Faculty of Cognitive Science and Human Development

TRAINEES PERCEPTION TOWARDS THE EFFECTIVENESS OF ELECTRONIC MEDIA IN MANAGEMENT TRAINING PROGRAM

CASE STUDY IN MALAYSIA AIRPORT NIAGA

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CASE STUDY IN MALAYSIA AIRPORT NIAGA

by

Mohanambigai d/o Ramanujam

This project is summated in partial fulfillment of the requirements for a
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TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

Table 14

ABSTRAK

Persepsi Pelatih Terhadap Keberkesanan Media Elektronik Dalam Program
Latihan Pengurusan
Kajian kes di Malaysia Airports Niaga
(ERAMAN)

Mohanambigai a/p Ramanujam

Kajian ini dijalankan untuk menentukan faktor-faktor yang mempengaruhi
persepsi pelatih terhadap keberkesanan media elektronik dalam program latihan
pengurusan di Malaysia Airports Niaga (Eraman). Pembolehubah bersandar
ialah pengurusan masa, pembangunan pengetahuan, pembangunan kemahiran
komunikasi dan penyampaian maklumat yang berterusan. Pembolehubah yang
tidak bersandar diukur dalam kajian ini ialah persepsi pelatih terhadap
keberkesanan media elektronik dalam program latihan. Seramai 50 orang telah
dipilih berdasrkan kaedah persampelan rawak mudah dan data dikumpul
melalui borang soalselidik yang dibentuk oleh pengkaji sendiri. Borang
soalselidik ini direka dalam bahasa Melayu. Borang soalselidik ini dibahagikan
kepada tiga bahagian dan dua bahagian daripadanya adalah soalan yang
menggunakan skala Likert. Borang soalselidik ini mempunyai 39 soalan yang
harus dijawab secara terus. Ujian pilot telah dijalankan kepada 10 respondent
dimana keputusanya adalah Alpha ($\propto$) 0.8875. Keputusan ini adalah reaiabiliti
dimana boleh diedakan kepada responden yang lain. Ujian Pekali Kolerasi
Pearson 'r' telah digunakan dan ia menunjukkan bahawa keempat–empat
pembolehubah bersandar mempunyai hubungan signifikasi. Berdasarkan
dapatan di atas, sokongan dan bimbingan haruslah diberi perhatian oleh
organisasi sebagai usaha untuk menghasilkan program latihan yang berkesan
kepada pelatih menggunakan media electronic. Penggunaan media elektronik
dalam program latihan boleh mengembangkan lagi reka bentuk program latihan.
Perkembangan reka bentuk program latihan adalah di mana dengan kemasukan
teknologi dalam program latihan akan menyebabkan program latihan lebih
berkesan. Oleh itu organisasi harus prihatin terhadap keberkesanan program
latihan kepada pelatih. Disebabkan kajian ini hanya menjawab persoalan di
tempat kerja kajian sahaja, pengkaji-pengkaji seterusnya boleh membuat kajian
perbandingan di antara organisasi–organisasi lain untuk menentukan perbezaan
persepsi pelatih dan faktor-faktor yang mempengaruhinya.

ABSTRACT

Trainees Perception towards the Effectiveness of Electronic Media in Management Training Program
Case Study in Malaysia Airports Niaga
(ERAMAN)

Mohanambigai a/p Ramanujam

The aim of this study was to determine the factors that influence trainees' perception towards the effectiveness of electronic media in management training program in Malaysia Airports Niaga (ERAMAN). The independent variables in this study were time management, knowledge development, communication development and information delivered consistently. The dependent variable is trainees' perception towards the effectiveness electronic media in training program. A total 50 respondents were chosen by using simple random sampling and data collection was done by distributing questionnaires to the respondents. This questionnaire is in Bahasa Melayu language. The questionnaire is divided in to 3 parts: Part A, B and C. It contains total 39 questions to be answered. All the four statements are direct questions. Part B and part C questionnaire is measured by using 5- point Likert Scale where each answer will give a score. The pilot test was carried out and ten respondents have been selected to be in the pilot test. The results for the pilot test are Alpha ($\propto$) 0.8875 where it is reliable and it can be distributed to respondents. The Pearson Correlation 'r' test was done to determine the relationship the factors and the perception towards the effectiveness media electronic in training. The results for four independent variables or factors are significant. Based on the findings, it can be concluded that management of organizations should give attention to warmth and guidance in this four factors in order to implement an effective training program using electronic media. Using electronic media in training program can broaden the training program design where using a technology training program will become more effective to organizations. It is also suggested that future researchers do a comparative study on other organizations to determine the differences trainees' perception and the other factors that influence the perception.

CHAPTER 1
INTRODUCTION

1.1 Introduction

Technology has dramatically changed the way we learn, the way the work is performed and even the way we think. Technology also fundamentally altered the way the organizations are structured, the purpose of management, and the manner in which companies are related to their customers. Today's working and learning can only be accomplished with the support and guidance of technology (Maraquardt and Kearsley, 1998). Technology does not replace workers but dramatically enhance their opportunities and powers to serve customers, fellow workers and themselves.

Human Resource Development managers indicate that keeping up with new technology is one of top challenges they face today. However there is clear that technology would play an increasing role in the training profession. In the technology era, electronic media plays an important role in the organizations. The type of the electronic media that is mentioned is such as television, video, computer multimedia projector and many other sophisticated electronic media that is available now. Electronic media also has influence training practice in organization and it also will bring an effective training and efficient training program. Training has been recognized as one of the best ways for an organization to gain competitive advantages.

Training and development in any situation is to improve current and future managerial performance by imparting knowledge, changing attitudes and increasing skills. Miller (1991) defined it as "The identifications of skills and knowledge needed by managers for the organization to meet its strategic objective and management of these process necessary to them"

The effectiveness of employee in training has just been brought to light and recognized in all aspect of the Human Development worldwide. In the local context, organizations in Malaysia are beginning to appreciate to value of such training and are prepared to put on long-term investments. Today, effective training involves the viewer and creates understanding. Training programs are designed to create specific results that will affect a change in performance, behavior or attitude.

Organizations are likely to increase their reliance upon and utilization of employee training programs in years to come , and the effectiveness of training inventions in organization is likely to become even more salient in the future Gordon (1994).

To ensure that the training program meets the objective of the organization, it is imperative that the trainees are able to understand what they have learned from the training program. In this study, the researcher will attempt to study about the trainees' perception towards the effectiveness of electronic media in management training. In these training programs, electronic media plays a very important role where it can design an effective and efficient training to employees.

The media also can create new ideas and give a good impact to employee's performance. The success of a training program would justify the budget allocated for training and enhance the reputation of the human resource department as an integral part of overall business of an organization. This training is not only done by training the employees but also by developing the managers to provide exceptional leadership in the company.

1.2 Organizations Background

Malaysia Airports Niaga (Sdn.Bhd) was set up in November 1993. The wholly owned subsidiary adopted the abbreviated name ERAMAN. It is combination of 'era' which signifies the dawn of a new dimension and 'man' the Company's initials.

With more than 40 outlets, ERAMAN is Malaysia's largest airport retailer. Lending strength to its initiatives are international brands such as Bally, Burberry, Royal Selangor Pewter and Tie Rack. These strategic partnerships have added credibility to ERAMAN premier role within the dynamic industry. ERAMAN's mission is to provide an effective and efficient product and be the best retailer throughout Malaysia.

The training programs conducted in ERAMAN are designed by the executive from the Human Resource Department based on the findings from Training Need Analysis (TNA). Occasionally an external consultant would be hired to help in the design and delivery of the training programs.

This study focuses on the management training program that will be carried out on non executive staff in operational department. This training program is conducted by the human resource executive where they have experience and expertise in the field of management.

1.3 Statement of Problem

Training and development are now firmly centered in most organizations. They have always seen training and development as part of the heart of their business but more and more organizations must see it the same way. It is important for the organizations to ensure that a training program is effective in developing the necessary skills needed by the employees.

Many training programs that do not work well do not have a clear purpose of goal. Such training program will only waste the training budget and do not make any significant contribution to the organization.

From observation done and the feedback from the questionnaire distributed at this time the organizations in this study does not have a formal procedure in training programs. The use of manual method in training programs has become irrelevant. This organization did not use perfect media and technology in training programs. The training program is not effective compared with the usage of perfect electronic media.

Using the electronic tools in the training, they will be a successful trainer to the organization. This has increased the doubt from the top management of the organization on the effectiveness of training as the method for improving performance and skills of the employees.

The problem faced by the organization of this study has inspired the researcher to conduct a study on the various factors, which might affect the training program. It is hoped that

the findings and recommendation of the study would be considered by the organizations so that steps could be taken to improve the effectiveness of the training programs.

Most organization does not conduct a full training evaluation process due to certain factors such as budget, time and skilled manpower to conduct a full training evaluation (Branley, 1991). A comprehensive training evaluation needs to be conducted at the end every training program to prove the effectiveness of the training. The aim of this study will evaluate the suitability and the effectiveness of electronic media in training program

1.4 Objectives of the Study

The general objective of this study is to determine the level of trainee's perception on effectiveness of the media of technology in training.

Specific Objectives

1. Specially, the objectives of this study are to introduce perspective of electronic media which will be useful for people or organizations that are interested in this training program

2. It also becomes a basis for future studies in media electronic in training program

3. To identified the effectiveness of media electronic in the organization that was chosen, ERAMAN in training program

4. To identified the impact of using electronic media in training program in the organization.

5. To identified and recommend any improvement needed in implementing media electronic in training program by identifying the problems faced.

6. To identified the level of trainees perception towards media electronic

1.5 Conceptual Framework

The independent variables in this study are time management, communication development, information delivered consistently and knowledge development. On the other hand, the dependent variable is the perception of electronic media in training. The relationship between the independent variables and dependent variable are examined in this study. Figure 1.1 below shows the conceptual framework.
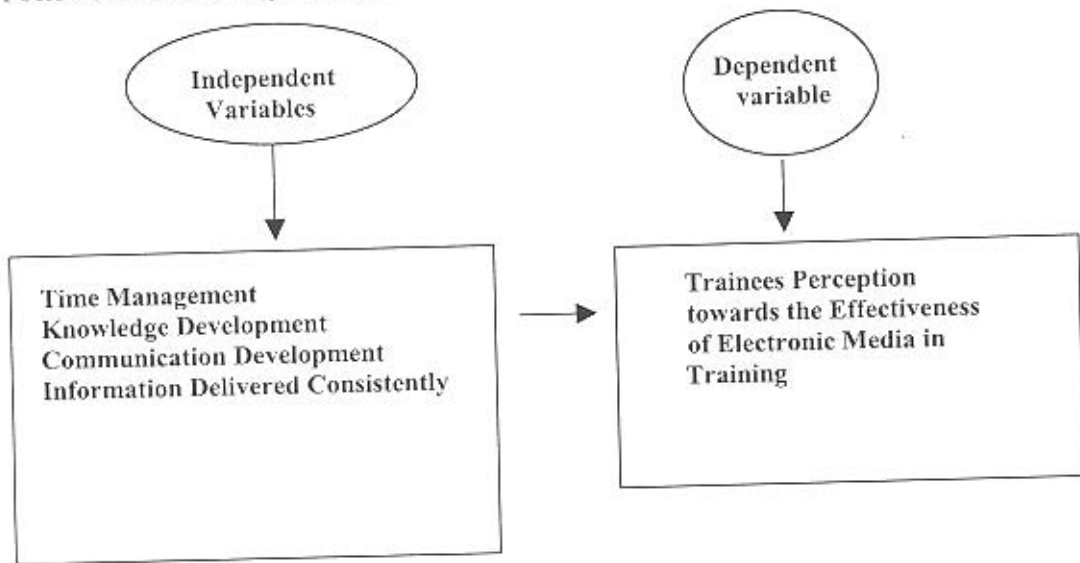
Figure 1Conceptual Framework

1.6 Statement of Hypothesis

In this study, I would like to test the following hypothesis.

Hypothesis 1: There is no significant relationship between the time saving and the perception towards the effectiveness electronic media in training

Hypothesis 2: There is no significant relationship between the information delivered consistently and perception towards the effectiveness electronic media in training.

Hypothesis 3: There is no significant relationship between the communication development and perception towards the effectiveness electronic media in training.

Hypothesis 4: There is no significant relationship between the knowledge development and perception towards the effectiveness electronic media in training.

1.7 Significance of Study

The study is hoped to determine the factors that will lead to proper training program using media and technology and the impact towards the development of the staff. A better understanding of the various factors, which would increase or inhibit the use of media and technology in training, it is very important to those who are involved in the field of human resource training development.

In this study we will know that the effectiveness media and technology in training programs in organization. It also hoped to determine the factors that will lead to worker's job performance improvement and also worker's productivity.

This study will give the employee the self - study nature that they can get during off-peak or after the office hours and also the employee can improve their skill level in working environment. Using media and technology in training every thing in the organizations is done faster and it also helps to achieve the organizations goal.

1.8 Definition of Terms

For the purpose of this study, the following operational definitions are used.

1.8.1 Training

In this study, training refers to the process whereby employees participate in activities or even to enhance their knowledge in media and technology. For example attending management training programs where they use electronic media in the training program.

1.8.2 Electronic media

In this study electronic media refers to electronic tools such as video, multimedia projector, laptop, computers and others electronic tools that will be used in the training program.

1.8.3 Management Training

In this study management training refers to the organizations where they will hold a management training program to all the trainees every month.

1.8.4 Trainees

In this research trainees refers to the non executive employees who working in ERAMAN in the operational department.

1.8.5 Trainees Perception

The perception of trainees in this research is defined as their thought towards the effectiveness of electronic media in management training program. Their perception can be measured with the Likert scale questionnaire survey that was designed.

1.8.6 The Effectiveness Media Electronic in Training.

In this research effectiveness media electronic in training explains the level of effectiveness of media electronic in management training program that brings a meaning on the trainees' perception towards the whole training program.

The importance of training effectiveness has long been recognized as a crucial factor for an organization Nadler (1989). To the extent that employees training programs are effective, organization are able to avoid wasteful spending and improve the performance and productivity. Thus a key consideration virtually for all organization is the expected return provided by the organization for its training investment.

1.8.7 Time Management

In this study, time management explain that using the electronic media in training program can ultimately save more time and the time can be managed efficiently with the training program. For example using video ultimately saves far more time at the point and it is also available as quickly as possible.

1.8.8 Information Delivered Consistently

In this study, information delivered consistently explains that in training program all trainees will receive the same information every time they view the program. The information that is delivered to them will be more consistent and in a detail. For example, video enables to bring information that allows learner to adjust information reception to his or her own schedule.

1.8.9 Communication Development.

In this study communication development explains that the training program using electronic media will make the communication go with one another across the time and space. Besides that, there will also be a feed back from both sides where from the trainer and also trainees.

1.8.10 Knowledge Development

In this study knowledge development explains that the trainees will gain and improve their knowledge in technology in the way using media electronic in training program.

1.9 Limitation of Study

In carrying out this research, many limitations will be faced by the researcher. Some of the limitations are the following:

1.   This study was carried out in Sepang, Selangor. The company that was chosen is Malaysia Airports (Niaga) Sdn.Bhd. Therefore the results of this study only represents from this company.

2.   The result of this study will only be applicable to this particular company where the study was conducted.

3.   Sincerity and frankness on the part of the respondents come into question while answering the questionnaires as they may give responses which are bias to their situation.

4.   The distance of the researcher and place where the research was carried out is far. This will make it difficult for the researcher to get instant feedback from the respondents.

5.   It will be costly for the researcher in carrying out this study. It is also time consuming. These factors or limitations are due to the distance

1.10 Summary

This chapter has explained the background of organization, statement of the problem, and objectives of the study. In this background study of the organizations the type of business that is carried out is explained was explained. The vision and also about the training system used in ERAMAN is also explained. Statement of the problem explains about the current training program system used. In this chapter, the objective of the study is also discussed. A theoretical framework is developed to show the independent and dependent variables in the study.

Independent variable are the factors that are related to the effectiveness of electronic media in training program The factors are time management, communication development, knowledge development and information delivered consistently. The dependent variable is the trainees' perception towards the effectiveness of electronic media in training program. The hypothesis, significance of the study, operational definition and the limitation of the study are also explained. There are four hypothesis discussed in this study: there is no significant relationship between the time saving and the perception towards the effectiveness electronic media in training, there is no significant relationship between the information delivered consistently and perception towards the effectiveness electronic media in training, there is no significant relationship between the communication development and perception towards the effectiveness electronic media in training and there is no significant relationship between the knowledge development and perception towards the effectiveness electronic media in training.

There operational definition that was discussed in this chapter are training, electronic media, management training, trainees, the effectiveness of media electronic in training, trainees perception, time management, information delivered consistently, knowledge development and communication development. In the following chapter, the literature review concerning the study will be discussed.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The chapter looks into the view of various writers and studies by researchers pertaining to the topic of the study. The breakdown of this chapter follows the logical order that focuses on the following statements.

Human Resource Management is one of several important functions in most companies. They are the key group who will determine the most effective training, which are most suitable to the employees in an organization.

2.1.1 Training

From the historical view of the literature, training topic has been introduced in the early years and it has been introduced early in the history of psychology and scientific management (Goldstein (1989)).

Today, it is obviously observed that the training topic has generated a lot of excitement in many companies. Never before has so much attention been given to the training of employees and never before has the training of employees in the private sector been given to the training of employees in the private sector been given such high priority in corporate Malaysia Alex Yong (1996).

Training refers to a planned effort by company to facilitate employees learning of job-related competencies. These competencies include knowledge, skill or behavior that are critical for successful job performance (Raymond A.Noe, 2000: 3). The goal of training is for employee to master the knowledge, skills and behaviors emphasized in the training programs and to apply them to their day –to- day activities.

Mathis and Jackson (1999) have defined training as a crucial function in any organization in which it is a process whereby people acquire capabilities to aid in the achievement of organizational goals.

On the other hand Sherman, Bohlanender and Snell (1998) , have defined training as an on going process that begins with an organizations and its importance is reflected in the amount organization has spent for training.

Training always has played an important and integral part in furthering various kinds of human learning and development. A comprehensive, useful and effective training program needs to be designed to cater for an individual's advancement, which is a part of an organization. Training and development improves the employee's flexibility and capabilities to perform more effectively in their jobs. In fact only such training can bring out the best of each employee which can benefit the organizations concerned.

2.1.2 Technology

In this study technology plays a big role in training programs. Although there are numerous definitions of technology, most of them refer to it as knowledge –based techniques. For example, Luan (1996) , "Technology is a perishable resource comprising knowledge, skills, and the means for using and controlling factors of production for the purpose of producing, delivering to users, and maintaining goods and services for which there is an economic and social demand".

The definition centers on technology as knowledge –based and having a life span. This is so because of technology advancements. Technology is knowledge created by man who constantly finds ways to improve on that same knowledge so that they are doing things in a way better than before. This often leads to improvements and advancement in various fields.

2.1.3 Electronic media in training.

Technology has become such successful training tools such as electronic media. It provides the basis for designed and producing training programs and electronic media plays a big role in training program. Most of the company prefers training program using technology compared by using manual way. Electronic tools such as video, multimedia projector, laptop, computer and others give benefit to the company in training program. According to Cartwright & Cartwright (1999), with technology based training, the cost will be more effective, save valuable training time and increase the effectiveness of achieving training goals.

Electronic media where they used text, graphics, video, animation and sound to convey technical skills, concepts and behavior equally well for the training. Electronic media in training program will give an effective training program where the trainees have better understanding about what they learn in the training program. Effective training program involves the viewer and creates understanding (Cartwright & Cartwright (1999)). Using electronic media in training will also give good adventure learning or experiential learning to trainees.

2.1.4 Trainees Perception

Trainees plays important role in training program and also in organizations. Trainees are focal point in any training program. Chowdhry (1986) supported this idea by asserting that "the focus of any training program is the trainee or participant in a program. The trainee or the participants, it is not only important in the whole scheme of training but should be the centre of all training activity."

Development of employees becomes an organizations top priority, training is no longer just a nice to have but it's a must have. Here trainees' perceptions are very important in management training program that are held. Perception involves higher – order cognition in the interpretation of sensory information Solso (1995). In the other words, perception interprets the things we sense, such as see, hear, touch, taste and smell.

According to Sekular and Blake (1991), perception is defined as the selection and interpretation of sensory input to give it meaning. It is a biological process whereby information

about events in the word must registered by the sensory nervous system in order to be perceiver. For example, one must look in order to see , or turn an ear to the direction of a faint sound.

Beside these five senses, the perception of an individual is also influenced by the perceiver's knowledge of the word. According to Sekuler and Blake (1994), this knowledge is derived from several sources:

- Memories from a life time of experience with objects and events in the perceiver's environment ;
- Specific cues , or prompts, that immediately precede some events ; and
- Te act of perceiving it self.

These sources or forms of knowledge can influence the perception of an individual through expectations of "what is to come". This is because when an individual have knowledge pertaining to some events, he or she can make assumptions about its outcome before the real event occur. Perception will be distorted whenever the expectations turn out to be wrong.

Morgan (1999) explained that perception towards learning is a base structure in education and training. Individual perception towards any matter will influence their feedback (Callahan & Fleenor (1998)). For example learning system will improve the effectiveness of our work (perception). The feedback is we will have very high intention in learning system (attitude). The thought, that their involvement in the training and attitude strongly will lead them to be even more valuable. It is necessary to increase the labors involvement in such program. It shows that the way a trainee give opinion about attitude studies will actually influence their act towards the activity of this study. Therefore, in this study it is important for the organizations to acknowledge about the trainees perception regarding particulars program.

2.1.5 Time Management

Time management is generally perceived as being synonymous with neatness, strict organizations and structured daily routine. These factors are all elements of greater efficiency. Time management is more complex than that. It is a frame of mind. It is an attitude of personal commitment and more importantly, a dramatic recording of priorities and work habits. In training program time management are very important where it can bring effective training program to trainees.

Cartwright and Cartwright (1999) said that video training program save up to 75 percent of the time. When the training time can be reduced by as much as 75 percent money and others resources can certainly be saved as well. Using the media and technology in training program, it can cut out unnecessary information and deliver only as information as is trainee can learn and it is directly related to the training objective. The information will be more efficiently an organized manner.

Time and money are saved using the electronic media. In training program each second involve cost. Using media electronic, the training program will be more fast and efficient. Organization can save time and money in their training program. Electronic media in training will also save the instructors' time. They are no longer tied up in the classroom, instructors can devote more time to program development, auditing and testing. This translates into more information being delivered to trainees and it will also maximize student training efficiency. Good training program will be positive and a highly effective reinforcement.

2.1.6 Information delivered consistently.

According to Marquardt & Kearsley (1999), unlike traditional training, which just in case, technology based training able individuals to find and use the information they need when they need it and also it available just-in-time. Learning in just in time, any time, anywhere will make the individual to apply what they learn in the near future. Video delivers the information consistently and all the trainees will receive the same message Cartwright and Cartwright (1999).

When the training program is going on the trainees will get the right and same information from the trainer because the trainee seldom ready to receive information at the same time. All viewers receive the same message every time they view the program. This is important when it comes to teaching attitudes and philosophy. Video creates a reliable, constant delivery system that is readily available and delivers the same corporate message each time. This information will provide trainees attention to the leaner and with the electronic media learning skill will increase and trainee will be more interested.

The use of electronic learning technology in training will deliver information and facilitate the development of skills and knowledge will revolutionize learning Piskurich and Sanders (1998). For example, interactive multimedia is presentation method that can be delivered through such delivered method as CD – ROM, LAN (Local Area Network), WAN (Wide Area Network). The way this information delivered can facilitate the development of skills and trainees knowledge.

Training program using electronic media will make it able to give information that trainees need when they need it, available just in time. Trainees can learn what they want to learn without waiting. According to Marquardt and Kearsley (1999) Lew Parks, Vice President for Learning And Professional Development of AMS, notes, "People don't have to wait for classes to be offered. Learning is ready when they are ready". Here we can see that employees have greater freedom to initiate the types of learning experiences they need to achieve improvements in their jobs.

Normally big classroom training will be handled by one trainer and sometimes there will be difficulties to trainer to handle the training with big amount of trainees. We don't know whether the trainees will obtain the information and understand what they learn in training. When the trainers use video and multimedia projector the information that they want to deliver to trainees will get to them very clearly. With the sound system that is used in video, it will manage to will grab the trainees attention to concentrate in what they are learning. Video is a one way delivery of live or recorded full motion pictures (Piskurich and Sanders (1998)).

According to Piskurich and Sanders (1998), he explain the distribution of training time delivered by learning technology versus instructor –led and other methods for 1996,1997,2000. In 1996 respondents reported that on average, 10 percent of their organization's training time was delivered by learning new technologies. Respondents expected the amount of training time delivered by new learning technologies to grow by an average of 67 percent in 1997.