



Research Paper

INFLUENCE OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN NUTRITIONAL INDUSTRY, MALAYSIA

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Abstract

The major objective of this research is to find out the influence of training and development on employee performance in nutritional industry. The independent variables used in this research are on the job training, feedback, training design, self-paced training and the dependent variable used is employee performance. A sample size of 36 employees who attended the training for the past 12 months (from Aug 2017 to Aug 2018) is the target group in this study to receive the online google survey questionnaire via WhatsApp. Likert Scale is adopted in this research questions by requesting participants to answer the five degrees of agreement or disagreement questions. All primary data received from the 28 questions is then exported to Statistical Package for the Social Science (SPSS) software to perform statistical analysis on normality of the data, reliability test, what is the correlation between variables. Based on the result of descriptive statistic, the highest mean score is on the job training and followed by training design, feedback and self-paced training hence. The correlation values showed a positive significant relationship between all the independent variables with employee performance. It is concluded that training and development has positive significant influence on employee performance

Keywords: Training, Development, Feedback, self-paced learning

1. Introduction

The world is changing in a fast-paced manner and life is full of challenges, learning needs to be at our fingertips anytime, anywhere, when most relevant to us. People power is the key intangible asset to every organization (EDUCBA, 2018). Malaysia is targeting to hit 45% skilled workforce by 2030, therefore, a consecutive training and sustainable development on employee performance is essential (Azahar, 2017). Cutting down the training and development program due to budget constraint or economy downturn can lead to high turnover of employees and increase the hiring cost of searching of new replacement staff, this will also impact the profit of the organization (Elnaga & Imran, 2013). Psychometric assessment on people or employee is becoming

more and more reliable to determine the achievement of the training and development (Aziz, 2013). It is very important to find out and select a suitable and effective training program to develop employees' knowledge and to boost their performance because of not all training programs are adequate to accomplish an expected result (Awang, et al., 2010). The training feedback from employees is very helpful to make further improvement and increase the effectiveness level on the training and development program (Hattie & Timperley, 2007). Excessive or over-training can cause unfavorable reaction and uninterested attitude of employees, they may look for job elsewhere (Haliva, 2015). At present, there's no similar research on nutritional industry in Malaysia yet.

Some employers do not feel how important is the training and development impacting their employee performance. Some companies do not value the people power is an intangible asset. The awareness of managing effective training and development is low. Do we consider the feeling of employees? What do employees prefer and expect from the company? What if employees don't know precisely what they supposed to do in the training? Effective employee performance management can boost employee morale and increased productivity (Truong, 2012). Employee performance supposedly increased after training but what if the negative impact? Do we know why? Is Human Resource department managing the quality of training and implement a safe and healthy workplace for employees? This study will analyze and identify the influence and the gap between training and development and employee performance on a nutritional industry.

The research was undertaken with the following objectives:

- To examine the relationship between on-the-job training and employee performance
- To examine the relationship between feedback and employee performance
- To examine the relationship between training design and employee performance
- To examine the relationship between self-paced training and employee performance

2. Literature Review

Literature review provides the overview of previous articles, studies and researches based on the existing theories or models to generate the correlation to this research subject. The process of training and development is needed when there is a skill gap found on the employees, hence the company will find an opportunity to close those gaps. The teaching process starts with identifying the training objectives, design a suitable leaning plan with appropriate timeline, to refine the training process, to facilitate effectively and lastly to analyze and evaluate the training quality and follow through the whole training process.

Okechukwu (2017) did a research to identify the Influence of training and development, employee performance on job satisfaction among the staff of School of Technology Management and Logistics (STML).The researcher used training and development, employee performance and job satisfaction in the study. The correlation test result indicated that the relation between employee performance and job satisfaction is significant, and the same for job satisfaction. This means that the training and

development program, employee performance both gave a positive effect and influence on job satisfaction among the staff from School of Technology Management and Logistics (STML). The evidence captured is benefit to other organization that practicing this type of Human Resource Practices can produce effects on the job satisfaction of their staff and to increase their work performance at the workplace. Imran and Tanveer (2015) completed a study on the impact of training and development on employees' performance in a banking industry. They wanted to analyze the current learning trends, what training workshop or method organized by the bank to students, to evaluate the process of establishing the correlation between training and development and staff performance. Also, to suggest a more efficient training investment diagram for those study in Pakistan. After analyzing the data and performed the investigation, the researchers found out positive signification relationship between training and development and staff performance, bank believe in investing fund in training and development and they want their staff to enhance in skills, provide best performance and contribute to the banks.

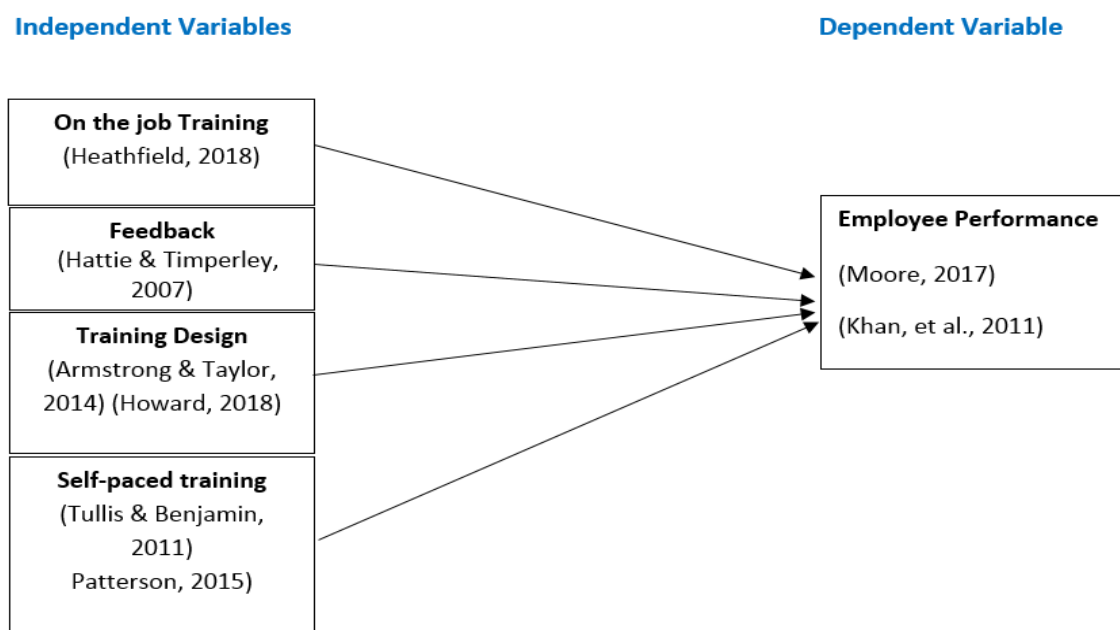
There was a research done on two selected manufacturing areas in Kuala Lumpur and Pulau Pinang in Malaysia. The researchers mainly covered six types of industries; particularly in textiles, chemical products, transportation and its product, wood based, food and electric and electronics businesses. The said survey investigated the effectiveness of the training design and the amount of time spending in training provided by the specified industries to their employees. the research concluded that difference viewpoints from the three groups of labors, the skillful and limited skills labors who worked long in the companies understood the importance of training, they paid more attention to training that relevant to their job and willing to sacrifice more time for training, however, unskilled labors required general training program to enhance their skill set. Industries should invest and conduct more job-related trainings to their employees, this is part of good management practices to retain its employees (Noor & Ismail, 2008).

Research by Kum, et al. (2014) examined on the impact of training and development on employee performance. In this research investigation was done on feedback, on the job and off the job training, the training and development programs and the support from management. The findings in this research revealed that feedback before and after training have a significant impact on employee performance, because it can clearly be identified what is the expectation from both employee and employer. Meanwhile, designing a suitable and valuable training program to employees can increase workplace efficiency and maximize the investment of the organization.

According to Elnaga and Imran (2013) research to investigate how training effect the employees' performance, to inspect the influence of training towards employees, to analyze the strength and weaknesses of employees, to scrutinize the linkage between the process of learning skills and employees' performance. The researches collected many studies, reports, books, articles and all data that relevant to the research subject, they analyzed one by one and made assumption that most of the people managers did not see or accept that training is important and can able to improve employees' knowledge and skills at work. In the study, researchers recommended few practices can be used to evaluate employees' performances. It is very true that appropriate training is a key driver to enhance employee performance, to urge employees to get deeper understanding of company goals, to know what is the gaps and allow employees to deliver better results to the company and to increase the company's ability to retain its employees rather than spending on high hiring cost of searching new employee

Research by Jehanzeb and Bashir (2013) examined the structure and elements of employee training and development program and its benefits to employee and organization. The researchers observed from many articles, researches, investigations, the study indicated that the appropriate training design, the suitable training method displayed on how the trainer can communicate effectively the message to the trainees and how the trainees captured the learning objectives. All these training techniques and effective development program can be used to help the organizations to become aggressive and successful in the competitors' world, meanwhile, it can help to develop the learning agility on employees, so that they have the ability to think and draw solutions quickly. Organizations should focus on continuous training and development improvement and evaluation on employees' performance.

The purpose of this survey is to identify the learning and development needs across DSM Malaysia. This survey will focus on the relationship between 4 independent variables such as on the job training, feedback, training design, self-paced training and the dependent variable is employee performance. The responses to this survey will be processed anonymously. Below is the conceptual framework for this current survey.



3. Research Design and Methodology

In current study, the data collection is via survey questionnaires and using quantitative approach and this study will adopt the positivism paradigm because positivism is the best and more appropriate to this survey as compared to phenomenology and interpretivism. Inductive research approach is adopted in this study because it is user friendly and collection of data to provide evidence whereas deductive sound logical but may not true and the conclusion for abductive approach is best guess. Research design is required to make the systematic investigation easier to complete under minimal amount of money, very little effort is needed in a shorter timeframe (Kothari, 2004). There are descriptive, correlational, quasi-experimental and experimental research designs available, researcher needs to specify which design to be used in the research report. Establish theories and defining an issue with existing practice, then decide and develop better models (Grove, et al., 2014). As such, the descriptive and casual research

design is adopted in this study to observe and explain, analyze and interpret the whole process to see the cause-and-effect relationships between independent factors and dependent variable.

The data collection methods consist of primary and secondary data. Primary data are referring to first-hand individual figures and secondary data means those figures have been gathered by other researchers. The research can consider collecting data via interview, questionnaire, observation and focus group (Kothari, 2004). In this study, questionnaire is adopted to collect primary data to perform analysis. Likert Scale is used in this research, it is a kind of rating scale to request respondent to answer the five degrees of agreement or disagreement of each question in every section (Kothari, 2004). The independent variables that selected in this study are on the job training, feedback, training design, self-paced training and the dependent variable is Employee performance. The researcher created a total of six (6) sections and a list of questions online via Google Form. The total population is 50 employees from DSM Malaysia and the target group selected for this study is 36 employees who are attended training and development for the past 12 months from Aug 2017 to Aug 2018.

There are many statistical analysis software available in the market to perform the analysis check, such as: SPSS, AMOS, STATA. In this current research, the collection data from the survey questionnaire is uploaded in Statistical Package for the Social Science (SPSS) program to run the analysis. All the data will be analyzed based on Descriptive and Inferential Statistical Analysis. The researcher will use SPSS to perform some specific test to check the normality of the data, to run the reliability test to check whether all data are realistic, to check the relationship between independent variables over dependent variable.

4. Results and Discussion

Reliability Test:

Cronbach's Alpha method is applied in SPSS to measure the reliability of the survey questionnaire, this test is to help researcher to measure how consistent the Likert Scale used in the analysis. The researcher in the study gave an example for 9 questions in the survey form, it based on 5-point Likert Scales from "Strongly Disagree" to "Strong Agree" and the Cronbach's Alpha score 0.6 above for all variables, meaning the survey questionnaire is acceptable (Chetty & Datt, 2015).

In this research, the overall reliability statistics measured by Cronbach's Alpha scores 0.926 over 22 items and the rest of the variables showing on the job training, 0.798 over 5 items, feedback, 0.739 over 4 items, training design, 0.857 over 4 items, self-paced training, 0.886 over 4 items and employee performance, 0.839 over 5 items, all scores above acceptable level, this means highly reliable and will proceed without further amendment.

Descriptive Analysis

According to Trochim (2006), the purpose of descriptive analysis is to identify the key features of the information in a research to furnish with easy to understand summaries. It helps the researchers to understand better by providing the graphics analysis with the analysis of quantitative information in a feasible way that able to deal with.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
On The Job Training	36	2	5	3.79	.763
Feedback	36	2	5	3.58	.734
Training Design	36	2	5	3.52	.571
Self-Paced Training	36	1	5	3.43	.965
Employee Performance	36	2	5	3.68	.638
Valid N (listwise)	36				

From the above Table, the mean for all 5 variables in this research is between 3.43 to 3.79. On the job training has one of the highest mean value factor, 3.79, which means it is the most significant important factor among the employees; Followed by training design, feedback and self-paced training has a lowest mean among other variables.

Correlation Analysis

Pearson's Correlation coefficient is adopted in this study to examine the correlation between variables. It measures the degree of correspondence between 2 variables. The relationship between two variables can be shown in the Pearson Correlation analysis by the indication of -1 and 1 to determine whether the two variables are closely linked to each other (Deborah, 2016). The value in that shows positive relationship as Sig. (2-tailed) should be less than 0.01 is considered significant (important relationship or affecting the researcher), if higher than 0.01 means not significant.

		Employee Performance	On the Job Training	Feedback	Training Design	Self-Paced Training
Employee Performance	Pearson Correlation	1	.494**	.658**	.669**	.443**
	Sig. (2-tailed)		.002	.000	.000	.007
	N	36	36	36	36	36
On the Job Training	Pearson Correlation	.494**	1	.463**	.577**	.478**
	Sig. (2-tailed)	.002		.004	.000	.003
	N	36	36	36	36	36
Feedback	Pearson Correlation	.658**	.463**	1	.448**	.608**
	Sig. (2-tailed)	.000	.004		.006	.000
	N	36	36	36	36	36
Training Design	Pearson Correlation	.669**	.577**	.448**	1	.515**
	Sig. (2-tailed)	.000	.000	.006		.001
	N	36	36	36	36	36
Self-Paced Training	Pearson Correlation	.443**	.478**	.608**	.515**	1
	Sig. (2-tailed)	.007	.003	.000	.001	
	N	36	36	36	36	36

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

In current study, the result obtained from the survey questionnaire shows that, on the job training have a weak positive significant correlation with employee performance as it indicated 0.494. On the job training has positive significant relationship with employee performance as the significance value is less than 0.01. Feedback has a moderately high positive correlation value of 0.658 with employee performance and found to be significant. The Pearson Correlation value of 0.669 for training design represents a moderately high relationship among other variables with employee performance and the correlation value for self-paced training is 0.443, this indicates a lower but positive

correlation with employee performance among other variables. In summary, feedback and training design both found to be higher in correlation value as compared to on the job and self-paced training. Overall, the relationship between on the job training, feedback, training design and self-paced training towards employee performance is significant as all the values are lower than 0.01.

5. Conclusion

The study was undertaken with objectives to examine the relationship of on-the-job training, feedback, training design on employee performance, self-paced training on employee performance. Based on the result of descriptive statistic, the highest mean score was obtained for on the job training and the least being self-paced training. The conclusion of this study found that training feedback and training design have moderately high relationship on performance whereas self-paced training and on-the-job training have moderately low relationship with performance of employees. It has been evident that performance of the organization is very much depending on training provided to employees. Therefore, the impact of training and development on employee performance is very important to an organization. Follow-up in another three months is an acceptable timeframe after training or coaching (Grote, 2016). Giving or receiving feedback that employee need is important in an organization (Hattie & Timperley, 2007). With an appropriate training and development program it will help employees to deliver against ambitions targets and commitments and take accountability for performance, empowering people to act with speed and agility.

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