



**Faculty of Cognitive Sciences and Human Development**

**THE RELATIONSHIP BETWEEN SELECTED TRAINING  
METHODS AND EMPLOYEE PERFORMANCE IN KUCHING  
MANUFACTURING SECTOR**

**Nor Hazlin Binti Toni  
67000**

**Bachelor of Science with Honours  
(Human Resource Development)  
2020/2021**

Grade: A-

Please tick (✓)

Final Year Project Report

Masters

PhD

✓

**DECLARATION OF ORIGINAL WORK**

This declaration is made on the .....9th.....day of.....July ..... 2021.

**Student's Declaration:**

I NOR HAZLIN BINTI TONI, 67000, FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT declare that the work entitled, THE RELATIONSHIP BETWEEN SELECTED TRAINING METHODS AND EMPLOYEE PERFORMANCE IN KUCHING MANUFACTURING SECTOR is my original work. I have not copied from any other students' work or from any other sources except where due reference or acknowledgement is made explicitly in the text, nor has any part been written for me by another person.

9 July 2021

Date submitted



Nor Hazlin binti Toni (67000)

**Supervisor's Declaration:**

I PROFESSOR DR. RUSLI BIN AHMAD hereby certifies that the work entitled, THE RELATIONSHIP BETWEEN SELECTED TRAINING METHODS AND EMPLOYEE PERFORMANCE IN KUCHING MANUFACTURING SECTOR was prepared by the above named student, and was submitted to the "FACULTY" as a \* partial/full fulfillment for the conferment of BACHELOR OF SCIENCE WITH HONOURS (HUMAN RESOURCE DEVELOPMENT) INDICATE THE DEGREE, and the aforementioned work, to the best of my knowledge, is the said student's work



Received for examination by: \_\_\_\_\_  
(Professor Dr. Rusli)

Date: 19 August 2021


I declare this Project/Thesis is classified as (Please tick (√)):


- ☐ **CONFIDENTIAL** (Contains confidential information under the Official Secret Act 1972)\*  
☐ **RESTRICTED** (Contains restricted information as specified by the organisation where research was done)\*  
☒ **OPEN ACCESS**

### Validation of Project/Thesis

I therefore duly affirmed with free consent and willingness declared that this said Project/Thesis shall be placed officially in the Centre for Academic Information Services with the abide interest and rights as follows:

- This Project/Thesis is the sole legal property of Universiti Malaysia Sarawak (UNIMAS).
- The Centre for Academic Information Services has the lawful right to make copies for the purpose of academic and research only and not for other purpose.
- The Centre for Academic Information Services has the lawful right to digitise the content to for the Local Content Database.
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis for academic exchange between Higher Learning Institute.
- No dispute or any claim shall arise from the student itself neither third party on this Project/Thesis once it becomes sole property of UNIMAS.
- This Project/Thesis or any material, data and information related to it shall not be distributed, published or disclosed to any party by the student except with UNIMAS permission.

Student's signature   
(9 July 2021)

Supervisor's signature:   
(19 August 2021)

Current Address: No. 275A, Kampung Tabuan Melayu, 93450 Kuching, Sarawak.

Notes: \* If the Project/Thesis is **CONFIDENTIAL** or **RESTRICTED**, please attach together as annexure a letter from the organisation with the period and reasons of confidentiality and restriction.

[The instrument was duly prepared by The Centre for Academic Information Services]

**THE RELATIONSHIP BETWEEN SELECTED TRAINING METHODS AND EMPLOYEE  
PERFORMANCE IN KUCHING MANUFACTURING SECTOR**

NOR HAZLIN BINTI TONI

This project is submitted  
in partial fulfilment of the requirements for a  
Bachelor of Science with Honours  
(Human Resource Development)

Faculty of Cognitive Sciences and Human Development  
UNIVERSITI MALAYSIA SARAWAK  
(2021)

The project entitled ‘The Relationship between Selected Training Methods and Employee Performance in Kuching Manufacturing Sector’ was prepared by Nor Hazlin Binti Toni and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (*Human Resource Development*)

Received for examination by:



(PROFESSOR DR. RUSLI)

Date:

19 August 2021

**Gred**  
**A-**

## TABLE OF CONTENTS

TABLE OF CONTENTS.....	i
LIST OF TABLE.....	iv
LIST OF FIGURE .....	v
ACKNOWLEDGEMENT.....	vi
ABSTRACT.....	vii
CHAPTER 1 .....	1
1.2 PROBLEM STATEMENT .....	2
1.3 RESEARCH OBJECTIVES .....	4
1.4 RESEARCH HYPOTHESIS.....	5
1.5 CONCEPTUAL FRAMEWORK .....	5
SIGNIFICANT OD STUDY .....	5
1.7 DEFINITION OF TERMS.....	6
1.7.1 Training .....	7
1.7.2 On-the-Job Training.....	7
1.7.3 Off-the-Job Training .....	8
1.7.4 Induction Training.....	8
1.7.5 Employee Performance.....	9
1.8 LIMITATION OF STUDY .....	9
1.9 CHAPTER SUMMARY .....	10
CHAPTER 2 .....	11
2.0 INTRODUCTION.....	11
2.1 THEORETICAL FRAMEWORK .....	11
2.1.1 Training .....	11
2.1.2 On-the-Job Training.....	12
2.1.3 Off-the-Job Training .....	14
2.1.4 Induction Training.....	14
2.1.5 Employee Performance.....	16
2.2 DISCUSSION OF RELATED THEORY AND MODEL.....	17
2.2.1 The Human Capital Theory .....	17
2.2.2 The Kirkpatrick Model.....	18
2.3 PAST RELATED FINDINGS.....	19
2.4 PRACTICAL DISCUSSION .....	21
2.5 CHAPTER SUMMARY .....	21
CHAPTER 3 .....	22
3.0 INTRODUCTION.....	22

<b>3.1 DESIGN OF STUDY .....</b>	<b>22</b>
<b>3.2 POPULATION, SAMPLE SIZE, AND SAMPLING PROCEDURE .....</b>	<b>23</b>
<b>3.3 RESEARCH INSTRUMENT.....</b>	<b>23</b>
<b>3.4 PILOT STUDY .....</b>	<b>24</b>
<b>3.5 VALIDITY AND RELIABILITY.....</b>	<b>25</b>
<b>3.6 DATA COLLECTION PROCEDURE .....</b>	<b>26</b>
<b>3.7 DATA ANALYSIS PROCEDURE.....</b>	<b>27</b>
<b>3.8 ETHICAL CONSIDERATION .....</b>	<b>28</b>
<b>3.9 CHAPTER SUMMARY .....</b>	<b>28</b>
<b>CHAPTER 4.....</b>	<b>29</b>
<b>4.0 INTRODUCTION.....</b>	<b>29</b>
<b>4.1 RESPONDENT’S DEMOGRAPHIC BACKGROUND .....</b>	<b>29</b>
4.1.1 Gender .....	29
4.1.2 Age.....	30
4.1.3 Level of Education .....	31
4.1.4 Year of Employment.....	32
<b>4.2 DESCRIPTIVE STATISTICS .....</b>	<b>32</b>
4.2.1 On-the-Job Training.....	32
4.2.2 Off-the-Job Training .....	34
4.2.3 Induction Training.....	35
<b>4.3 RESEARCH FINDINGS .....</b>	<b>36</b>
4.3.1 To investigate the effect of on-the-job training towards employee performance in Kuching manufacturing sector .....	36
4.3.2 To investigate the effect of off-the-job training towards employee performance in Kuching manufacturing sector .....	38
4.3.3 To investigate the effect of induction training towards employee performance in Kuching manufacturing sector .....	39
4.3.4 To investigate which training methods become more dominant factor and affecting employee performance in Kuching manufacturing sector .....	40
<b>4.4 CHAPTER SUMMARY .....</b>	<b>43</b>
<b>CHAPTER 5.....</b>	<b>44</b>
<b>5.0 INTRODUCTION.....</b>	<b>44</b>
<b>5.1 RESEARCH SUMMARY .....</b>	<b>44</b>
<b>5.2 CONCLUSIONS .....</b>	<b>45</b>
<b>5.3 IMPLICATIONS .....</b>	<b>46</b>
5.3.1 Theoretical Implications .....	47
5.3.2 Policy Implications .....	47
5.3.4 Practical Implication.....	48
<b>5.4 RECOMMENDATIONS.....</b>	<b>49</b>

<b>5.5 LIMITATIONS .....</b>	<b>50</b>
<b>5.6 CHAPTER SUMMARY .....</b>	<b>50</b>
<b>REFERENCES .....</b>	<b>52</b>
<b>APPENDICES .....</b>	<b>58</b>



## LIST OF TABLE

Table 1 Five-Point Likert Scale .....	24
Table 2 Questionnaire Section .....	24
Table 3 Result of Pilot Study .....	25
Table 4 Research Hypothesis and Test of Analysis .....	27
Table 5 Respondent's Demographic Background by Gender.....	29
Table 6 Respondent's Demographic Background by Age.....	30
Table 7 Respondent's Demographic Background by Level of Education.....	31
Table 8 Respondent's Demographic Background by Year of Employment .....	32
Table 9 Percentage, Mean, and Standard Deviation of On-the-Job Training .....	33
Table 10 Percentage, Mean, and Standard Deviation of Off-the-Job Training.....	34
Table 11 Percentage, Mean, and Standard Deviation of Induction Training .....	35
Table 12 Correlations between On-the-Job Training and Employee Performance.....	37
Table 13 Correlations between Off-the-Job Training and Employee Performance .....	38
Table 14 Correlations between Induction Training and Employee Performance .....	39
Table 15 Model Summary .....	41
Table 16 ANOVA .....	41
Table 17 Coefficients .....	41
Table 18 Summary of Results and Findings.....	43

## **LIST OF FIGURE**

<b>Figure 1 Conceptual Framework.....</b>	<b>5</b>
<b>Figure 2 The Kirkpatrick Model.....</b>	<b>18</b>
<b>Figure 3 Data Collection Procedure or Process .....</b>	<b>26</b>

## **ACKNOWLEDGEMENT**

Alhamdulillah. First and foremost, I am grateful to Allah SWT for successfully and helping me in completing this final year project. I thank Him for letting me through all the difficulties.

Next, I would want to express my gratitude to my supervisor, Professor Dr. Rusli bin Ahmad from Human Resource Development Department, Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak, who enabled me to complete this project. Thank you very much for his efforts, times, and guidance. His fully supervision and counsel has guided me through all stages of my project's writing. He always encourages me to learn and always learn from the mistakes and the process of learning is the best way that leads me to success, thank you for believing in me.

I would also like to express my gratitude to both of my parents, family, also my friends for their unwavering support and understanding as I conducted my research and wrote my final year project. Your prayers for me have kept me going so far. Also, to my respondents, thank you for giving me your commitment in answering my survey as it will help me in finishing my writing. Thank you, everyone!

## ABSTRACT

The aim towards this research is to investigate the relationship between selected training methods and employee performance in Kuching manufacturing sector. The on-the-job training, off-the-job training, and induction training was selected as the dependent variable and employee performance as the independent variable in this research. The quantitative methodology was used to obtain the required information for this research. The nature population of this study was among employees in the manufacturing sector that is in HGST Malaysia Sdn. Bhd. and LonGi (Kuching) Sdn. Bhd. Therefore, in this research, a total of 94 employees from both companies were chosen as respondents. As the instrument, this research used the survey questionnaire through Google Form to collect the data. The data then were analyzed by using descriptive and inferential statistics. In this research, the Spearman Correlation and Multiple Regression of data analysis is being used. Spearman Correlation analysis is used to identify the relation between the independent variables (on-the-job training, off-the-job training, and induction training) and the dependent variable (employee performance). Meanwhile Multiple Regression was used to determine which training methods become more dominant and affecting employee performance. The findings shown that there is a moderate relationship between selected training methods and employee performance in Kuching manufacturing sector. As for the dominant training methods, it can be concluded that, induction training has become the most dominant factor among the independent variables that influences the employee performance in Kuching manufacturing sector. Therefore, from this type of findings, it would help the HR practitioners or even the manager itself in manufacturing sector to focus more on the induction training, in order to enhance the employee performance as well as their productivity in workplace.

**Keywords:** on-the-job training, off-the-job training, induction training, employee performance

## **ABSTRAK**

*Kajian ini dijalankan adalah untuk mengkaji hubungan antara kaedah latihan terpilih dengan prestasi pekerja terutamanya dalam sektor pembuatan di Kuching. Latihan semasa kerja, latihan luar kerja, dan latihan induksi dipilih sebagai pemboleh ubah bebas dan prestasi pekerja adalah sebagai pemboleh ubah bersandar. Kaedah kuantitatif telah digunakan dalam menjalankan kajian ini bagi membantu mendapatkan maklumat yang diperlukan. Populasi kajian adalah terdiri daripada pekerja yang bekerja dalam sektor pembuatan di Kuching iaitu di HGST Malaysia Sdn. Bhd dan LonGi (Kuching) Sdn. Bhd. Maka, jumlah 94 orang pekerja daripada kedua-dua syarikat telah dipilih sebagai responden kajian. Bagi mengumpul dan mendapatkan data, kaedah soal selidik melalui Google Form telah digunakan. Kemudian, data yang diperoleh akan dianalisis menggunakan kaedah deskriptif dan statistik inferen. Dalam kajian ini, kaedah menganalisis data iaitu Spearman Correlation dan Multiple Regression telah digunakan. Spearman Correlation digunakan untuk mengkaji perhubungan antara pemboleh ubah bebas (latihan semasa kerja, latihan luar kerja, dan latihan induksi) dengan pemboleh ubah bersandar (prestasi pekerja). Manakala, Multiple Regression digunakan untuk mengenal pasti kaedah latihan terpilih yang manakah menjadi lebih dominan dan mempengaruhi prestasi pekerja. Melalui dapatan kajian, ia telah menunjukkan bahawa terdapat hubungan sederhana antara kaedah latihan terpilih dengan prestasi pekerja. Manakala, latihan induksi telah menjadi kaedah latihan yang dominan yang mampu mempengaruhi prestasi pekerja dalam sektor pembuatan di Kuching. Maka, dapatan yang diperoleh melalui kajian ini akan membantu sektor pembuatan terutamanya penyelia sumber manusia atau pengurus itu sendiri untuk lebih fokus terhadap latihan induksi, dan dalam masa yang sama dapat membantu meningkatkan prestasi pekerja dan juga produktiviti mereka di tempat kerja.*

**Kata kunci:** *Latihan semasa kerja, latihan luar kerja, latihan induksi, prestasi pekerja.*

# **CHAPTER 1**

## **INTRODUCTION**

The purposed of this research is to study the relationship between selected training methods and employee performance in Kuching manufacturing sector. A background of study, problem statement, research objective, conceptual framework, significant of the study, study limitation, and the definition of terms will be explained briefly in this chapter. This chapter is important because it provides a detailed view of this research by highlighting all the significant information that is relevant while conducting this research.

### **1.1 BACKGROUND OF STUDY**

Training and development are already known as the company's essence where they are looking to the succeed through an extremely competitive market environment and at the same moment it is aim in impressing the companion of stakeholders. Compared with those who did not, employees who took part in training is tended to be more qualified and productive in the workplace. In addition, a well-trained employee performed his duty competently and purposefully (Zahiruddin et al., 2012). Furthermore, companies are still looking forward in improving their competency, and if the employee is not eligible, it is hardly feasible. This is why training is important as according to Tan and Khadijah (2017), a new employee that just decided to join the company or the current employees really need training, as it helps employees to keep in touch or being updated with the current technologies and industries that allow the employees to handle any type of situations that may occurs purposely and at the same time will enhance their performance towards their actual job. Employees become more optimistic and empowered as a result of the training, thereby they are able to achieve a greater efficiency, more devoted, and less stressful while retaining quality of the output.

Training can be considered from a variety of different viewpoints. It can concentrate on various types of content, classified primarily as, among other types of training that also known as managerial training, technological training, also awareness training. Depending on the case, it can be delivered using an array of training methods, tools, or media. Therefore, to conduct an effective training and development programs, human resource department especially the human resource managers or personnel should assess the needs of the training, prepare for the training plan, determine the training objectives, and finally create the appropriate training program for employees. Furthermore, to get the best Return on Investment (ROI) from the training and development programs, the company needs to take some consideration on several elements. The company should in charge in deciding on the type of training methods that will be used by the trainers such as on-the-job training, off-the-job training, and induction training in conducting training programs for the employees. Various type of the training methods that used during training will affects the training outcomes after the training periods ends. Therefore, the company shall plan the training methods precisely in order to increase the trainees understanding and improve their productivity towards the company succeed. Therefore, this type of research is conducted to study the relationship between selected training methods and employee performance in Kuching manufacturing sector.

## **1.2 PROBLEM STATEMENT**

Malaysia known as the developing country that always faces the competitive. In striving towards a high-income nation status by 2020, Human Resource of Training and Development department plays a vital role in organization. Therefore, in this case, manufacturing sector has played an important role in Malaysia's economic transformation. In order to do so, government of Malaysia already highlighted that the training and development is necessary for every employee that are involves in the manufacturing sector (Haslinda, 2009). Malaysia still has to

continue to draw huge investments in the manufacturing sector despite a tough environment of economic due to its proactive government policies and hard-working employees.

Therefore, training should also be planned on the basis of the particular requirements and goals of the manufacturing sector. Successful training methods are a thoughtful intervention designed to achieve the learning required to enhance the performance of employees. Research by Elnaga & Imran (2013) shows that training programs are the stimulant that employees need to enhance their efficiency and skills, thus enhancing organizational performance. Furthermore, for training methods and execution, an organization needs to plan a well-trained design. A better training method that satisfies the employees' desires and aspirations, may help the organization to have meaningful training and development impacts.

There are many proofs that are related to the training methods. Apart from the fact where organization has invested in the training, there is substantial evidence to demonstrate that the training programs are frequently struggles to achieve the expected outcome in enhancing the performance of employees and organizations, according to Diamantidis and Chatzoglou (2014). Training, according to Lyons and Mattare (2011), entails modifying what new hires understand and how they should work, as well as their perspective regarding to their work performance also their relationships with colleagues and management. Not all organizational training programs will have a beneficial influence on the success of trainees.

Samson and Timothy (2014) have stated that Nigerian's employee in the hospitality sector will have no courage to do conduct and complete their job well as the working environment, without particularly the organization providing acceptable and reasonable training method during the training. Research from Abdullah et al. (2014) showed that the style of training delivery positively influences the efficiency and productivity of both employees.



There are, however, limited sources of training delivery style and manufacturing company performance for employees in Malaysia, especially in Kuching, Sarawak.

If organizations create a good training methods and approaches in terms of training material and implementation style, a better outcome can often be obtained according to the needs of the employees as well as the organization. This is because an inadequate training method is known as the losing of money and times. In order to contribute to the future enhancement of the training in manufacturing sector in general, this research will examine the effect of selected training methods towards employee performance in Kuching manufacturing sector.

### **1.3 RESEARCH OBJECTIVES**

The aim towards this study is to investigate the relationship between selected training methods and employee performance in Kuching manufacturing sector.

1. To investigate the effect of on-the-job training towards employee performance in Kuching manufacturing sector.
2. To investigate the effect of off-the-job training towards employee performance in Kuching manufacturing sector.
3. To investigate the effect of induction training towards employee performance in Kuching manufacturing sector.
4. To investigate which training methods become more dominant factor and affecting employee performance in Kuching manufacturing sector.

## 1.4 RESEARCH HYPOTHESIS

The objective of this research will be analyzed by examine the research hypothesis as defined as bellow:

**H1:** There is a relationship between on-the-job training and employee performance.

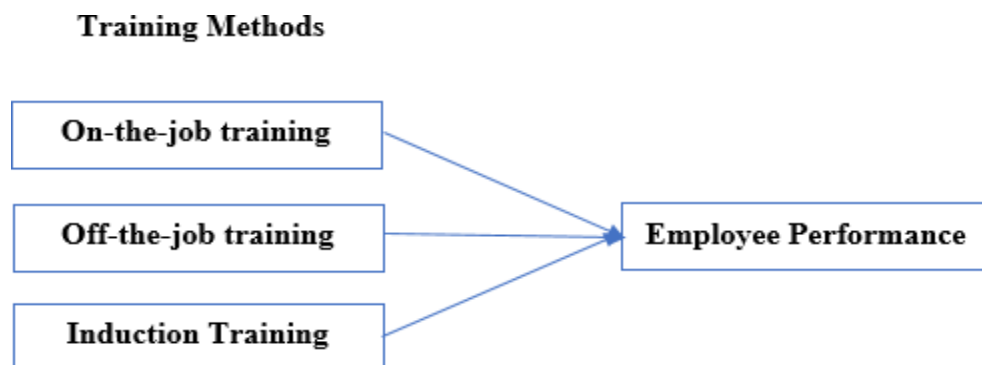
**H2:** There is a relationship between off-the-job training and employee performance.

**H3:** There is a relationship between induction training and employee performance.

**H4:** There is a dominant factor among training methods that affecting employee performance.

## 1.5 CONCEPTUAL FRAMEWORK

In general, the conceptual framework is used to simplify a complex relationship between two or more variables in a research (Ahmad et al., 2014). This is because the conceptual framework can be empirically tested and be proved wrong. Therefore, the aim towards this research is to investigate the relationship between selected training methods and employee performance in Kuching manufacturing sector. *Figure 1* will show the independent variables and dependent variable that have been produced in conducting this research as bellow:



*Figure 1 Conceptual Framework*

## **1.6 SIGNIFICANT OF STUDY**

This research will add to the body of knowledge as a study that aimed at understanding the relationship between selected training methods and employee performance among the Kuching manufacturing sectors. As for the organization and top management, this research will enable the organization's understanding towards the effects of the training methods that they have prepare for their employees that will helps to enhance their performance in the workplace. This research also helps in determining whether or not the training policy is appropriate and efficient in the company and then take the required corrective measurement in order for the management in the organization to raise awareness and manage the poor training method and design as well as the performance of the employees.

In manufacturing sector, human resource practitioners also need to understand the relationship between selected training methods and employee performance. In addition, this type of research will also strengthen the company to educate the management of the organization on how to deal with the employee's knowledge at the same time encouraging the training and development works towards the company performance especially for the employees itself. Other than that, this research also helps in providing some information on the correct training methods in manufacturing sectors as there was a minimal study in Kuching, Sarawak as most of the past related study only focusing on Malaysia as a whole. Hopefully, this research will encourage the prospective researcher to perform future research and reinforce this research as their reference. Therefore, the output or final outcomes of this study is very important.

## **1.7 DEFINITION OF TERMS**

In this section, to give the reader an understanding of the research study, the key and relevant words in this study are clearly specified. This section is very relevant because there

may be a misinterpretation of knowledge without a clear understanding of the topic of the study. Therefore, to strengthen the understanding, definition of terms will be divided into the conceptual definition also the operational.

### **1.7.1 Training**

#### **Conceptual Definition**

Training and development are known as a human resources development function used to fill the differences in actual and planned results. Training focuses on developing the skills required to achieve organizational goals as it expands the effectiveness of people, groups, and organizations (Nassazi, 2013).

#### **Operational Definition**

Training known as the sense of obtaining, modifying, as well as improving the knowledge, skills, and abilities (KSA) that is often be seen as a standardize and coordinated the process of learning to achieve and develop the employee performance towards their current job also to prepare them for the job in intended.

### **1.7.2 On-the-Job Training**

#### **Conceptual Training**

On-the-job training is considered as the training method that is most widely used in every organization, where more than 60% of the employees are trained on the job. The employee is situated in an actual working situation and the experienced employees or supervisors will shows the role and tricks of the trade (Bediako, 2012).

### **Operational Definition**

On-the-job training is known as the hands-on technique of teacher the employees the skills, expertise, also competencies that is necessary for the employees in order to perform a particular job in the workplace.

#### **1.7.3 Off-the-Job Training**

##### **Conceptual Definition**

Off-the-job training known as the training that is being conducted beyond the usual of everyday working environment and contributes to the success of the apprenticeship. This can involve instruction provided at the usual workplace of the apprentice but must not be delivered as part of their normal job tasks. (Kingsland, 2017).

##### **Operational Definition**

Off-the-job training is the training process in which the employees practice their duties or position of their job away from the real workplace. Off -the-job training consists of the expressly reserved location or position for the training purposes that can be equivalent to the real workplace, where employees are required to learn, practice the skills, as well as to be trained by the trainers with the procedures and equipment to be used that are similar with the actual workplace.

#### **1.7.4 Induction Training**

##### **Conceptual Definition**

Induction training can be referring as when new employees begin to work, acceptance is the way to get new members, familiarize them with the organization, even connect them and teach them about the organization's exercises, cultures, and conventions (Khan, 2013).

### **Operational Definition**

Induction training known as the training method used to introduce the new employee to the company's culture and procedures in order to enhance their understanding and review towards the whole environment of the company. In this way, the new employee will feel socially comfortable and conscious in doing their professional responsibilities or duties in workplace.

#### **1.7.5 Employee Performance**

##### **Conceptual Definition**

Employee performance is related on the act of the employees and how well they carried out their task that has been assigned by the organization to them. Usually, the organization will set the performance expectations for individual employee and hopes that the organization provides good value to the consumers, reduce waste, and functioning well and effectively. Therefore, for employee individually, performance may define as the job efficiency, quality, and effectiveness in completing the task given (Donohoe, 2019).

##### **Operational Definition**

Employee performance refers to how often the employees can perform their work or task that are needed by the organization. A simple way to recognize the need for the training and development in addition to strengthen the employees is through the performance evaluation.

#### **1.8 LIMITATION OF STUDY**

This research will be conducted by using a survey questionnaire. The respondent who are participates in this area of study is the manufacturing sector where it is located at Sarawak. Due to the Covid-19 issues, the researcher will limit the total of respondents from the Kuching

manufacturing sector only. Although the focus was in Kuching, the result will not represent the whole manufacturing sector in Sarawak.

Therefore, to collect the data, researcher will use the quantitative method through a survey questionnaire via online platform or google form. The respondent will be selected randomly from the study population. Statistical methods will be used to test the hypo thesis regarding the relationship between specific variables. Then, the data will be interpreted by using statistical analysis.

## **1.9 CHAPTER SUMMARY**

In conclusion, this chapter has discussed an overview of this research that is the background of study, including the entire problem statement, objectives of the study, as well as research hypothesis, significant of study, and also limitations of study are established in this chapter. In order to have a better understanding, Chapter 2 will be carried out further review of the topic through literature review that is relevant to this research.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

This research is about the relationship between selected training methods and employee performance in Kuching manufacturing sector. The review of related literature is presented in this chapter. The important of this chapter is to analyze the essential concept towards this research and acquire applicable information from multiple sources. This section outlines the previous studies that are relevant to the research to facilitate the correlation between different variables. Therefore, training methods that are on-the-job, off-the-job, and induction training will be addressed, which will support the review on the effect of employee performance in manufacturing sector.

#### **2.1 THEORETICAL FRAMEWORK**

The definition and concepts of training, on-the-job training, off-the-job training, and induction training will be profoundly addressed in this section. Significant results will be highlighted in each concept, as it gives a clear explanation and understanding in this research.

##### **2.1.1 Training**

According to Mozael (2015), training is an effective and continuous mechanism or techniques that designed to increase the productivity of the employees by enhancing the behaviour or act of the employee in workplace. It is also defined as an action to develop the abilities of employees for a particular job in the future. The steps taken to improve an employee's understanding, abilities, and potential are known as training (Uma, 2013). To guarantee that the employee's skills are indeed adapted and improved, training is really necessary to any types of business or organization. The constantly evolving world and



technology, certainly in today's environment where the effectiveness and quality of employee performance is really needed (Imran et al., 2014). Employees can adapt with the ever-changing scenario through the training programs and handling everyday jobs and at the same time as it helps to sustain or even boost their job efficiency, as training is carried out to prepare employees for any huddles and thus reducing the employee turnover (Khan et al., 2016).

Furthermore, training is not only encouraging new information or knowledge, abilities, or talents, it can help in developing the behaviour towards learning and prepare employees any types of potential ambiguity (Aragon et al., 2003). Not only is the need for training essential, but the nature of training such as types, materials, process, and resources are equally important because the organization will then be able to rise to the peak when employees can adapt with the practices or learning to realistic day-to-day projects (Holton, 2005). Therefore, training is unavoidable and appropriate in order to have a skilled and workforce where all the employees is in a well-prepared condition, also to achieve a good standard of work quality and maintain an optimal degree of accomplishment in order in order to achieve the overall goals and objective of the organization (Falola et al., 2014).

### **2.1.2 On-the-Job Training**

On-the-job training leads to a new or current employee's learning process by seeing a supervisor or experienced employee do the job and attempting to imitate their actions or behaviours. Jehnanzeb and Ahmad (2012) define the training of on-the-job as a task for the trainees to do a job, considers that the training of workplace and encourage them to supervise and explore from the supervisors. Furthermore, training on-the-job also regarded as widely most used training method in every organization. Bediako (2012) has proof that more than 60% of the employees have earned on-the-job training. Therefore, employees are situated in the actual working condition and where the trade's role and tricks will be illustrated by an

accomplished employee or supervisor. In certain ways, on-the-job instructional training is delivered through indirect technique or method where the trainees are supposed to explore and learn from observing the behaviours show by the supervisor and accomplished employee.

Through watching and exploring the behaviour of the supervisor and accomplished employees, it will help the trainees to speed up the learning process as trainees will learn to adapt quickly to the conditions and gain rapid feedback towards their results or training outcomes. As stated by Bohlander (2011), while also casual in nature, these training styles are known generally much effective in improving the employee's skills instead of formalizing entire process of the training. According to Bratton and Gold (2007), the distinctions between training on-the-job and other training approaches through which training if efficiently done at workplace, whereas the trainees is determined by performing the tasks or duties between the trainer and the trainees on a single basis. The main thing about this training approach is that the actual learning practices are appropriate and cantered in physical surroundings also trainees can incorporate their learning into actions quickly.

Training takes different forms toward on-the-job where it is involving the mentoring, apprenticeship, techniques, and tracking for the job guidance. Each supervisor is therefore formally responsible towards their immediate superior's development. On-the-job training, stated by Salau et al. (2016), can assist in increasing organizational efficiency and improve employee performance because employees learn and perform the task or activity at the same time. Meanwhile according to Chowdhury (2008), the lower standard or expectations can be converted into a bad performance on the part of the trainer. Therefore, the trainers shall reinforce their high expectations towards the trainee's performance or success. The on-the-job training which should provide an explanation towards employee performance, is known as a more recent advancement in the actual job training (Cole, 2010).

### **2.1.3 Off-the-Job Training**

Apart from the actual workplace, training that exists is known as off-the-job training. The training of off-the-job is usually tailored to fulfil the mutual needs of a predefined desire to the selected individual employee (Bediako, 2012). As for laptop-based training, seminars, and models or simulations are not the uncommon types of methods for off-the-job training (Kingi, Mukulu, & Oloko, 2013). Off-the-job training is known as the way of having skills and understanding as it is not be carried in the workplace. it involves in organizational talk, character of the training activities, perusing, and delivery of workshops and training program. This allows the individuals to remove their critical authoritative group for a region in a particular.

In addition, off-the-job training enables knowledge and abilities that can be acquired or accommodated in a secure and welcoming learning atmosphere as it is far apart from the workplace. Bediako (2012) has presented that if training program is carried out in a planned and right manner, it must be necessary to increase the new spirits that will give an impact to the obligation with the organization respect and satisfaction. To revise pro soul, in which may suggest a stronger implementation or performance of the employee, a conducive learning environment may help the objective of the organization to be achieve.

### **2.1.4 Induction Training**

Induction training can be defined when the new employee is start working, acceptance is the way to get a new representative, to familiarize the employee with the organization, their co-workers, and also to educate them towards the practices and project, the organization's culture which can help them to visibly integrated as the whole. The new employee is given induction training as it is to helps acclimate with their new projects and allow them to be acquainted with their new environment in their workplace (Khan, 2013). In the adoption of the

process, that he first prologue to the working meeting and gathering, three types of stages can be identified. This includes the gathering towards the new employee by the workplace leader on a landing and notified on some part of the organization. in the new situation, this aspect of enlistment makes it easier for other workers too (Alkelabi et al., 2012). Furthermore Alsughayir (2016) has stated that providing new employees with a thorough orientation when they join the organization allows them to internalize the company's values, principles, objective, and goal, which are known as driving forces behind the employee success. Employees will achieve full performance quicker, have higher morale, and be more likely to stay in the organization.

Secondly, the organization of the association data provides information towards the policies, activities of the organization, also the historical context of the organizational structure. This is because the new hires employee is on the verge of such a large number of items. Thirdly, development and performance of the new hire employee will take places in for the next three months of working. Rutaihwa (2013), discovered that excellent induction training has a significant impact on employees' performance and motivation after they are properly educated about the organization's culture The employee's opinions on his success and performance towards their job or task are searched and comments from his or her supervisors in addition. The admission offers a good opportunity to mix and educate or train the new hire employees on the general system of the organization. The aim of enlisting new employees or representatives are to allow the employee to feel welcome and concise by familiarizing he or she with their co-workers and workplaces, communicating the work-related, also acclimatizing the new hire employees with such activities, missions, vision, and the organizational structure (Aarti et al., 2013).

### **2.1.5 Employee Performance**

The major contribution for every company is its employees. The employee has a daily part or role to perform that consists of the performance of the company as overall that cannot be overlooked. As describe by Afshan et al. (2012), performance is the accomplishment towards particular jobs or tasks assessed against the accuracy of the company standard, cost, and flexibility. The performance of the employee could be expressed in enhancement of the production, the uses of modern technologies in the easiest ways, also high working and motivated in getting the work done well. Through training, the performance of employee can be developed and improved by fostering a sense of group work also contribute in creating the specialist skills among employees.

Meanwhile, according to Samson and Timorthy (2014), employee performance could be viewed as how the company should use the available equipment in optimizing the employee efficiency and productivity, as well as the output of their overall performance. Furthermore, the performance of employees can be directly enhanced when the company offers their employees with the training and development programs. In other words, company can improve the work efficiency of their employees and at the same time also provide a clearer explanation and understanding towards their roles or tasks. Therefore, the employees will do well that is regards with their work performance through experiences, skills, knowledge, and ability that will guide them to attain effective performance.

## **2.2 DISCUSSION OF RELATED THEORY AND MODEL**

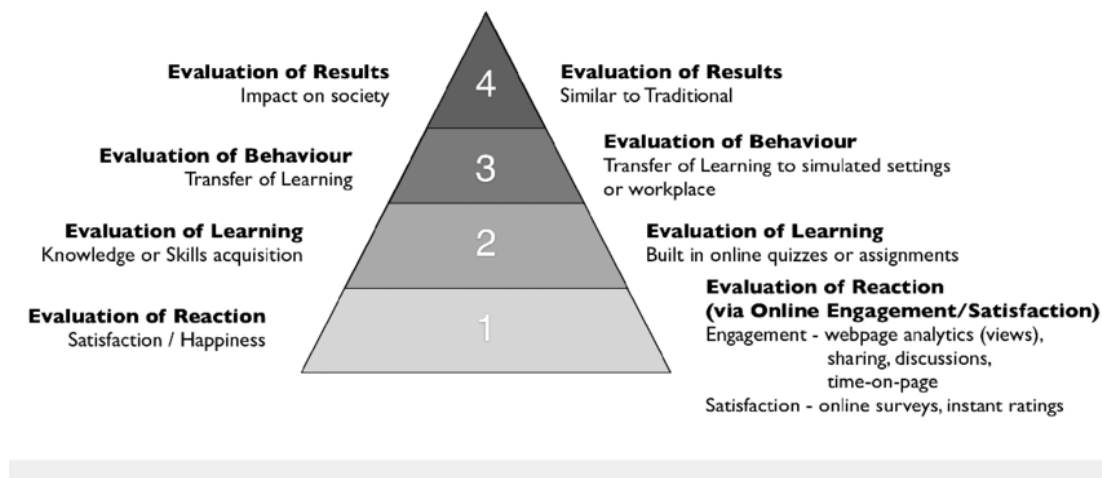
The used of theory and model in this section will help in strengthen the understanding towards this research. Therefore, the Human Capital Theory and the Kirkpatrick Model is use as the references and review in conducting this research.

### **2.2.1 The Human Capital Theory**

As stated by Asaju (2008), the human capital theory highlighted how employees are being the one of the resources and help the organization where they will try to figure out if there are extremely qualified and trained employees are more productive than others. The theory of human capital is therefore based on the neo-classical workforce, development in economic, also the education. As employees do not expect substantial wages raises due to improved efficiency, they would not be encouraged and motivated to fund their own training needs despite completing a particular training program (Asaju, 2008). Organization, on the other hands, would be willing to pay the training expenses, as the organization will get all the outcomes or returns from the improved productivity that are being generated by the new skills of employees.

According to Asaju (2008), in agreement with the theory of human capital that explores the indicators of improvement and rates of return, the more mature workforce is occasionally excluded for fiscal purposes. A capital is known as an asset that through the long time period that produces wages and benefits to the organization. In addition, training and instruction known as valuable tools for organization which might help the organization to increase their productivity, skills, and performance. Training purchases are essentially assisted from the perspective whereby the expectations towards the potential benefits and more influential labour gain over the duration before retirement, however there are some improvements in creativity and work satisfaction as well as enhance the employee performance.

## 2.2.2 The Kirkpatrick Model



Adapted from: Kirkpatrick, D. (1996). Techniques for Evaluating Training Programs.

*Figure 2 The Kirkpatrick Model*

Perhaps the best-known model for assessing and measuring the effects of training and educational programs is the Kirkpatrick Model. To assess aptitude based on four level parameters, any training style, both informal and formal, is considered. To demonstrate the importance of training to the organization, the model can be applied before, throughout, after the training ended. It is important to examine the evidence provided in support of the program when assessing the effects of any specific research or training program. One concept to assessing the effect of training is that introduced by Kirkpatrick (1996), who implemented a 4-level model to determine reaction, learning, actions and outcomes of training or results.

The first stage of assessment, reaction, usually includes trainees conducting a post course assessment towards their program experiences and impressions. This assessment does not test on what the trainees have understood, but to measures participants' motivation, involvements, and attention levels. The second step, learning, includes evaluating what trainees have studied throughout of skills and/or abilities. Trainees engaging in written tests or roleplays

to show their abilities may be part of the learning assessment. This degree of assessment enables trainees to show their awareness within the learning curriculum of particular skills or expertise.

The third level of Kirkpatrick Model is the performance or behaviour of the trainees. This includes assessing the willingness of the trainees to use their newly acquired workplace expertise or skills. This level of assessment seeks to assess whether, when returning to the work environment, trainees (who may well have already illustrated the development of specific skills or knowledge) use their new skills. The fourth stage, known as outcomes or results, is a measure of the overall impact of the training, including financial or moral consequences. This may include progress in, for example, contact between employees and tenants, reduced instances of difficult behaviour, and turnover of the employees.

## **2.3 PAST RELATED FINDINGS**

A helpful way to transfer expertise from each other is on-the-job training (Baum & Devine, 2007). When they learn through this process, workers are able to practice and be trained well. As stated by Blanchard and Thacker (1998), When it comes to task-oriented tasks such as managing equipment, on-the-job training is very useful. To ensure that each move or protocol is followed according to the sequence, such training is required. The similar findings discussed by Alipour et al. (2009), informing employees that hands-on training will encourage them to have a better image when performing the task. On-the-job training could contribute to organizational success and enhance the efficiency of employees as they learn and execute the task at once. This is because according to Tukunimulongo (2016), when receiving on -the-job training, employees may directly relate to their everyday operations. In addition, as stated by Taylor and Davies (2004), it actually saves time and costs when employees do their job while learning.



Meanwhile for the off-the-job training, when the trainees undergo training outside their work area, employees are able to pay more attention as the risk of being interrupted by work activities is much lower compared to whether the training was done in the work environment (Shafini et al., 2016). Off-the-job training enables employees to engage in the training program without being interrupted by external influences, since the training location is typically arranged in a way that allows the employee to completely focus. Any facilities or equipment needed to support the training program would have been easily made available. In general, off -the-job training is more organized with a proper agenda that optimizes the time of learning and offers a comprehensive experience towards learning (Ramya, 2016). As stated by Riley (2018), after completion of training, off-work training could lead to further work because it needs time off from real work. This might indirectly reduce the quality of work due to the sheer urge to do the job in the minimal possible time.

Induction training perceived the criterion used for enrolment training as a piece of selecting workers such as the implementation of new thing or organization, introduction of new workplaces or advancement, gap between presentations of employees against required yield, improvement of work capability as shown by job masterminding, and the individual movement of employees .As the analysis reveals, 88 percent of workers earned appreciation training in the light of their various workplace suggestion pioneers, it was found that the recognition training at the Tanzania Posts Corporation was not sufficiently clear, with the true goal of finding those staff to be more suitable in the selection of staff for enrolment training. According to Klien and Weaver (2000), employees who attend induction training become much more sociable than those who do not. They further said that employees who undergo induction training had better levels of organizational commitment.

## **2.4 PRACTICAL DISCUSSION**

According to MIDA (2013), manufacturing is an important sector in Malaysia as the industry has driven the economic growth of the country and made Malaysia a top option from the outside of Malaysia to invest in the sector. The manufacturing sector in Malaysia, apart from the agricultural sector, is also labour intensive and is perceived to be a good return of the investment's market. The Malaysian government emphasized that, as presented by Haslinda (2009) training and development are important for employees in the manufacturing sector.

In terms of rapidly emerging technology-driven innovation, Malaysia is perceived to be lagging behind (New Straits Time, 2018). The 2017 Global Industrial Executive Survey by Stanton Chase shows that the biggest challenge for 30% of businesses in enforcing technological options is a lack of professional and technical skills, meanwhile 20% have said that the skills in leadership are the same as the management change. A training and development expert may assist manufacturers to conduct a skills shortage research to evaluate that every training strategy not only addresses the current pressure points, but also provides the organization with potential proof. Manufacturers should therefore consider expertise in technical and skills shortage, also should also consider future management, skills on employees, and leadership.

## **2.5 CHAPTER SUMMARY**

This chapter has explained the review of literature from the journal, research paper, article, and book written by author that are related to the researcher's field of study. So, next chapter will be discussing on the methodology used as well as the process and procedures towards the collection of data and analysis.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.0 INTRODUCTION**

This research wants to investigate the relationships between selected training methods and employee performance in the Kuching manufacturing sector. Therefore, the methodology used to perform this research is discussed in this chapter, that is chapter three. Design of study, followed by the population, sample size, and the procedure of sampling will be explained first. Then, the research instrument used in this study, accompanied by the pilot study, validity and reliability. The next section of this chapter is the procedure for data collection, analysis of data procedure, and will further clarify any related study ethics. This chapter is important because it provides a detailed explanation and clear understanding of the methodology used to perform this research.

#### **3.1 DESIGN OF STUDY**

In order to evaluate the relationship between independent variables (on-the-job training, off-the-job training, and induction training) and the dependent variable (employee's performance) this research uses the correlation design. A study of the relationship between one independent variable or more and one or more dependent variables known as a correlation study (Ahmad et al., 2014). This type of approach will allow the researcher to find out how effective and important the relationship between both sets of variables is. It was often used to explain how the dependent variable was influenced by the independent variables or how the independent variables affected dependent variable.

The quantitative methodology was used to obtain the required information for this research. In this research, researchers used a quantitative approach because it is prearranged

and has a large number of respondents. In order to prove, test, and validate the hypothesis used, quantitative methodology study requires creating more systematic procedures (Ahmad et al., 2014). By using a larger sample size, quantitative methodology gives the researcher a better validity. Therefore, a survey questionnaire was necessary to be created and distributed to the population of the researcher's target.

### **3.2 POPULATION, SAMPLE SIZE, AND SAMPLING PROCEDURE**

The population can be identified as individuals or objects with the characteristics that the researcher wants to understand (Ahmad et. al., 2014). The nature population of this study was among employees in the manufacturing sector that is in HGST Malaysia Sdn. Bhd. and LonGi (Kuching) Sdn. Bhd. Therefore, in this research, a total of 94 employees from both companies were chosen as respondents. The required sampling design is selected for the identification of respondents that are involved. This research used probability sampling, which included the principle of simple random selection, controlled procedure (Ahmad et al., 2014) and respondents to participate and respond to the survey questionnaires.

### **3.3 RESEARCH INSTRUMENT**

As the instrument, this research used the survey questionnaire method. The survey questionnaire was a predetermined as the set of questions that are designed to gather data from respondents (Ahmad et al., 2014). There are consist of five (5) parts of the questionnaire used in this research. Section A contains the respondents' demographic details. Section B was based on the on-the-job training question. Meanwhile section C was based on the off-the-job training, section D comprise the induction training, and the last section that is section E was based on employee performance. The five-point Likert Scale assessment for this questionnaire was used. McLeod (2008) claimed that it was easy to evaluate people respond by using a Likert Scale to a series of statements. The following table shows the Likert Scale of five points.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

*Table 1 Five-Point Likert Scale*

Section A	Demographic Profile	-
Section B	On-the-job Training	Adopt from Schmidt (2004)
Section C	Off-the-job Training	Adopted from Akhter, Tariq, and Islam (2019)
Section D	Induction Training	Adapted from Christine (2017)
Section E	Employee Performance	Adapted from Yee et al. (2015)

*Table 2 Questionnaire Section*

### **3.4 PILOT STUDY**

The reliability and validity of the questionnaire research is very important in this research and must be carried out through a pilot study before the actual questionnaire is distributed to the chosen respondents. The aim of the pilot study was to check the ambiguity and grammatical errors of the questionnaires. Furthermore, in order to verify or evaluate the suitability and applicability of all items included in the questionnaire, this pilot study is very important so that any adjustments can be made before the actual questionnaire is distributed. Therefore, to test the reliability, the Cronbach's Alpha will be used in this pilot study.

In the framework of this research, a pilot test was conducted at Cahya Mata Sarawak (CMS) with 30 randomly chosen employees using Google forms. All of the respondents are given one week to respond to the questionnaire provided. If the Cronbach's Alpha value for the data collected from the pilot test is more than 0.7, the questionnaire was considered as reliable. The nearer the Cronbach's Alpha value to 1.0, the more reliable the questionnaire is. Table 3 shows the result of the pilot test. Since the Cronbach's Alpha value for every section in the questionnaire is more than 0.7, therefore the questionnaire is considered as reliable.

Sections	Number of Items	Cronbach's Alpha Value
B – On the Job Training	6	0.922
C – Off the Job Training	5	0.855
D – Induction Training	7	0.945
E – Employee Performance	6	0.941

*Table 3 Result of Pilot Study*

### **3.5 VALIDITY AND RELIABILITY**

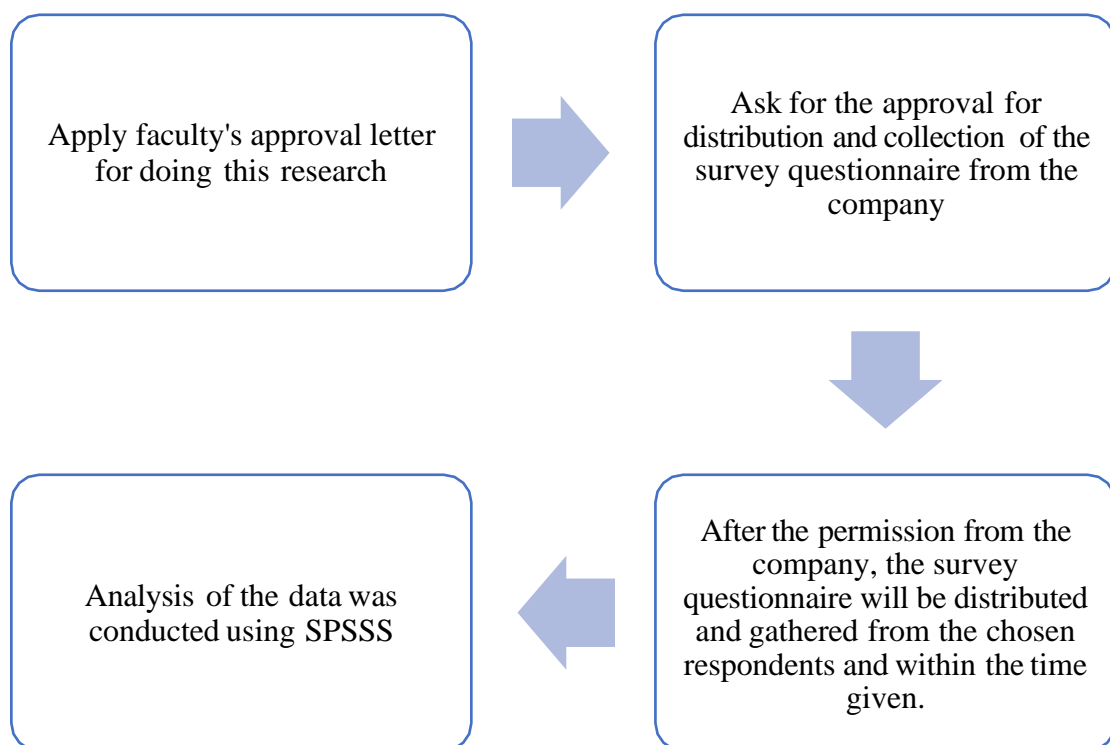
In order to obtain valid result, validity was very necessary in this research. Validity defined as the degree to which an analysis correctly represents or tests the particular definition that the researcher is attempting to measure meanwhile reliability can be defined as how consistent a measuring system is (Ahmad et. al., 2014). Reliability was to ensure that the instrument errors is not repeatable because it would contribute to the analysis of the data.

Therefore, to test the reliability of all questions in Section B, C, D, and E, the Cronbach's Alpha will be used. Before the actual survey is completed, reliability analysis is conducted. This testing is intended to ensure that the measurement scale used in the

questionnaire is accurate and to certify that the respondents are consistent and understandable with all the questions provided. The results of this testing will help to improve the design of the research question that suits the objectives of this research.

### 3.6 DATA COLLECTION PROCEDURE

This research will use the quantitative method as the data collection process. Firstly, it defines the problem. The objective of this research is then identified. Next, the research design was developed to assist in preparing the method of data collection, acquiring the questionnaire, and the collection of data will be analyzed. The data will be gathered from the respondents with the help of the data collection process and the questionnaire was extracted from the previous similar research. The survey questionnaire is distributed to 94 of chosen respondents from both companies. The following chart shows the data collection procedure or process:



*Figure 3 Data Collection Procedure or Process*

### 3.7 DATA ANALYSIS PROCEDURE

In this research, analysis of the data collected will be conducted by using the SPSS Statistics software. In this research, the Spearman Correlation and Multiple Regression of data analysis is being used. Spearman Correlation analysis is used to identify the relation between the independent variables (on-the-job training, off-the-job training, and induction training) and the dependent variable (employee performance) and it is known as the right measuring instrument for the degree of linear interaction between two variables. Meanwhile for Multiple Regression, it is known as the method of statistical that has been used to estimated or determined the effect of the independent variables towards dependent variable. Therefore, the level of contribution for each of the independent variables on dependent variable can be defined. The analysis of the data collected will be conducted using the SPSS Statistics software. Table below shows the data analysis procedures used in conducting this research.

Research Hypothesis	Test of Analysis
H1: There is a relationship between on-the-job training and employee performance in Kuching manufacturing sector.	Spearman Correlation
H2: There is a relationship between off-the-job training and employee performance in Kuching manufacturing sector.	Spearman Correlation
H3: There is a relationship between induction training and employee performance in Kuching manufacturing sector.	Spearman Correlation
H4: There is a dominant factor among training methods that affecting employee performance in Kuching manufacturing sector.	Multiple Regression

*Table 4 Research Hypothesis and Test of Analysis*



### **3.8 ETHICAL CONSIDERATION**

As the researcher performs this research, the first ethical procedure is to seek permission to access the targeted company. Then, the targeted company will be provided with a letter of consent given by the faculty in conducting this research. The company's representation must then be told briefly about the intent and purpose of this research. This is to prevent any misunderstandings between the researcher and the organization that involves. Next, the respondents' anonymity must be kept confidential and private. The reason for this action is to ensure that there is no bias happens while conducting this research. All of the chosen respondents must be involved voluntarily without forcing the respondents to answer the survey questionnaires. Lastly, the data obtained is strictly private and confidential and can be used for the purpose of this research only.

### **3.9 CHAPTER SUMMARY**

Overall, this section presented the methodology used in conducting the research. This chapter addressed the design of the research, which included population, sample size, and what was used for the sampling procedure. As for the instrument, this research used the survey questionnaires. Data collection procedures was briefly explained while the data analysis procedure was discussed where both are using inferential statistics and descriptive statistics. Therefore, by explaining all the research methods in this chapter, the researcher can avoid the lack of information when conducting the research and not provide enough data that may not meet the research purpose. Next chapter will briefly explain on the research findings.

## CHAPTER 4

### FINDINGS AND DISCUSSIONS

#### 4.0 INTRODUCTION

This research is about the relationship between selected training methods and employee performance in Kuching manufacturing sector. The findings and discussions of the results is presented in this chapter. There are several important sections in this chapter which discuss about the respondent's demographic background, descriptive statistics, research findings, as well as discussion of the research. This chapter is significant since it will examine the findings of data collection from respondents in order to determine the relationship between selected training methods that is the on-the-job training, off-the-job training, and induction training towards employee performance in Kuching manufacturing sector.

#### 4.1 RESPONDENT'S DEMOGRAPHIC BAKGROUND

In this research, the data of respondents' demographic backgrounds was analyzed using the frequency statistics. The description of the quantitative data is displayed in the form of a table which examined the gender, age, ethnicity, level of education, and year of employments for the demographic background of the respondents.

##### 4.1.1 Gender

Gender	Frequency	Percentage (%)
Male	27	28.7
Female	67	71.3
<b>Total</b>	<b>94</b>	<b>100.0</b>

*Table 5 Respondent's Demographic Background by Gender*

The demographic background of the respondents (gender) in this research was summarized in *Table 5*. A total of 94 respondents has taken part in this research. Majority of the responses, 67 in total, were female (71.3%) and another 27 (28.7%) of male respondents. This indicated that majority of the respondents who took part in this research were female which also showed that the dominant gender of the employees in Kuching's manufacturing sector, there were more female employees than male employees (71.3%).

#### 4.1.2 Age

Age	Frequency	Percentage (%)
18 – 24 years	42	44.7
25 – 31 years	29	30.9
32 – 38 years	12	12.8
39 – 45 years	9	9.6
46 years and above	2	2.1
<b>Total</b>	<b>94</b>	<b>100.0</b>

*Table 6 Respondent's Demographic Background by Age*

Demographic background of the respondents (age) in this research was summarized in *Table 6*. A total of 94 respondents has taken part in this research. The vast majority of those who responded are around the age of 18 -24 years with 42 respondents (44.7%), 25 – 31 years with 29 respondents (30.9%) and followed by 32 – 38 years that is 12 respondents (12.8%). Furthermore, total of 9 respondents are from the age of 39 – 45 years (9.6%), and 2 respondents (2.1%) which is 46 years and above. This indicated that majority of the respondents who took part in this research are around the age of 18 -24 years old (44.7%).

### 4.1.3 Level of Education

Education Level	Frequency	Percentage (%)
Bachelor's Degree	5	5.3
Sijil Tinggi Pelajaran Malaysia (STPM) / Diploma	49	52.1
Sijil Pelajaran Malaysia (SPM)	39	41.5
Other	1	1.1
<b>Total</b>	<b>94</b>	<b>100.0</b>

*Table 7 Respondent's Demographic Background by Level of Education*

The demographic background of the respondents (age) in this research was summarized in *Table 7*. A total of 94 respondents has taken part in this research. The vast majority of those who responded are from Sijil Tinggi Pelajaran Malaysia (STPM)/Diploma holders with 49 respondents (52.1%), followed by Sijil Pelajaran Malaysia (SPM) with 39 respondents (41.5%), Bachelor's Degree holders with a total of 5 respondents (5.3%), and other that is from Sijil Kemahiran Malaysia (SKM) with 1 respondent (1.1%). This indicated that majority of the respondents who took part in this research are from Sijil Tinggi Pelajaran Malaysia (STPM)/Diploma (52.1%).

#### 4.1.4 Year of Employment

Year of Employment	Frequency	Percentage (%)
Less than 5 years	61	64.9
5 – 10 years	21	22.3
More than 10 years	12	12.8
<b>Total</b>	<b>94</b>	<b>100.0</b>

*Table 8 Respondent's Demographic Background by Year of Employment*

The demographic background of the respondents (age) in this research was summarized in *Table 8*. A total of 94 respondents has taken part in this research. The vast majority of those who responded has working for less than 5 years which consist of 61 respondents (64.9%), followed by 5 – 10 years of employment with 21 respondents (22.3%), and 12 respondents (12.8%) who have already working for more than 10 years. This indicated that majority of the respondents who took part in this research has employed for less than 5 years (64.9%).

## 4.2 DESCRIPTIVE STATISTICS

In this section, the degree of distribution of the independent variables (on the job training, off the job training, and induction training) in this research was examined using the descriptive statistics. Therefore, each of the independent variables will be thoroughly examined in this section.

### 4.2.1 On-the-Job Training

The second section in the questionnaire is the items that related to the on-the-job training which was adopted from Schmidt (2004). *Table 9* displays the percentages, means, and standard deviations of respondents' answers to the on-the-job training section.

Note: Likert scale used are 1- Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5-

Items		Likert Scale					$\bar{x}$	SD
		1	2	3	4	5		
		%	%	%	%	%		
Q1	I view my training towards on-the-job as a continuous, lifelong endeavour.	1.1	1.1	9.6	59.6	28.7	4.14	.712
Q2	I am proactive in seeking ways to improve my job performance after receiving the on-the-job training.	1.1	3.2	19.1	50.0	26.6	3.98	.829
Q3	I can usually apply what I have learned in on-the-job training to improve my performance.	-	1.1	7.4	54.3	37.2	4.28	.646
Q4	Overall, the training I receive on-the-job meets my needs.	-	3.2	6.4	59.6	30.9	4.18	.687
Q5	The course of on-the-job training I receive is applicable to my job.	-	2.1	10.6	45.7	41.5	4.27	.736
Q6	Overall, I am satisfied with the amount of training I receive on the job where it helps in improving my performance.	-	1.1	10.6	60.6	27.7	4.15	.639

Strongly Agree. “%” for percentage, “ $\bar{x}$ ” for mean and “SD” for standard deviation.

Table 9 Percentage, Mean, and Standard Deviation of On-the-Job Training

Table 9 shows the percentage, mean, and standard deviation for each item of respondents’ responses towards the section of on-the-job training. There were six (6) items provided in this section. Majority of the respondents has responded positively *agree* towards on-the-job training where it is believed to improve employee’s performance in Kuching manufacturing sector according to the Table 9. However, least of the respondents has answered *strongly disagree* in this section.

## 4.2.2 Off-the-Job Training

The second section in the questionnaire is the items that is related to the off -the-job training which was adopted from Akhter, Tariq, and Islam (2019). Table 4.2.2 displays the percentages, means, and standard deviations of respondents' answers to the off-the-job training section.

*Table 10 Percentage, Mean, and Standard Deviation of Off-the-Job Training*

Items		Likert Scale						
		1	2	3	4	5	$\bar{x}$	<i>SD</i>
		%	%	%	%	%		
Q1	Off-the-job training helped me to acquire knowledge and skills towards my job.	-	-	23.4	50.0	26.6	4.03	.710
Q2	Off-the-job training has adequate importance to develop my skills and competency.	-	1.1	9.6	54.3	35.1	4.23	.663
Q3	There was an adequate emphasis on developing my managerial capabilities after attending this training.	-	5.3	20.2	51.1	23.4	3.93	.806
Q4	Off-the-job training help to improve my performance at work.	2.1	1.1	18.1	52.1	26.6	4.00	.830
Q5	Off-the-job training is transparent to me as well as it was well planned.	-	5.3	18.1	55.3	21.3	3.93	.779

*Note: Likert scale used are 1- Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5- Strongly Agree. “%” for percentage, “ $\bar{x}$ ” for mean and “SD” for standard deviation.*

Table 10 shows the percentage, mean, and standard deviation for each item of respondents' responses towards the off-the-job training section. There were five (5) items provided in this section. Majority of the respondents has responded positively *agree* towards off-the-job training where it is believed to improve employees' performance in Kuching

manufacturing sector according to the *Table 10* towards off-the-job training. However, a small percentage of those who responded has answered *strongly disagree* in this section.

#### 4.2.3 Induction Training

The second section in the questionnaire is the items that is related to the induction training which was adapted from Christine (2017). Table 4.2.3 displays the percentages, means, and standard deviations of respondents' answers towards induction training section.

*Table 11 Percentage, Mean, and Standard Deviation of Induction Training*

Items		Likert Scale						
		1	2	3	4	5	$\bar{x}$	SD
		%	%	%	%	%		
Q1	My supervisor has a good way of welcoming me as a new employee.	2.1	6.4	16.0	46.8	28.7	3.94	.948
Q2	My supervisor briefs new employees on their tasks or job.	2.1	5.3	12.8	43.6	36.2	4.06	.948
Q3	My supervisor makes me feel that my work is counts as it gives me motivation to perform well.	2.1	5.3	20.2	51.1	21.3	3.84	.896
Q4	My supervisor is open and honest when communicating with me as a new employee.	2.1	6.4	19.1	48.9	23.4	3.85	.927
Q5	My supervisor gives me feedback as a new employee towards my performance.	2.1	6.4	17.0	47.9	26.6	3.90	.940
Q6	My supervisor treats me fairly even if I am a new employee.	4.3	10.6	22.3	39.4	23.4	3.67	1.081
Q7	My supervisor is supportive whenever I have a problem regarding to my job.	5.3	9.6	19.1	52.1	13.8	3.60	1.019

*Note: Likert scale used are 1- Strongly Disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5- Strongly Agree. “%” for percentage, “ $\bar{x}$ ” for mean and “SD” for standard deviation.*



*Table 11* shows the percentage, mean, and standard deviation for each item of respondents' responses towards the section of induction training. There were seven (7) items provided in this section. Most of the respondents has responded positively *agree* towards induction training where it is believed to improve employees' performance in Kuching manufacturing sector according to the *Table 11* towards induction training. However, least of the respondents has answered *strongly disagree* in this section.

### **4.3 RESEARCH FINDINGS**

In this section, the Spearman Correlation and Multiple Regression of data analysis was used in this research. The relationship between selected training methods and employee performance in the Kuching manufacturing sector was analyzed using the Spearman Correlation. Meanwhile, the Multiple Regression of data analysis was used to analyses which training methods become more dominant factor and affecting employee performance. Therefore, in this section, each of the research objectives will be thoroughly explained.

#### **4.3.1 To investigate the effect of on-the-job training towards employee performance in Kuching manufacturing sector.**

Spearman Correlation is known as a statistical method in determining the relationship between independent variables and dependent variables. Correlation analysis is used to measure the degree of a relationship between two variables, according to Ahmad et al. (2014). Therefore, the result is presented as below.

**H1: There is a relationship between on-the-job training and employee performance.**

*Table 12 Correlations between On-the-Job Training and Employee Performance*

		On the Job Training	Employee Performance
Spearman's rho	On-the-Job Training	1.000	.429**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	94	94
	Employee Performance	.429**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	94	94

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

Based on *Table 12*, the Spearman Correlation was used to analyze the relationship between on-the-job training and employee performance in Kuching manufacturing sector. The correlation between on-the-job training and employee performance has a moderate relationship with  $r = 0.429$  and the  $p = 0.000$ , which is less than 0.05 ( $p < 0.05$ ) at the level of significant. Since the  $p$  value is less than 0.05, therefore the hypothesis is failed to be rejected. Therefore, it can be observed that in the Kuching manufacturing sector, there is a moderate relationship between on-the-job training and employee performance.

According to past research, there are many studies providing evidence that on-the-job training affects the employee's performance. As agreed by Bohlander (2011), while also casual in nature, on-the-job training are known as generally much effective in improving the employee's skills and performance instead of formalizing entire process of the training. On - the-job training, agreed by Salau et al (2014), can assist in increasing organizational efficiency and improve employee performance because employees learn and perform the task or activity at the same time. This is because, when employees receive on-the-job training, they are able to connect directly into their daily operations at workplace (Tukunimulongo, 2016). Furthermore, training on job also regarded as widely most used training method in every organization.

#### 4.3.2 To investigate the effect of off-the-job training towards employee performance in Kuching manufacturing sector.

Spearman Correlation is known as a statistical method in determining the relationship between independent variables and dependent variables. Correlation analysis is used to measure the degree of a relationship between two variables, according to Ahmad et al. (2014). Therefore, the result is presented as below.

#### H2: There is a relationship between off-the-job training and employee performance.

*Table 13 Correlations between Off-the-Job Training and Employee Performance*

		Off the Job Training	Employee Performance
Spearman's rho	Off-the-Job Training		
	Correlation Coefficient	1.000	.400**
	Sig. (2-tailed)	.	.000
	N	94	94
	Employee Performance		
	Correlation Coefficient	.400**	1.000
	Sig. (2-tailed)	.000	.
	N	94	94

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

Based on *Table 13*, the Spearman Correlation was used to analyze the relationship between off-the-job training and employee performance in Kuching manufacturing sector. The correlation between off-the-job training and employee performance has a moderate relationship with  $r = 0.400$  and the  $p = 0.000$  which is less than 0.05 ( $p < 0.05$ ) at the level of significant. Since the  $p$  value is less than 0.05, therefore the hypothesis is failed to be rejected. Therefore, it can be argued that there is a moderate relationship between off-the-job training and employee performance in Kuching manufacturing sector.

According to past research, there are many studies providing evidence that off-the-job training affects the employee's performance. As agreed by Bediako (2012) has also presented that if training program is carried out in a planned and right manner, it must be necessary to

increase the new spirits that will give an impact to the obligation with the organization respect and satisfaction. To revise pro soul, in which may suggest a stronger implementation or performance of the employee, a conducive learning environment may help the objective of the organization to be achieve. Off-the-job training, on the other hand, has been shown to have a favorable impact on employee performance. Falola et al. (2014), Shafini et al. (2016), Maina (2017), and Haslinda (2016) all agree with this conclusion, where according to the majority of studies, off-the-job training enables knowledge and abilities that can be acquired or accommodated in a secure and welcoming learning atmosphere.

### **4.3.3 To investigate the effect of induction training towards employee performance in Kuching manufacturing sector.**

Spearman Correlation is known as a statistical method in determining the relationship between independent variables and dependent variables. Correlation analysis is used to measure the degree of a relationship between two variables, according to Ahmad et al. (2014). Therefore, the result is presented as below.

### **H3: There is a relationship between induction training and employee performance.**

*Table 14 Correlations between Induction Training and Employee Performance*

		Induction Training	Employee Performance
Induction Training	Correlation Coefficient	1.000	.523**
	Sig. (2-tailed)	.	.000
	N	94	94
Employee Performance	Correlation Coefficient	.523**	1.000
	Sig. (2-tailed)	.000	.
	N	94	94

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

Based on *Table 14*, the Spearman Correlation was used to investigate the relationship between induction training and employee performance in Kuching manufacturing sector. The

correlation between induction training and employee performance has a moderate relationship with  $r = 0.523$  and the  $p = 0.000$  which is less than  $0.05$  ( $p < 0.05$ ) at the level of significant. Since the  $p$  value is less than  $0.05$ , therefore the hypothesis is failed to be rejected. Therefore, it can be observed that in the Kuching manufacturing sector, there is a moderate relationship between induction training and employee performance.

According to past research, there are many studies providing evidence induction training affects the employee's performance. Alsughayir (2016) agrees that providing new employees with a thorough orientation when they join the organization allows them to internalize the company's values, principles, objective, and goal, which are known as driving forces behind the employee success. Employees will achieve full performance quicker, have higher morale, and be more likely to stay in the organization. According to Klien and Weaver (2000), employees who attend induction training become much more sociable than those who do not. They further said that employees who undergo induction training had better levels of organizational commitment. This research findings also concur with Rutaihwa (2013), discovered that excellent induction training has a significant impact on employees' performance and motivation after they are properly educated about the organization's culture.

#### **4.3.4 To investigate which training methods become more dominant factor and affecting employee performance in Kuching manufacturing sector.**

Multiple Regression is used to investigate which training methods become more dominant factor and affecting employee' performance. It is known as the method of statistical that has been used to measure or analyze the influences of the independent variables towards dependent variable.

**H4: There is a dominant factor among training methods that affecting employee performance.**

*Table 15 Model Summary<sup>b</sup>*

Table 15. Model Summary									
Mod el	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				R Square Change	F Change	df1	df2	Sig. F Change	
1	.688 <sup>a</sup>	.473	.456	.51059	.473	26.976	3	90	.000

a. Predictors: (Constant), Induction Training, Off the Job Training, On the Job Training

b. Dependent Variable: Employee Performance

*Table 16 ANOVA<sup>a</sup>*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.098	3	7.033	26.976	.000 <sup>b</sup>
	Residual	23.463	90	.261		
	Total	44.561	93			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Induction Training, Off the Job Training, On the Job Training

*Table 17 Coefficients<sup>a</sup>*

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta	t		Lower Bound	Upper Bound
1	(Constant)	1.584	.466		3.401	.001	.659	2.509
	On-the-Job Training	.040	.116	.032	.342	.733	-.191	.270
	Off-the-Job Training	.047	.096	.040	.486	.628	-.144	.237
	Induction Training	.554	.077	.658	7.214	.000	.402	.707

a. Dependent Variable: Employee Performance

A multiple linear regression was conducted to predict the dominant factor that affecting employee performance based on the selected training methods (on-the-job training, off-the-job training, and induction training). A significant regression equation was found among employees in Kuching manufacturing sector ( $F(3, 90) = 26.976, p = 0.000, R^2 = 0.473$ ) as shown in *Table 15* and *Table 16*. Since the  $p$  value is less than 0.05, therefore all of the three independent variables (on-the-job training, off-the-job training, and induction training) was added statistically significant to the prediction. As shown in *Table 17*, induction training has the highest beta value, and it is more significant, if compared with other independent variables that is on-the-job training and off-the-job training, ( $\beta=0.658, p = 0.001, p < 0.05$ ). Therefore, it can be concluded that induction training has become the most dominant factor among the independent variables that influences the employee performance in Kuching manufacturing sector.

Finding from this research has observed that induction training is the most dominant among independent variables that has affecting the performance among employees in Kuching manufacturing sector. In this case, most of the research has concentrated on how one or more variables influence each other and few emphases has been dedicated to the variables' prediction. However, as agreed by Kebenei (2014), most of the organizations or institutions offer induction training for new candidates as a procedure in order to meet the recruitment criterion. Rutaihwa (2013) emphasizes the significance of a comprehensive induction training programme that addresses all aspects of work, including social, legal, also the aspects of economic. Induction training, he continues, should allow employees to build abilities and expertise as well as socializing among co-workers.

#### 4.4 CHAPTER SUMMARY

This chapter discussed about the findings of the research based on the data collected. As a result, all of the hypotheses made were accepted. The results of the study showed that majority of the hypothesis stated is significance and have a moderate relationship between employee performance in Kuching manufacturing sector. In addition, this research also revealed that there was a dominant factor that affecting employee performance that is the induction training. So, the next chapter which is Chapter 5 will be summarized and concluded the whole research.

<b>Hypothesis</b>		<b><i>r</i></b>	<b><i>p</i></b>	<b>Accepted</b>
H1	There is a relationship between on-the-job training and employee performance	.429	.000, $p < 0.05$	Yes
H2	There is a relationship between off-the-job training and employee performance	.400	.000, $p < 0.05$	Yes
H3	There is a relationship between induction training and employee performance	.523	.000, $p < 0.05$	Yes
<b>Hypothesis</b>		<b><math>\beta</math></b>	<b><i>p</i></b>	<b>Dominant Factor</b>
H4	There is a dominant factor among training methods that effecting employee performance	.658	.000, $p < 0.05$	Induction Training

*Table 18 Summary of Results and Findings*



## **CHAPTER 5**

### **CONCLUSIONS, RECOMMENDATIONS, AND IMPLICATIONS**

#### **5.0 INTRODUCTION**

This research is about the relationship between selected training methods and employee performance in Kuching manufacturing sector. This final chapter will outline all of the research's major points. The conclusions, recommendations, and implications are presented in this chapter. The significance of this chapter is that it will provide a thorough knowledge of the general summary of the research.

#### **5.1 RESEARCH SUMMARY**

The main objective of this research was to provide an insight, as well as penetrate deeply understanding of the relationship of selected training methods that would affect the performance among employees in manufacturing sector. This research objective is to investigate the relationship between selected training methods and employee performance in Kuching manufacturing sector. The respondents were focused among the employees at HGST Malaysia Sdn. Bhd. and LonGi (Kuching) Sdn. Bhd, which the organization was also in the manufacturing sector and was based in Kuching.

The outline of the research was covered in chapter one (1). The significance of how the selected training methods affects employee performance, which is critical to the development of future training programs was discussed in this chapter. Aside from that, this chapter described the problem, research objectives, and research hypotheses. This chapter also included the conceptual framework, terminology definitions, also the significant of research.

Next, the literature review of the research was presented in chapter two (2), which explained the concept linked to this investigation. This section outlines the previous studies that are relevant to the research to facilitate the correlation between different variables. Therefore,

training methods that are on-the-job, off-the-job, and induction training will be addressed, which will support the review on the effect of employee performance in manufacturing sector. This chapter also examined the model and theory that were adopted for this research.

The research methodology used in this study was covered in chapter three (3), including research design, population, sample, and research instrument. In this study, convenience sampling was chosen as the sampling technique. The data collection procedure and data analysis procedures are also covered in this chapter. A pilot research was done as part of the data collection technique, and the results were also analyzed and shown in this chapter. Other than that, this chapter also discusses the study instrument's validity and reliability.

The findings and discussion of this research were then presented in chapter four (4). Aside from that, chapter four covered the demographic background of the respondents as well as data descriptions for the independent variables of on-the-job training, off-the-job training, and induction training. The data collected then was analyzed by using the Spearman Correlation and Multiple Regression. The findings will then be compared to earlier study to observe if there are any parallels or differences between the two. The aim of this comparison is to examine if the research has generated any new results or findings.

Lastly, that is chapter five (5). The findings of this study will be addressed in further depth in order to provide an overview towards the research of the relationship between selected training methods and employee performance in Kuching manufacturing sector. Additionally, the study's implications and recommendations are presented as a roadmap for future research.

## **5.2 CONCLUSIONS**

The purpose of this research is to investigate the relationship between selected training methods and employee performance in Kuching manufacturing sector. All of the independent variables or selected training methods that is on-the-job training, off-the-job training, and

induction training has significant influence toward the performance among employees. It also has been concluded that the most dominant factor among selected training method that is induction training has a high impact on the employee performance in Kuching manufacturing sector. Therefore, the findings and objectives of this research are considered achieved since all the hypothesis stated has been accepted.

The result of this research shows employees become more optimistic and empowered as a result of the training, thereby they are able to achieve a greater efficiency, more devoted, and less stressful while retaining quality of the output. To conduct an effective training and development programs, human resource department especially the human resource personnel should assess the needs of the training, prepare for the training plan, determine the training objectives, and finally create the appropriate training program for employees while conducting training in organizations. Therefore, the organization should plan the training methods precisely in order to increase the trainees understanding and improve their productivity towards the company succeed.

Most of the organization have their own training methods, therefore it will give big opportunities for future researchers to conduct a research that is related with the Human Resource Development topic especially for the training and development itself, such as the content, training design, training delivery approaches, and many more. Since most of the research have been conducted in a western country, therefore, it would be great for the future researchers to focus and multiply this type of research in Malaysia.

### **5.3 IMPLICATIONS**

In this section, to give the reader a clear understanding about the research, the implications will be presented. This section is very relevant because it will broaden the knowledge from other parties such as employees, organization, HR managers, and even the

future researchers about the important of choosing the right training methods in improving the performance among employees. Therefore, to strengthen the understanding, the implications will be divided into theoretical implication, policy implication, and practical implication.

### **5.3.1 Theoretical Implications**

As for all of the hypothesis stated in this research has been accepted, therefore the findings are consistent with the Human Capital Theory as proposed by Asaju in term of theoretical contribution. The human capital theory highlighted how employees are being one of the resources and help the organization where they will try to figure out if there are extremely qualified and trained employees are more productive than others. Various types of training methods and instruction known as valuable tools for every organization which might help the organization to increase their productivity, skills, and performance. Therefore, in short-time implications, as for the training that are believes can affects the performance among employees, this research findings will help the organization especially in the manufacturing sector to choose the correct training methods for their employees. It will facilitate and improve the organization's comprehension of the consequences of the training methods that they have prepared for their employees, allowing them to perform better at work. Meanwhile, for long-term implications, the employees or even individual itself will be able to get their job satisfaction as well as job security because the training offered by the organization has meet their needs, helps in developing their skills and competency. Thus, it will help in enhancing their job performance as well will lessen issue of employee turnover in organization.

### **5.3.2 Policy Implications**

As for the policy implication, the findings of this research will enable the organization's understanding towards the effects of the training methods that they have prepare for their employees that will helps to enhance their performance in the workplace. As for the short time

implication, this research findings helps in determining whether or not the training policy is appropriate and efficient in the company and then take the required corrective measurement in order for the management in the organization to raise awareness and manage the poor training method and design as well as the performance of the employees. Therefore, for long-time implication, the HR manager or personnel need to develop a system that suit the best with the training methods offered by the organization. This is to measure the effectiveness of the training methods, and at the same time will give ideas to the Human Resource Department in improving the productivity, efficiency, and performance of the employees. In addition, it will strengthen the organization to educate the management of the organization on how to deal with the employee's knowledge at the same time encouraging the training and development works towards the company performance especially for the employees itself.

#### **5.3.4 Practical Implication**

As for the practical implication, job performance can be improved by the application of various training approaches. This is because, every person or individual has their own way of learning and gaining knowledge. Therefore, HR managers should carefully offer the training methods towards employees. Before implementing the right training program, the finding of this research will help the HR manager to survey and evaluate on which training methods that they can offered to the employees in order enhance the performance of the organization as a whole, as well as the productivity of the employees itself. Employees benefit from training since it ensures their job stability and satisfaction. The more trained the employees is, the less accidents will occur in the workplace. The more motivated and satisfied an employee is, the more they will participate to the organization performance and at the same time will help in minimizing the issues of absenteeism and turnover among employees.

## **5.4 RECOMMENDATIONS**

As for the recommendation of this research, future researchers could look towards expanding the research's population that included the input from more organizations in Sarawak. One of the research's implications was sampling. The fact that this research's sample subjects were only limited to the employees in Kuching manufacturing sector, with only 94 respondents in total. In order to perform this research, there are just two organization were chosen. The outcomes may become more intriguing and informative if samples are selected from a wider range of demographics.

Aside from that, the data in this study is based solely on the opinions of the employees, presenting a limitation in terms of thinking while conducting this research. So, it is recommended for future researchers to generate a research that is not solely focuses on employee, but also incorporates and reflect the viewpoints from the organization and Human Resource Department (HRD) itself to strengthen the understanding towards the similar research. Since training is significant influence towards the performance among employee, it is significant for the organization to apply training as part of the organizational agendas in achieving organization goals.

Employee involvement in every manufacturing sector in Malaysia, not just two organization in Sarawak, might be explored by the future researchers. Another possible recommendation for the future research is tried to involve the older employees from the organization to participate in this study. When the seniors' employees take part in this research, it generated and deliver more meaningful findings. This is because, seniors' employees have more knowledge and experiences if compared with the younger employees.

## **5.5 LIMITATIONS**

Throughout the process of completing this research, there has been several limitations which has restricted the researcher. One of the drawbacks it the difficulty to access and obtain past research due to the limited time and resources. This happens because of the Pandemic Covid-19, where the government of Malaysia has announced the Movement Control Order (MCO) for every citizen in this country. Therefore, it is hard for this research to be conducted due to the limited time and resources especially in getting the references.

The fact that the research's sample subjects were only limited and focused on the employee in the manufacturing sector in Kuching, with only 94 people participating. Sampling was one of the limitations of this research. Kuching known as the biggest industrial zone in Sarawak, therefore the actual sample in this research is not fully achieved due to the Pandemic Covid-19 because there are several organizations that has slowed down their activities and the worst is they need to close for a while or shut down. Because of this, it is hard and challenging for the researcher in the process of collecting the data.

Lastly, due to the least number of respondents and MCO, questionnaire (google form) has been distributed by using the social media platform that is WhatsApp and Telegram. As a result, imbalance may exist, as underprivileged people may be unable to participate in this research.

## **5.6 CHAPTER SUMMARY**

This chapter brought the research to a conclusion. In this chapter, the research implications, such as the implications for individuals and organizations, were discussed. Aside from that, a few suggestions were made to improve this study and future research. Overall, all of the hypothesis stated were accepted in this research. Based on the findings, it also can be concluded that the dominant factor between independent variables and employee performance

is the induction training. Therefore, from this type of findings, it would help the HR practitioners or even the manager itself in manufacturing sector to focus more on the induction training, in order to enhance the employee performance as well as their productivity in workplace.



## REFERENCES

- Aarti, C., Seema, C., Bhawna, C., & Jyoti, C. (2013). Job Satisfaction Among Bank Employees: An Analysis of The Contributing Variables Towards Job Satisfaction. *International Journal of Scientific & Technology Research*, 2(8), 11 -20.
- Abdullah, A. D., Ahmad, D., Mahmoud, S. D., & Barham, Q., D. (2014). Impact of Cultural Dimensions According to Hofstede Model on Organizational Commitment of The Middle Management at Jordanian Private Universities. *Journal of Business and Social Sciences*, 3(9), 129 - 146.
- Afshan, S., Sobia, I., Kamran, A., & Nasir, M. (2012). Impact of Training on Employee Performance: A Study of Telecommunication Sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4 (6), 646-661.
- Ahmad, R., Usop, H., Ismail, A., Bujang, S., & Abu Mansor, N. N. (2014). *Conducting research in social sciences and management studies: Practical and step-by-step guide*. Malaysia, Kuching: RS Publishing House.
- Akther, S., Tariq, J., & Islam, N. (2019). Measurement of the Effectiveness of Off-the-Job Training Methods in Commercial Banks of Bangladesh. *International Journal of Business and Management*; 4 (9), 168-169.
- Alipour, M., Salehi, M., & Shahnavaz, A. (2009). A Study of On-the-Job Training Effectiveness: Empirical Evidence of Iran. *International Journal of Business and Management*, 4(11), 63-68.
- Alkelabi, S., Jehanzeb, K., & Ahamad, A. (2012). Role of Learning Theories in Training While Training the Trainers. *International Journal of Academic Research in Business & Social Sciences*, 5(1), 55-69.

- Alsughayir, A. (2016). The Influence of induction training on employees' performance in public sectors. *Journal of Business Research*, 12 (2), 112-125.
- Aragón-Sánchez, A., Barba-Aragón, I., & Sanz-Valle, R. (2003). Effects of training on business results. *The International Journal of Human Resource Management*, 14(6), 956-980.
- Asaju, K. (2008). Manpower training and development: An essential for achieving organizational goals. *Journal of management and enterprise development*, 5(2), 1-5.
- Baum, T., & Devine, F. (2007). *Skills and Training in the Hotel Sector: The Case of Front Office Employment in Northern Ireland*, *Tourism and Hospitality Research*, 7(1), 269-280.
- Bediako, A. (2012). *Professional Skills in Human Resource Management*. New York: American Economic Review.
- Blanchard, P. N., & Thacker, J., W. (1998). *Effective Training: Systems, Strategies and Practices*. Prentice Hall, New Jersey.
- Bohlander, S. (2011). The Effect of Human Resource Management Practices on Corporate Performance. *International Business Research Journal*, 45-52.
- Bratton, J., & Gold, J. (2007). *Human Resource Management: Theory & Practice*. Palgrave: Mcmillan.
- Chowdhury, M. (2008). Human Behaviour in The Context of Training: An Overview of the role of Learning theories as applied to training and development. *Journal of Knowledge management practice*, 3(5), 121-130.
- Christine, M., W. (2017). The Impact of Training Methods on Employee's Performance Among Kenyan Organisations. A Case Study of National Irrigation Board. *Strategic Journal of Business & Change Management*, 56.

- Cole, G. (2010). *Personnel & Human Resource Management*. London: Book Power.
- Donohoe, A. (2019). Employee performance definition. Retrieved from <https://bizfluent.com/facts-7218608-employee-performance-definition.html>.
- Diamantidis, A. D, & Chatzonglou, P., D. (2014). Employee post-training behavior and performance: Evaluating the result of the training process. *International Journal of Training and Development*, 18 (13).
- Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*, 5(4), 137-147.
- Falola, H. O., Osibanjo, A. O., & Ojo, S., I. (2014). *Effectiveness of Training and Development on Employees Performance and Organization Competitiveness in the Nigerian Banking Industry*. Bulletin of the Transilvania. University of Brasov, 7(56), 162-170.
- Haslinda, A. (2009). *Evolving Terms of Human Resource Management and Development*. National Defence University of Malaysia.
- Holton, F., H. (2005). Holtom's Evaluation Model: New Evidence and Construct Elaborations. *Advances in Developing Human Resources*, 7 (1): 37-54.
- Imran, M., Maqbool, N., & Shafique, H. (2014). Impact of Technological Advancement on Employee Performance in Banking Sector. *International Journal of Human Resource Studies*, 4(1), 57-70.
- Kebenei, E.J. (2014). *Effects of Training Programs on Employee Job Performance in Eldoret Water and Sanitation*. Eldoret, Rift Valley, Kenya.
- Khan, A. L., Osama, S., Waseem, R. M., Ayaz, M., Ijaz, M. (2016). Impact of Training and Development of Employees on Employee Performance through Job Satisfaction: A

- Study of Telecom Sector of Pakistan, Macrothink. *Journal of Institute Business Management and Strategy*, 7(1), 29-46.
- Khan, R., K. (2013). Impact of Training and Development on Organizational performance. *Global Journal of Management and Business Research*, 65-73.
- Kingi, W., Mukulu, E., & Oloko, M. (2013). Effects of Human Resource Development on the performance of Tourist class Hotels in Malindi District, Kenya . *Journal of Human Resource & Entrepreneurship Development*, 4(2), 1-4.
- Kingsland, B. (2017). Apprenticeship standards – 20% off-the-job training made clear. Retrieved from Off-the-job training – the vital 20% (cityandguilds.com).
- Kirkpatrick, D. (1996). Techniques for Evaluating Training Programs. *American Journal of Evaluation*, 19 (2), 259.
- Klein, H. J., & Weaver, N. A. (2000). The Effectiveness of an Organizational-Level Orientation Training Program in the Socialization of New Hires. *Personnel Psychology*, 53, 47-66.
- Lyons, P., & Mattare, M. (2011). How can very small SMEs make the time for training and development: Skill charting as an example of taking a scenic approach. *Development and Learning in Organizations*, 25 (14), 15-19.
- McLeod, S. (2008). *Social Identity Theory*. Retrieved from <http://www.simplypsychology.org/social-identity-theory.html>
- Mozael, B., M. (2015). Impact of Training and Development Programs on Employee Performance. *International Journal of Scientific and Research Publications*, 5(11), 38-42.
- Nassazi, A. (2013). *Effects of Training on Employee Performance Business Economics and Tourism*. University of Applied Sciences.

- Ramya (2016). The Effect of Training on Employee Performance. *International Journal of Scientific Research and Modern Education (IJSRME)*, 1(1), 697-706.
- Riley, J. (2018). *Training – Off-the-job training*. Retrieved from <https://www.tutor2u.net/business/reference/training-off-the-job-training>.
- Rutaiwa, A.E.B. (2013). *Employee Orientation Programs in Tanzania Public Institutions and their Effects on Employee Performance: The Case of Ministry of Labour and Employment*. Mzumbe University, Morogoro.
- Salah, M. R. A. (2016) The Impact of Training and Development on Employee Performance and Productivity. *International Journal of Management Sciences and Business Research*, 5(7), 36-70.
- Salau, O., Adeniji, A., & Oyewunmi, A., (2014.) Relationship Between Elements Of Job Enrichment and Organizational Performance Among the Non-Academic Staff in Nigerian Public Universities. Retrieved from [http://www.mnmk.ro/documents/2014\\_X2/5-6-2-14.pdf](http://www.mnmk.ro/documents/2014_X2/5-6-2-14.pdf).
- Samson, A.J., & Timorthy, G. (2014). Effects of Human Resource Training and Development on Productivity in Nigerian Hospitality Industry . *International. Journal of Public Administration and Management Research*, 2(2).
- Scmidt, W., S. (2004). *The job training and job satisfaction survey*. Technical Manual. East Carolina University. Retrieved from <https://files.eric.ed.gov/fulltext/ED494451.pdf>.
- Shafini, N., Syamimi, J., Amalina, N., Rapidah, S., & Sakina, H. (2016). Workplace Training: Reinforcing Effective Job Performance. *e-Academia Journal UiTM*, 5(1), 1-15.

- Tan, C. H., & Khatijah, O. (2017). The Impact of Training on Organizational Performance: A Study of Hotel Sector in Terengganu, Malaysia. *Journal of Engineering and Applied Sciences*, 12(6), 1427-1432.
- Tang, V. (2018, November 22). Digitalizing manufacturing industry. *New Strait Times*. Retrieved from Digitalising manufacturing industry | New Straits Times (nst.com.my).
- Taylor, R. & Davies, D. (2004). Aspects of Training and Remuneration in the Accommodation Industry. *Journal of European Industrial Training*, 28(6), 1-2.
- Tukunimulongo, J. (2016). Effect of On-The-Job Training on Employee Performance in Kenya: Case of Mumias Sugar Company Limited. *International Journal of Recent Research in Commerce Economics and Management (IJRRCEM)*, 3 (1).
- Yee, C. S., Kei, G. O., Wee, N. S., & Ying, T., M. (2015). *The Effect of Training and Development Provided by Organization Towards Employee Productivity in Hotel Industry*. Universiti Tunku Abdul Rahman.
- Zahiruddin, A., Said, M., & Latiff, A. (2012). The Impact of Training on Small and Medium Enterprises (SMEs) Performance: *Journal of Professional Management*, 2(1), 15-25.

## **APPENDICES**

### **QUESTIONNAIRES**

Please put a tick where appropriate in the box provided or fill the gap in the space provided.

#### **SECTION A: DEMOGRAPHIC PROFILE**

##### **a) Gender**

Male ☐ Female ☐

##### **b) Age**

18-24 years ☐ 25-31 years ☐ 32-38 year ☐ 39-45 years ☐ 46 and above ☐

##### **c) Level of Education**

Bachelor's Degree ☐

Sijil Tinggi Pelajaran Malaysia (STPM) / Diploma ☐

Sijil Pelajaran Malaysia (SPM)

Other ☐

##### **d) Year of Employment**

Less than 5 years ☐

5 – 10 years ☐

More than 10 years ☐

## SECTION B: ON THE JOB TRAINING

*Please rate your answer based on the following scale to indicate your degree of agreement on the following statement. The rating is on a scale of 1 -5, which represent 1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 - Agree, 5 - Strongly Agree*

<b>On-the-job training</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
I view my training towards on-the-job as a continuous, lifelong endeavour.					
I am proactive in seeking ways to improve my job performance after receiving the on-the-job training.					
I can usually apply what I have learned in on-the-job training to improve my performance.					
Overall, the training I receive on-the-job meets my needs.					
The course of on-the-job training I receive is applicable to my job.					
Overall, I am satisfied with the amount of training I receive on the job where it helps in improving my performance.					

## SECTION C: OFF THE JOB TRAINING

*Please rate your answer based on the following scale to indicate your degree of agreement on the following statement. The rating is on a scale of 1 -5, which represent 1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 - Agree, 5 - Strongly Agree*

<b>Off-the-job training</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Off-the-job training helped me to acquire knowledge and skills towards my job.					
Off-the-job training has adequate importance to develop my skills and competency.					
There was an adequate emphasis on developing my managerial capabilities after attending this training.					
Off-the-job training help to improve my performance at work.					
Off-the-job training is transparent to me as well as it was well planned.					



## SECTION D: INDUCTION TRAINING

*Please rate your answer based on the following scale to indicate your degree of agreement on the following statement. The rating is on a scale of 1 -5, which represent 1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 - Agree, 5 - Strongly Agree*

<b>Induction training</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
My supervisor has a good way of welcoming me as a new employee.					
My supervisor briefs new employees on their tasks or job.					
My supervisor makes me feel that my work is counts as it gives me motivation to perform well.					
My supervisor is open and honest when communicating with me as a new employee.					
My supervisor gives me feedback as a new employee towards my performance.					
My supervisor treats me fairly even if I am a new employee.					
My supervisor is supportive whenever I have a problem regarding to my job.					

## SECTION E: EMPLOYEE PERFORMANCE

*Please rate your answer based on the following scale to indicate your degree of agreement on the following statement. The rating is on a scale of 1 -5, which represent 1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 - Agree, 5 - Strongly Agree*

<b>Employee Performance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
My company encourage training programs as the performance of organization optimization technique.					
My company encourage skills development because it ultimately affects the employee performance.					
My company provide employees with continuous training to increase employee performance.					
The quality of training offers by my company affects the performance towards actual job.					

Continuous training and development are driving force of the employee success					
My company have an effective employee's training plan as it will help in develop the employees' performance					