as motivation, job satisfaction and organizational commitment, did not

received much attention so far. Rare work was done to test whether firms can affect their workers attitude, through proper training interventions. According to Lang (1992), training should be planned in such a way that it results in organizational commitment. On the other hand, Gaertner and Nollen (1989), proposed that employees' commitment is a result of some human resource practices, that is, succession planning and promotions, career development and training opportunities. All these practices, when achieved results in greater employees performance. Moreover, Meyer and Smith (2000), investigate the link between Human Resource Management practices and organizational commitment, so as to discover the causes of effective employees performance.

Although the above literature provides the evidences regarding the benefits of training and its positive influence on employees performance, Cheramieet (2007), argued that, management, mostly feel hesitant while investing in its human resource due to various reasons. Sometime, in spite of receiving effective and timely training programs, employees are intended to cash it for the sake of their own market value and employment opportunity, or willing to change job just because of higher salaries, and thus, firm investment in training results as a cost rather than profit. It is also observed that due to the resistance of the organization towards offering training, propels individuals to invest themselves for their career development and greater performance (Baruch, 2006).

As mentioned by Arnoff (1971), training sessions accelerate the initiative ability and creativity of the workforce and facilitate to avoid human resource obsolescence that may occur because of demographic factors such as age, attitude or the inability to cope with the technological changes. Obisi (2001), reported that training is a systematic process of enhancing the knowledge, skills and attitude, hence leads to satisfactory performance by the employees at job. He further mentioned that the need and objectives of the training program should be identified before offering it to the employees.

Scott, Clothier and Spriegel (1977), argued that training is the crux of better organizational management, as it makes employees more efficient and effective. They further elaborated that training practice is have a strong bond with all other human resource practices as (Mamoria, 1995) stated, it enables employees to develop themselves within the firm and raise their market value in the market. Moreover, training supports to shape employees' job related behaviour and facilitate them to

participate for the success of the organization and ultimately firm gets higher return due to superior performance of its employees. Mamoria (1995), further mentioned that a well-trained worker is able to make a best use of organizational resources along with minimum level of wastages. As stated by Ohabunwa (1999), when employees are well trained organization can delegate responsibility and authority to them with full confidence of ensuring organizational success.

## **2.5 EFFECT OF TRAINING ON EMPLOYEES PERFORMANCE**

In the real world, organizational growth and development is affected by a number of factors. In light with the present research during the development of organizations, employees training play a vital role in improving performance as well as increasing productivity. This in turn leads to placing organizations in the better positions to face competition and stay at the top. This therefore implies an existence of a significant difference between the organizations that train their employees and organizations that do not. Existing literature presents evidence of an existence of obvious effects of training and development on employees performance. Some studies have proceeded by looking at performance in terms of employees performance in particular (Purcell, Kinnie & Hutchinson (2003), and Harrison (2000) while others have extended to a general outlook of organizational performance.

In one way or another, the two are related in the sense that employees performance is a function of organizational performance since employees performance influences general organizational performance. In relation to the above, Wright & Geroy (2001) note that employees competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance..

The branch of earlier research on training and employees performance has discovered interesting findings regarding this relationship. According to Appiah (2010), training has been proved to generate performance improvement related benefits for the employees as well as for the organization by positively influencing employees performance through the development of employees knowledge, skills, ability, competencies and behaviour. Moreover, other studies for example one by Swart (2005) elaborate on training as a means of dealing with skill deficits and performance gaps as a way of improving employees performance.

According to Swart (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the employees and enhancing employees performance. He further elaborate the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be molded according to the firm needs. It is always so that employees possess a certain amount of knowledge related to different jobs. However, it is important to note that this is not enough and employees need to constantly adapt to new requirements of job performance. In other words, organizations need to have continuous policies of training and retaining of employees and thus not to wait for occurrences of skill and performance gaps.

According to Wright & Geroy (2001), employees competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employees competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner. Further still, dissatisfaction complaints and turnover can be greatly reduced when employees are so well trained that can experience the direct satisfaction associated with the sense of achievement and knowledge that they are developing their inherent capabilities (Pigors & Myers, 1989).

Most of the benefits derived from training are easily attained when training is planned. This means that the organization, trainers and trainees are prepared for the training well in advance. According to Kenney & Reid (1986) planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance. Planned training according to Kenney and Reid consists of the following steps:

- Identify and define training needs
- Define the learning required in terms of what skills and knowledge have to be learnt and what attitudes need to be changed.
- Define the objectives of the training
- Plan training programs to meet the needs and objectives by using right combination for training techniques and locations.
- Decide who provides the training
- Evaluate training.
- Amend and extend training as necessary.

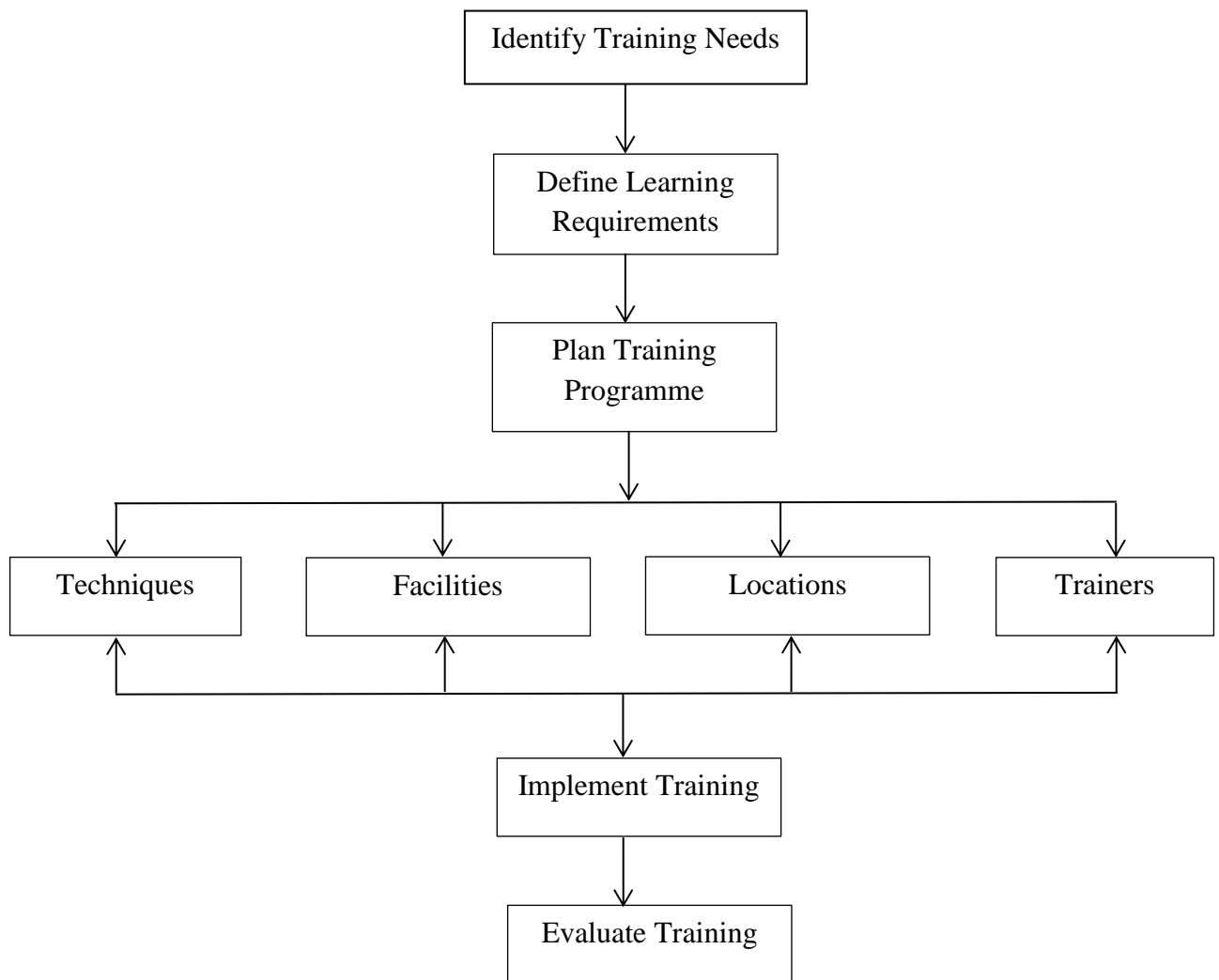


Figure2.1: The Process of Planned Training

(Source: Armstrong Michael, 1995 )

## **CHAPTER 3**

### **RESEARCH METHHODOLOGY**

#### **3.0 INTRODUCTION**

Research methodology is a set of procedures or methods used to conduct research. This research method very important to gather information for our research such as users preferences, opinion and suggestion. This chapter represent about methodology to be used. This chapter will cover the method that that is used to carry out in this research, that is include research design, data collection method, population and sampling, and data analysis. The method that will be used for this research in order to get the information from respondent is questionnaire survey..

#### **3.1 RESEARCH DESIGN**

Research design is the framework or plan for study used as a guide in collecting and analysing data. Research design are depends on the nature of the research and on how the researches perceive it whether to use qualitative or quantitative. Based on the purpose of the study, quantitative research design is use as a guide in collecting and analysing data. Quantitative research is a survey design that place heavy emphasis on



using formal standardized of question and predetermined response option on questionnaire or survey administered to large numbers of respondents.

The advantage of this quantitative method is it using a questionnaire which is less expensive and easier to administer than a personal interviews. According to Robson (1993), indicates that mailed surveys are extremely efficient at providing information in a relatively brief time period at low cost to the researcher. For these reasons, the research have chosen a descriptive research methodology and designed a questionnaire survey technique to be developed for the purpose of collecting the main data of the study. This design was chosen to meet objectives of the study, it's namely to evaluate the relationship between training and employees performance of construction firm in Kuantan, Pahang.

The technique questionnaire on this study would go through the company personnel in charge in staff by firms. As well designed questionnaire is important, the clarify and the language use to construct the questionnaire must be taken well care. This is because the purpose of the clear and concise questionnaire helped to get best responses from the potential respondent.

In this research, survey will be conducted focused on contractor with Grade 7 that locate in Kuantan, Pahang that involved in construction. The list of contractor are obtained from CIDB association and the main respondent in this research will be project manager construction firms because they have experience in training provided whether the training give a positive or negative impact.

### **3.2 DATA COLLECTION METHOD**

In this research, a questionnaire was chosen as data collection instrument. The questionnaire translates the research objectives into specific question. For this survey questionnaire, it is using the closed-ended question format, which means the respondent is asked to answer from among list provided and fill in the answer on the scale provided. The questionnaire can be administered in a variety ways, such as face to face, email, or telephone. For this research, the method that will be used for data collection is

by distributing the questionnaire personally and directly to the targeted respondent. The reason it was send personally and directly is because to ensure a high response rate as the questionnaire were distributed to the person in charge to complete and were collected personally by the researcher. A cover letter also was attached with the questionnaire to explain the objective of the study and it also to encourage the companies to participate in the study.

In details, they are two type of data collection method being used to gather and combine the information of effect of training on employee's performance which is primary data and secondary data.

### **Primary Data**

A survey of questionnaires being delivers to the respondent from chosen contractor. The reason for this method being applied in this study is because it can generate the information from a large group of sample in the same industry. The targeted respondent for this study are contractor located at Kuantan, Pahang with Grade 7 and already register with CIDB association. Currently, the number of respondent will involve in this study is 84 contractors. Set of questionnaire will be distributed to the personnel that involved directly in the project.

### **Secondary Data**

Secondary data are collected through the literature review in the chapter 2. Journal and articles from the website and book also being used as references to collect required data as secondary sources. This data is very important in order to determine the effectiveness of training to make sure that everyone understands the important of training. Furthermore, this data also will analyse the effectiveness of training on employee's performance. Finally, this data will be used as a basic for the purpose to develop the questionnaires that will be distributed to the respondent selected

### 3.3 POPULATION AND SAMPLING

Population is defined as elements that included individuals, object and event that meet the sample criteria for inclusion in a study. The population of this study is focus on the people or personnel who are working in class G7 in construction firm in Kuantan, Pahang. The researcher chooses the entire worker that work at there to know their respond from their experience about the relationship between training and employees performance.

For this study, simple random sampling method will be used since population of respondent is large. A total of 84 contractor's class G7 in Kuantan, Pahang as stated on the registries web site under the Construction Industry Development Board (CIDB) in the region of study has been identify as potential respondent to get the information. The questionnaires will be distribute to all of the contractor that identified in that region . However, it is not necessary to gain the respond from all the contractor that receive the questionnaire to make this study valid. According to Krejcie, R.V., & Morgan, D.W. (1970), for the population 84, it is enough to get 70 respondents to make the study valid and reliable.

<i>Total</i>	<i>Sample</i>	<i>Total</i>	<i>Sample</i>	<i>Total</i>	<i>Sample</i>
10 ⇒	10	220 ⇒	140	1200 ⇒	291
15 ⇒	14	230 ⇒	144	1300 ⇒	297
20 ⇒	19	240 ⇒	148	1400 ⇒	302
25 ⇒	24	250 ⇒	152	1500 ⇒	306
30 ⇒	28	260 ⇒	155	1600 ⇒	310
35 ⇒	32	270 ⇒	159	1700 ⇒	313
40 ⇒	36	280 ⇒	162	1800 ⇒	317
45 ⇒	40	290 ⇒	165	1900 ⇒	320
50 ⇒	44	300 ⇒	169	2000 ⇒	322
55 ⇒	48	320 ⇒	175	2200 ⇒	327
60 ⇒	52	340 ⇒	181	2400 ⇒	331
65 ⇒	56	360 ⇒	186	2600 ⇒	335
70 ⇒	59	380 ⇒	191	2800 ⇒	338
75 ⇒	63	400 ⇒	196	3000 ⇒	341
80 ⇒	66	420 ⇒	201	3500 ⇒	346
85 ⇒	70	440 ⇒	205	4000 ⇒	351
90 ⇒	73	460 ⇒	210	4500 ⇒	354
95 ⇒	76	480 ⇒	214	5000 ⇒	357
100 ⇒	80	500 ⇒	217	6000 ⇒	361
110 ⇒	86	550 ⇒	226	7000 ⇒	364
120 ⇒	92	600 ⇒	234	8000 ⇒	367
130 ⇒	97	650 ⇒	242	9000 ⇒	368
140 ⇒	103	700 ⇒	248	10000 ⇒	370
150 ⇒	108	750 ⇒	254	15000 ⇒	375
160 ⇒	113	800 ⇒	260	20000 ⇒	377
170 ⇒	118	850 ⇒	265	30000 ⇒	379
180 ⇒	123	900 ⇒	269	40000 ⇒	380
190 ⇒	127	950 ⇒	274	50000 ⇒	381
200 ⇒	132	1000 ⇒	278	75000 ⇒	382
210 ⇒	136	1100 ⇒	285	100000 ⇒	384

Table 3.1 : Sample Size Needed For Given Population

Source : Krejcie, R.V., &amp; Morgan, D.W. (1970).

### **3.4 DATA ANALYSIS**

After the data was collected it would be organized and analysed. For analysis of closed-ended questions, a computer programme called Statistical Package for Social Sciences (SPSS) would be used. SPSS is software for organize and managing data as well as calculating a wide variety of statistics such as mean analysis. Data would be analyzed by using descriptive statistic. Frequency tables would be drawn and from these the data will be presented in pie diagrams and bar graphs.

### **3.5 SUMMARY |**

This chapter discuss about the process of research will be conducted and know what the activity of research, how to proceed, how to measures progress and so on which mean it covered research design, data collection method, population and sampling, and data analysis. The details analysis and finding will be discussed in the following next chapter which is chapter four.

## **CHAPTER 4**

### **RESULTS AND DISCUSSION**

#### **4.0 INTRODUCTION**

This chapter reviews the results of data analysis. This chapter also presents the results of the survey using the descriptive statistics, reliability test, Pearson correlation, and regression technique. The findings of demographic profile is analysed using frequencies and percentages. Data analysis was made and arranged according to the objective and research question, in page 5 chapter 1.

#### **4.1 DEMOGRAPHIC PROFILE OF RESPONDENTS**

A total of 70 questionnaires were distributed to the respondents. Out of these 70 questionnaires distributed, 57 (81.3%) responses were collected and 13 (18.57%) respondent did not respond to that survey. Thus, only 57 responses were used in this analysis. To analyse this demographic, tables and charts were used. This method is important to compare each type of group of the respondents demographic.

#### 4.1.1 Gender

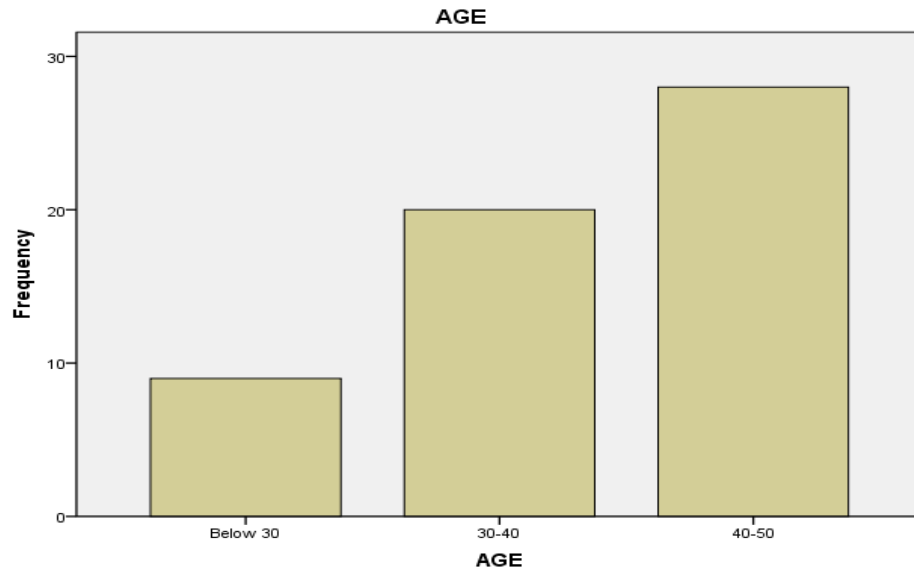
Table 4.1: Analysis of the number and percentage distribution of respondent by gender

Gender	Frequency	Percentage
Male	43	75.4
Female	14	24.6
Total	57	57

Table 4.1 shows the distribution of the number by percentage of respondent by gender. Total of number from respondents involved in this study were 57 employees from G7 construction companies in Kuantan. From this amount, a total of 43 (75.43) were males while 14 other staffs (24.56) of respondent were females. The overall number of respondent taken more male compared with female in this research. This indicates that more men than woman involved and interested in construction industry.

#### 4.1.2 Age

The result of analysis finding in ages sub group is as followed:

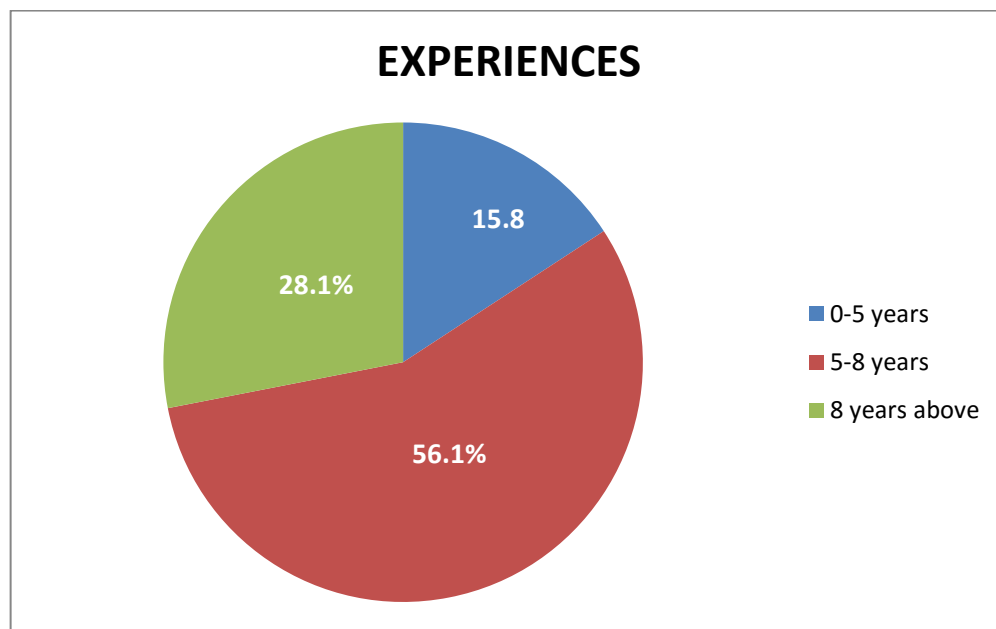


**Figure 4.1:** Analysis of percentage distribution respondent by age

In this research, ages of the respondent will divide into 4 groups of ages. There are below 30 years old, 30 until 40 years old, 40 until 50 years old, and more than 50 years old of the respondent. From the data that were collect, 9 of the respondent (15.8%) is below 30 years old. Second highest frequency of the respondent is between 30-40 years old, 20 respondents (35.1%). The highest frequency of respondent is between 40-50 years old, which are 28 respondents (49.1%). It shows many of the respondents are older people who are active and expert in construction work.



### 4.1.3 Experience In Project Construction



**Figure 4.2:** Analysis of frequency distribution respondent by experience in project construction

From 57 of respondent in this research, 32 respondents are between 5-8 years' experience in project construction. That is the highest frequency 56.1% from the respondent answers this questionnaire survey. Second highest is around 8 years and above experience in project construction, 16 respondent (28.1%) followed between 0-5 years of 9 respondent (15.8%). Experience is very important because we can evaluate the effectiveness from their experience or training in project construction.

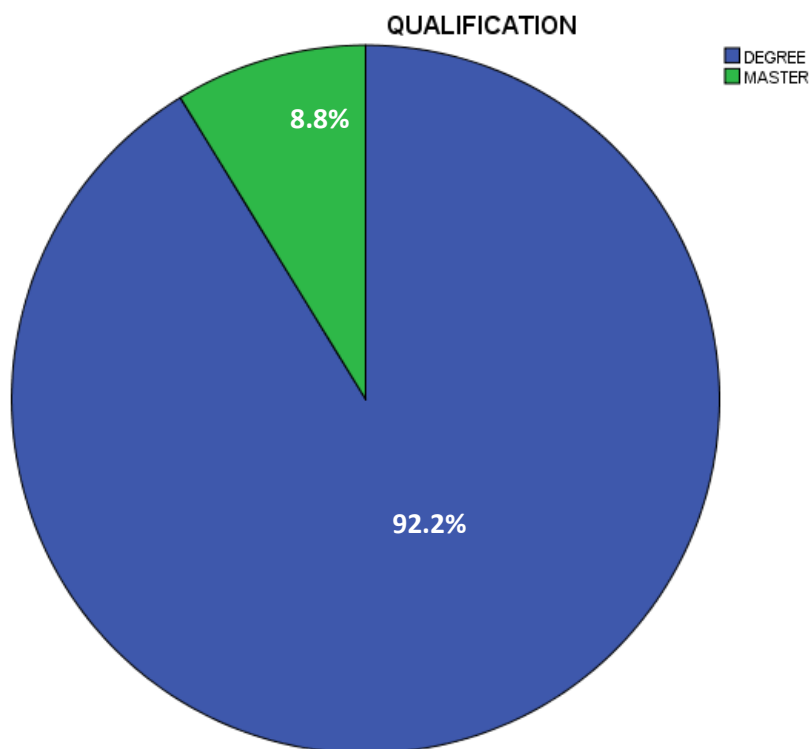
#### 4.1.4 Number Of Training Programme Attended

**Table 4.2:** Analysis of the number and percentage of training programme attended by employees in construction firm in Kuantan

Number of training programme attended	Frequency	Valid Percent
1-3	6	10.5
4-6	8	14.0
7-9	18	31.6
More than 10	25	43.9
Total	57	100.0

The highest training attended by the employees is from more than 5, 25 respondents (43.9%) from overall 57 respondents those were answer this questionnaire survey. Second highest is between 5, 18 respondent (31.6%) followed by 4 training attended 8 respondent (14.0%) and below 2, 6 respondent (10.5%). This shown the more training employees attended, the more they can perform and improve their current performance. It also shows that the respondent need and interested in training that will give a positive impact to them and also for organization.

#### 4.1.5 Education Background



**Figure 4.3:** Analysis of percentage distribution of respondent by education background

The highest education background of the respondent in this research is degree. From 57 respondents that were answering the questionnaire survey, 52 respondents are from degree qualification background, which is 91.2% from overall of respondent. Second highest frequency is from master, with 5 respondents (8.8%).

## 4.2 DESCRIPTIVE ANALYSIS

Descriptive analysis was done to describe the respondents' perception levels towards several predictor variables of effect of training on employee's performance which is important of training, behavior and relationship, job effectiveness and performance, and employee's feedback dimension. The variables were analyzed on the mean and ranking for each variables. All mean scores and ranking in this research are based on a 5 point Likert-type scale, in which 1="strongly disagree", 2="disagree", 3="neutral", 4="agree", and 5="strongly agree".

### 4.2.1 TOTAL MEAN AND RANK OF EACH VARIABLE

Table 4.3: Total mean and rank of each variable

Dimension	Mean	Std. Deviation	Rank
Training	4.1184	0.479735	2
Behavior and relationship	3.8333	0.494012	3
Job effectiveness	4.1886	0.351275	1
Employees performance	3.7544	0.454372	4

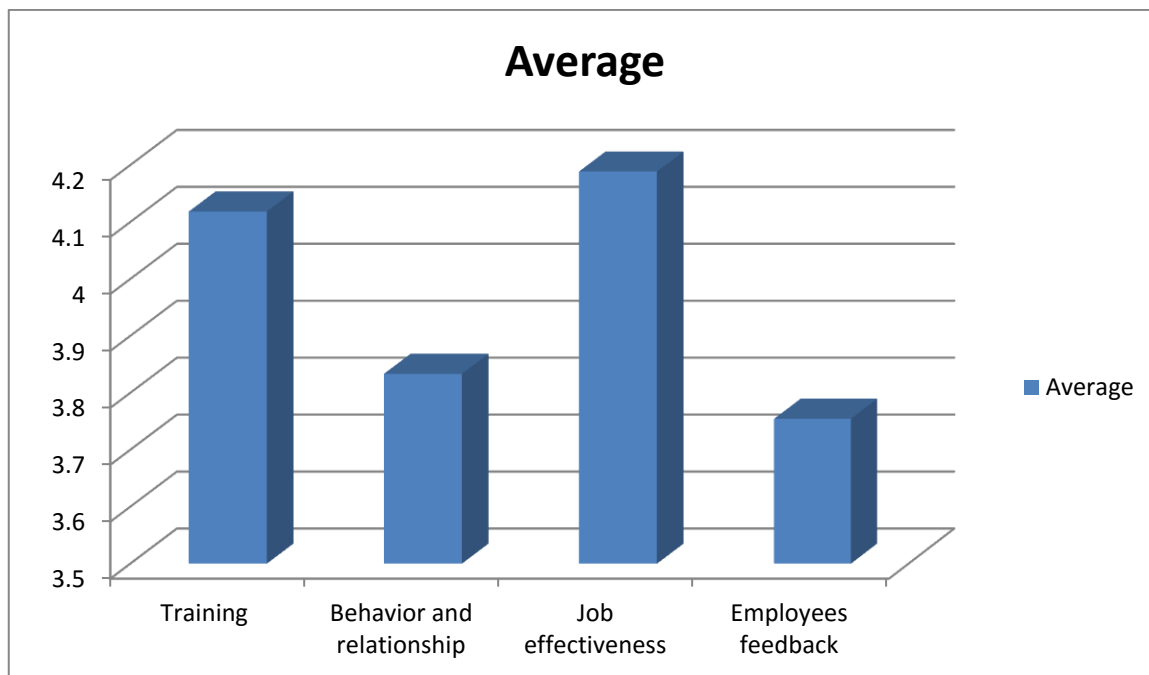


Figure 4.4: Total mean and rank of each variable

The table above represents the mean score for the dimensions of the total mean of the variables. Based on the table, the job effectiveness and performance has the highest total mean value which is 4.1886, followed by the second highest total mean of training which is 4.1184. The third total mean of behaviour and relationship which is 3.8333 and lastly followed by employees feedback which is 3.7544. For the column of item “rank” represent the ranking of the most effect of training on employee’s performance in construction firm which determined by comparing the total mean value of the variables of important of training, behaviour and relationship, job effectiveness, and employee’s performance.

## 4.2.2 TRAINING

Table 4.4: Ranking of training dimension

	Mean	Std. Deviation	Rank
The purpose of the training programme is to improve working condition.	4.2105	.52566	1
The training was helpful in upgrading my skills.	4.1930	.69278	2
Training contributes to a large extent in improving the confidence and commitment of an employee.	4.0877	.73874	3
The training helped to remain updated with the latest technology, practices, and policies.	3.9825	1.07722	4

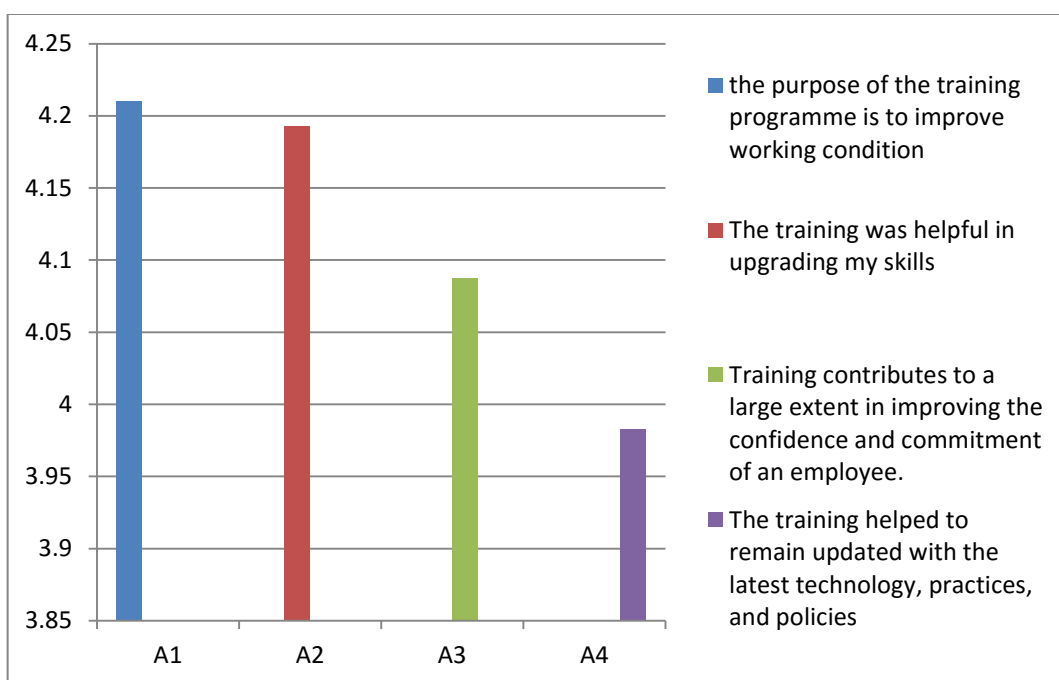


Figure 4.5: Histogram of training dimension

Table 5 and Figure 6 shows the mean and rank of important of training dimension based on 57 respondents. From table 4.4, the highest mean and rank is goes to A1 (4.2105) and the second highest mean and rank is goes to A2 (4.1930), the following are third highest A3 (4.0877). Whereas the lowest mean ranking is achieve by A4 which is 3.9825. From the result, it shows the respondent needs the training to improve their working condition such as skill and knowledge. When the right training have been attended and provided, the employees performance can be increase. This proves that the training have a positive relationship between employees performance.

#### 4.2.2 BEHAVIOUR AND RELATIONSHIP

Table 4.5: Ranking of behaviour and relationship dimension

	Mean	Std. Deviation	Rank
I think training programs help in bridging the gap between supervisor and subordinate.	3.5088	.73492	4
After training, I think that I can be of great help in maintaining a cordial and orderly atmosphere in the workplace.	3.7544	.80801	3
The training makes me to work better with job satisfaction.	3.9825	.71941	2
Training helps me to develop my career.	4.0877	.78560	1

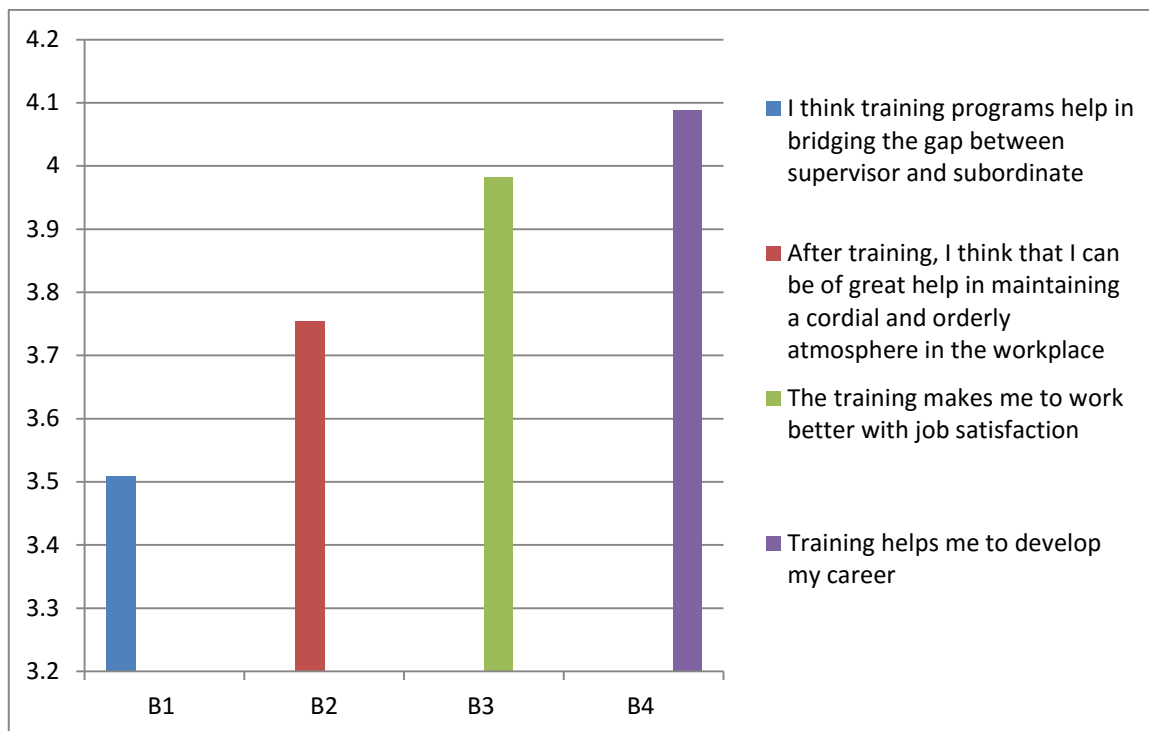


Figure 4.6: Histogram of behaviour and relationship dimension

Table 4.5 and Figure 4.6 shows the mean and ranking of behaviour and relationship dimension based on 57 respondents. From the table, the highest mean is goes to B4 (4.0877) whereas the lowest mean is goes to B1 (3.5088). The following are second highest mean is B3 (3.9825) and the third highest is B2 (3.7544). This dimension is to identify the behaviour of the respondent after attend the training provided whether it give a positive impact or not to them. The result shown that the training give a positive impact to employees behaviour by set the training as a tools for success that improve their working condition and changing their attitude.



### 4.2.3 JOB EFFECTIVENESS

Table 4.6: Ranking of job effectiveness dimension

	Mean	Std. Deviation	Rank
As a result of going through this program. I will be able to improve the way I do my current job.	4.1404	.76622	3
Employee can make innovations at work place using the information learned in the training.	3.7719	.73235	4
The training programme provided improves the job performance.	4.4386	.62728	1
These training programs contribute in improving the overall performance of employee.	4.4035	.49496	2

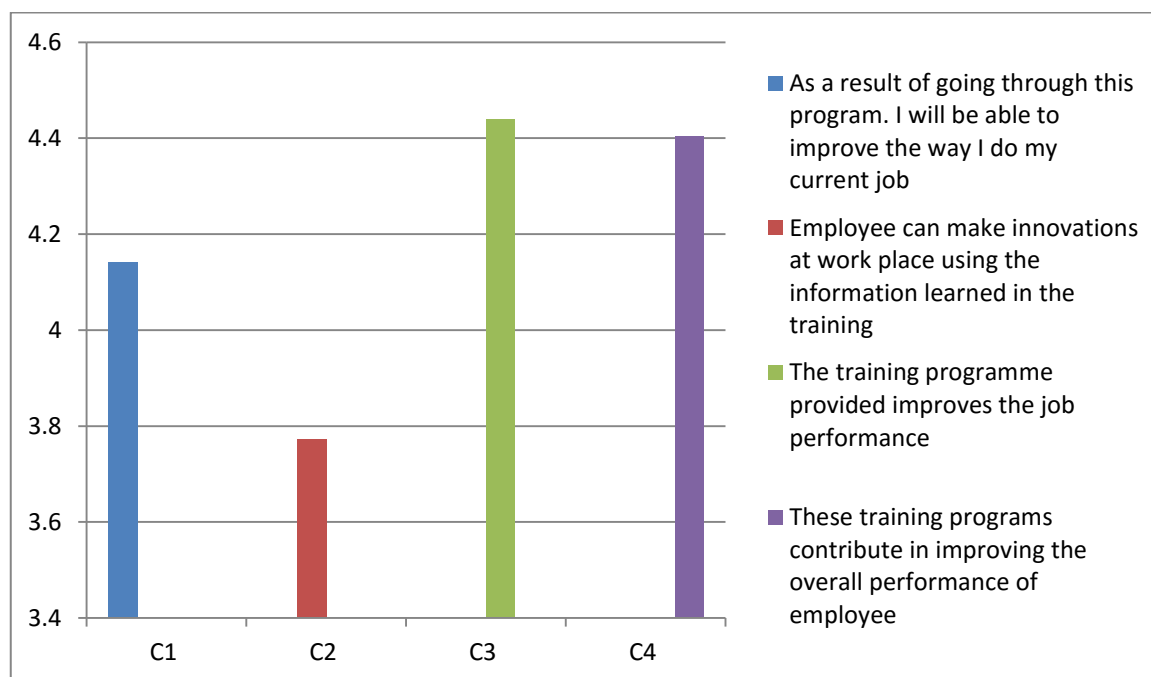


Figure 4.7: Histogram of job effectiveness dimension

Table 4.6 and figure 4.7 shows the mean and rank of job effectiveness dimension. From table 4.6, the highest mean is goes to C3 (4.4386) followed by second highest C4 (4.4035). The third highest is goes to C1 (4.1404) and the fourth highest is C2 (3.7719). This dimension is to identify the job effectiveness of respondent after them attend the training.

#### 4.2.4 EMPLOYEES PERFORMANCE

Table 4.7: Ranking of employees performance dimension

	Mean	Std. Deviation	Rank
I felt the need for the training before attending the training program.	3.6667	.76376	4
Training programs are planned and conducted to help achieve specific organizational goals.	3.7719	.98230	2
I achieved the objectives of the training program.	3.6842	.63127	3
The overall training programme in my organization is satisfactory by improving the employee performance and achieves the objective.	3.8947	.67306	1

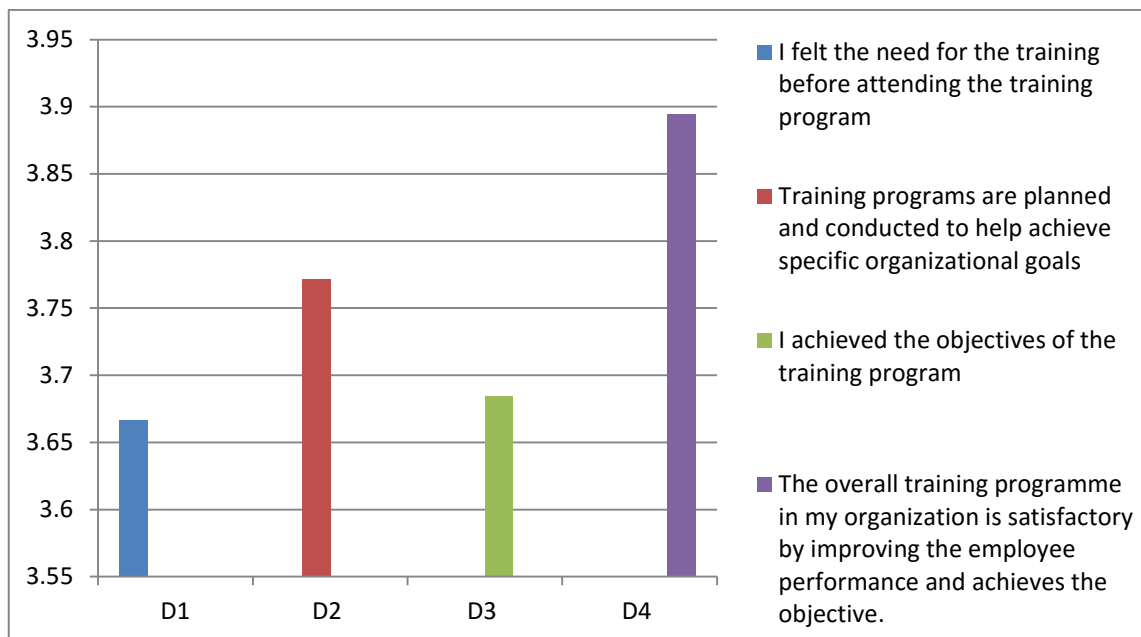


Figure 4.8: Histogram of employee's performance dimension

From table 4.7 and figure 4.8 shows the mean and rank of employee's performance dimension. According to table, the highest mean is located at causes D4 (3.8947) and the second highest is goes on D2 (3.7719). Besides that, the third highest is D3 (3.7719) and then lowest is goes to D1 (3.6667).

### 4.3 RELIABILITY ANALYSIS

There are several methods can be used to measure the internal consistency. According to Craig and Janes (2003), Cronbach's alpha is the most commonly ways used to measure of reliability. Cronbach's alpha can be ranges from 0 to 1.00, the values close to 1.00 shows high consistency and more reliable, in contrast, the Cronbach's alpha is far from 1.00 indicate the data is not consistency and not reliable. If the alpha shows 0.7 it consider as acceptable level, if the alpha more than 0.7 is consider in good level.

### 4.3.1 Reliability for Independent and Dependent Variables

**Table 4.8: Reliability for Independent and Dependent Variables**

Variables	Cronbach's Alpha	No of Item (N)	Number of Item Deleted
Important of training	.741	4	-
Behavior and relationship	.725	4	-
Job effectiveness	.749	4	-
Employees performance	.742	4	-

Table 4.8 shows the summary of reliability for items in independent and dependent variables. The important of training, behaviour and relationship, job effectiveness and performance was represented as the independent variables and the employee's feedback as dependent variables.

The closer the Cronbach's Alpha coefficient value to 1, the higher is the internal consistency reliability. According to Gliem A. & Gliem R. (2003), a rule of thumb has been provided. In this rule, if the values are greater than 0.70, it considered as acceptable value. Based from table, the value of Cronbach's Alpha for independent variable which represented job effectiveness and performance achieve highest Cronbach's alpha which is 0.749 whereas the second highest is important of training which is 0.741 and followed by behaviour and relationship which is 0.725. The value of Cronbach's Alpha for dependent variable which represented employees performance is 0.742 Based on the results in reliability table, the relevant values were achieved for independent and dependent parts. It makes the data valid and normal because the Cronbach's Alpha was greater than 0.70 which are 0.741, 0.725, 0.749, and 0.742. Hence, there was no item to be deleted.

#### 4.4 CORRELATION ANALYSIS

According to Soon and Sambasivan (2007), correlation analysis is one of the efficient methods can be used to study the relationship between variables. The regression analysis method had not been used in this research data analysis, since it is used to identify the relationship between one dependent variable with one or more independent variables; and it is possible to predict the value of dependent variable from the values of independent variables (Greasley, 2008). However, Correlation Analysis had been used in this research since it is aim to examine the direction and strength of relationship between both variables of causes and effects, to determine whether or not it is statistically significant; which is unlikely to have occurred by chance.

**Table 4.9: Pearson correlation coefficient**

Coefficient range	Strength
$\pm 0.91$ to $\pm 1.0$	Very Strong
$\pm 0.71$ to $\pm 0.90$	Strong
$\pm 0.41$ to $\pm 0.70$	Moderate strong
$\pm 0.21$ to $\pm 0.40$	Weak but definite Relationship
0 to $\pm 0.20$	Slight, almost negligible

( Source: Greasley, 2000 )

**Table 4.10: Pearson Correlation Result**

## Correlations

		Important of training	Behaviour and relationship	Job effectiveness and performance	Employees performance
Training	Pearson Correlation	1	.485**	.322*	.499**
	Sig. (2-tailed)		.000	.015	.000
	N	57	57	57	57
Behaviour and relationship	Pearson Correlation	.485**	1	.512**	.421**
	Sig. (2-tailed)	.000		.000	.001
	N	57	57	57	57
Job effectiveness and performance	Pearson Correlation	.322*	.512**	1	.198
	Sig. (2-tailed)	.015	.000		.141
	N	57	57	57	57
Employees performance	Pearson Correlation	.499**	.421**	.198	1
	Sig. (2-tailed)	.000	.001	.141	
	N	57	57	57	57

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Table 4.10 shows the correlation result for each dimension. Based on the table above, Pearson correlation show 0.485 between two variables. Thus, there is moderate strong relationship between behaviour and relationship and important of training. The result also weak but define objective since the Pearson correlation is 0.322 between job effectiveness and important of training.

Pearson correlation also shows there is moderate strong relationship between job effectiveness and behaviour and relationship followed by employees performance and important of training and between employees feedback and behaviour and relationship with Pearson correlation 0.512, 0.499, and 0.421.

In conclusion, all the linear relationship between independent variables with independent variables, dependant variable with dependant variable and lastly dependant variable with independent variables has positive relationship between variables.

## 4.5 REGRESSION ANALYSIS

The regression hypothesis was conducted to test the relationship between independent and dependant variable.. This study contains two hypotheses to be tested which are listed below:

**Table 4.11: Summary of Regression Result**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		Durbin-Watson
						Sig. F Change	
1	.542 <sup>a</sup>	.294	.254	.39241	.294	.000	1.804

a. Predictors: (Constant), Training, behaviour and relationship, and job effectiveness and job performance

b. Dependent Variable: Employees performance

Table 4.11 shows the regression analysis aimed at testing test the entire theoretical framework. It was conducted to test the relationship of dependant and independent variables. The dependant variable is employee performance. In table 11, coefficient of determination (R<sup>2</sup>) is 0.294 which means that the effect of training can be explaining 29.4% about the employees performance. The Durbin Watson value is 1.804 indicates that there has no series autocorrelation problem error terms. The significance values shows 0.000 which is the hypothesis is supported. The low percentages of coefficient of determination is due to the low number of variables effect on jobs performance.

**Table 4.12: The Coefficients Results**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.642	.680		2.413	.019
	Training	.473	.111	.499	4.274	.000
	Behaviour and relationship	.387	.112	.421	3.442	.001
	Job effectiveness	.255	.171	.198	1.494	.141

a. Dependent Variable: Employees performance

b. Independent: Important of training, behaviour and relationship, and job effectiveness

**H1: There is positive and significant relationship between training and employees performance.**

This hypothesis is supported with a significant level of 0.000 with a beta value of 0.4999.

**H2: There is positive and significant relationship between behaviour and relationship and employees performance.**

This hypothesis is supported with a significant level of 0.001 with a beta value of 0.421.

**H3: There is positive and significant relationship between job effectiveness and employees performance.**

This hypothesis is not supported because the significant level more than 0.05 which is 0.141.



The most contributes independent variables towards dependant variable is training. This is because the beta value is more than independent variables two (behaviour and relationship), which is 0.4999. This is because training very important tools in order to increase and improve the current employee's performance. With training, employees can increase their knowledge, skills, and other related that contributes to the employee's performance.

## **CHAPTER 5**

### **RECOMMENDATION AND CONCLUSION**

#### **5.0 INTRODUCTION**

This chapter discuss about the conclusion of the effect of training on employees performance. This chapter also presents the limitation during the study and the contribution of the study. Lastly, this chapter discuss about the recommendation of the study.

#### **5.1 LIMITATION**

There are some boundaries identified during conducting this study. Due to time constraints to do this research, there are still some limitations which can compromises the effectiveness of this research. The threats to internal validity were accuracy and validity of the survey as well as the how the surveys were distributed to the respondent. Moreover during do this analysis of result, the researcher should be familiar to the software that will be used to analyse the data. This will help to easier the researcher and give accurate results based on the right analysis.

## **5.2 RECOMMENDATION**

For the future studies, the variables used in the research should be examined using the pilot study with large number of respondent with the aim to attain better result. It will increase the effectiveness of the questionnaire. Pilot test must be done for at least twenty respondents. The data key in into SPSS software should to be test the reliability test. After that, the output of the data being analysed and unnecessary data need to be deleted so that the next questionnaire only contains of reliable questions. It will be easier to analyses later if the only relevant data being computed.

In future research, it will be important to examine the effect of training on employee's performance on other related outcome variables. It must to be understood clearly about the various features of training and their effect towards the employee's performance. Other than that, this research will be more exciting when the scope is large. The respondent can be same level but different states. This is because each respondent from different states have their own unique personality.

## **5.3 CONTRIBUTION**

The following are the contribution for this study:

1. This study is giving the easy way to organization to identify their employee's problem in workplace about their feeling in their current job. Organization can also arrange the best way to improve employee performance by giving them training to achieve the organization goals.
2. Organization should know that employees that were working in their organization needed some of training program during the career. Sometime, job description is changing and this situation will need their employee's change their skill to get maximum productivity to organization.

3. Difference ages, position, organization, educational background of employee's is need to do difference type of training including on-job training or off-job training.
4. Job performance is very important element to all employees in their current carrier to maintain their job or to increase their current position in organization.
5. From this study, employees will feel that training program is very important to improve their knowledge, skill and satisfaction during their job description in their current carrier.

#### **5.4 CONCLUSION**

Organization should provide amount of training program that will be increase employee's performance, knowledge, motivation, experience and skill during their current job. Besides that, organization should examine type of training that will organize to receive employee's need. Organization also needs to analyses which training program will be effect the employee's performance. Generally, there are two type of training can be provide by organizations, such as on job training and off-job training. On-job training is a training that was related to workplace environment such as demonstration, and how to do the task in workplace. Besides that, off-job training is a training program that was train employee out from job environment. Organization should responsive what type of this two training should be organized to different employee.

## REFERENCE

- Acemoglu, D. and Pischke, J-S. (1998). *Why Do Firms Train? Theory and Evidence*
- Afshan, S., Sobia, I., Kamran, A. & Nasir, M. 2012. *Impact of training on employee performance: a study of telecommunication sector in Pakistan*
- Armstrong, M. 1995. *A handbook of personnel Management Practices*. Kogan Page Limited London
- Barrett, A. and O'Connell, P. (2001). *Does Training Generally Work? The Returns To In-Company Training*
- Bassi, L., Ludwig, J., McMurrer, D. and Buren, M.V. (2002). *Profiting From Learning: Firm Level Effects of Training Investments and Market Implications*.
- Bass, B. M. & Vaughan, J. A. (1969). *Training in Industry: The Management of Learning*. London: Tavistock Publications
- Bo Hansson, (2007). *Company-Based Determinants Of Training And The Impact Of Training On Company Performance*.
- Bohlander, G.W. & Snell S.A. 2004. *Managing Human Resources*. 13th Ed. Mason, Ohio. South-Western Publishing Co.
- Brinkerhoff, R.O. (2005). *The Success Case Method: A strategic evaluation approach to increasing the value and effect of training*.
- Cole, G. A. (2004). *Management Theory and Practice* 6th ed. Thomson Learning
- Dr . Amir Elnaga (2013). *The Effect of Training on Employee Performance*
- Dearden, L. and Reed, H. (2000). *Who Gains When Workers Train? Training and Corporate Productivity in a Panel Of British Industries*
- Frazis, H., Gittleman, M., Horrigan, M. and Joyce, M. (1998). *Results From The 1995 Survey of Employer-Provided Training*

Golstein, I.L. (1993). Training in Organization: Needs Assessment, Development and Evaluation.

Haslinda, Mahyuddin (2009). The Effectiveness Of Training In The Public Service.

J. Swaminathan and U. Gowri Shankar (2011). Perceived Effectiveness Of Training and Developmenta Case Study in STC Technologies PVT LTD, Chennai.

Neuman, W. L. (2007). Basics of Social Research: Qualitative and Quantitative Approaches 2nd ed. Pearson education Inc

Noe, R. A. (2006). Employee Training and Development 4th ed. McGraw-Hill Irwin

Trick J. (1992). Training: Research and Practice.

Robbins, S. P. & Judge, T. A. (2007). Organizational Behavior 12th ed. Pearson, Prentice Hall.

Saks M. A. (1996, April). The Relationship Between The Amount and Helpfulness of Entry Training and Work Outcomes.

Thomson, A. (2002). Managing People and training and Development 3rd ed. ButterworthHeinemann

Wills M. (1993). Managing the Training Process: Putting the Basics Into Practice

Yin, R. K. (1994). Case Study research: Design and Methods 2nd ed. Sage Publication Inc

## APPENDICES

### QUESTIONNAIRES

Faculty Of Industrial Management

University Malaysia Pahang ( UMP )

Dear respondent,

Firstly, I would like to thank you for taking part in this survey. The aim of this study is to investigate the importance of training and determine the effect of training on employee performance. I whole-heartedly would like to invite you to contribute in this survey and thanking you in advance for your kind involvement.

For your information, this is purely an academic study undertaken to fulfil partial requirement for the subject of my research Final Year Project.

Kindly complete the attached questionnaire based on your honest opinion and experience. Your response will be treated with highest confidentiality and only will be used for the purpose of the academic research. You need to take within 10-15 minutes to answer these questions. I thank you very much for your kind cooperation in this survey. Your kind cooperation and participation is highly appreciated. Should you have any further questions, please do not hesitate to contact us.

**Muhamad Nur Hakimi Bin Mazlan**

Student Of The Degree Of Project Management

University Malaysia Pahang

Email : [hakimi\\_mazlan92@gmail.com](mailto:hakimi_mazlan92@gmail.com)

## SECTION A: Background of Respondent

*Instructions: Please marks (/) in the space provided and write the most appropriate answer to the question presented.*

### 1) Gender

	Male
	Female

### 2) Age

	Below 30
	30-40
	40-50
	50&above

### 3) Experiences in project construction

	0-5 years
	5-8 years
	8 years above

### 4) Number of training programme attended by me so far.

	2
	4
	5
	More than 8

### 5) Highest qualification obtained

Sijil Pelajaran Malaysia ( SPM )     Sijil Tinggi PelajaranMalaysia(STPM)

Bachelor's Degree ( B.Sc)     Masters Degrees ( M.Sc)

Doctorate Degree ( Phd )     Others.....



**SECTION B:**

*Instructions: Please express your opinion on how important of the training and the effect of training on employee's performance. How much do you agree and disagree with the following statement? Please mark (/) on the scale that best describes your answer.*

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

**Training**

No	Statement	1	2	3	4	5
1	The purpose of the training programme is to improve working condition.					
2	The training was helpful in upgrading my skills.					
3	Training contributes to a large extent in improving the confidence and commitment of an employee.					
4	The training helped to remain updated with the latest technology, practices, and policies.					

**Behaviour and Relationship**

No	Statement	1	2	3	4	5
1	I think training programs help in bridging the gap between supervisor and subordinate.					
2	After training, I think that I can be of great help in maintaining a cordial and orderly atmosphere in the workplace.					
3	The training makes me to work better with job satisfaction.					
4	Training helps me to develop my career.					

**Job Effectiveness**

No	Statement	1	2	3	4	5
1	As a result of going through this program. I will be able to improve the way I do my current job.					
2	Employee can make innovations at work place using the information learned in the training.					
3	The training programme provided improves the job performance.					
4	These training programs contribute in improving the overall performance of employee.					

**Employees Performance**

No	Statement	1	2	3	4	5
1	I felt the need for the training before attending the training program.					
2	Training programs are planned and conducted to help achieve specific organizational goals.					
3	I achieved the objectives of the training program.					
4	The overall training programme in my organization is satisfactory by improving the employee performance and achieves the objective.					