



Faculty of Cognitive Sciences and Human Development

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

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

Grade: A-

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Final Year Project Report

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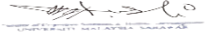
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**THE RELATIONSHIP BETWEEN SELECTED TRAINING METHODS AND EMPLOYEE
PERFORMANCE IN KUCHING MANUFACTURING SECTOR**

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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*)

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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 diperolehi 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 diperolehi 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:

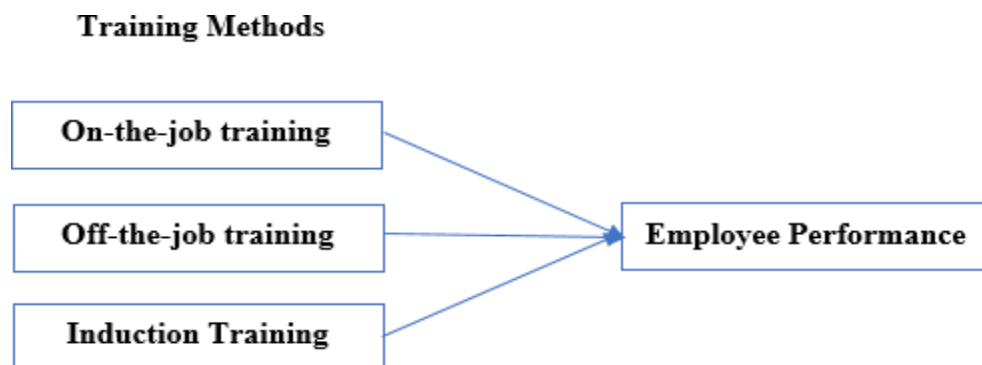


Figure 1 Conceptual Framework

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