

**SEAH JOON MUN**

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**TYPES OF TRAINING TOWARDS EMPLOYEE  
PERFORMANCE IN TECHNOPRENEURIAL FIRM**

**SEAH JOON MUN**

**UNIVERSITI TEKNIKAL MALAYSIA MELAKA**

## APPROVAL

I hereby declare that I have read this thesis and in my opinion this thesis is sufficient in terms of scope and quality for the reward of Bachelor of Technopreneurship with Honours (Technology Entrepreneurship).

Signature : .....

Supervisor Name : EN. MUKHIFFUN MUKAPIT

Date : .....

Signature : .....

Panel Name : DR. HASLINDA MUSA

Date : .....

TYPES OF TRAINING TOWARDS EMPLOYEE PERFORMANCE IN  
TECHNOPRENEURIAL FIRM

SEAH JOON MUN

This report submitted in fulfillment of the requirements for

Bachelor of Technopreneurship with Honours

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## DECLARATION

I declare that this thesis entitled “Types of Training towards Employee Performance in Technopreneurial Firm” is the results of my own research except as cited in the reference. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

Signature : .....

Name : SEAH JOON MUN

Date : .....

## **DEDICATION**

This research is dedicated to my parents, Seah Theam Lock, Chong Mok Thye and my brothers, Seah Joon Yew, Seah Joon Fai, Seah Joon Hoe and my nephew Seah Yong Quan and to who have helped and inspired me along the way.

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## ABSTRACT

In the era of globalization, employee needed most effective training programme in improving their working performance. However, mostly organization provided training to employee without considered the true impact of training programme to employee. Different types of training programme give different impact to employee. In the Information Technology (IT) world, employees are more willing to be trained to effectively utilize the modern technology in performing their work. Orientation Training, Job Instruction Training, Career Development Training and Refresher Training are the usual training programme provided to employee. This research aimed at explores the relationship between different types of training programme to employee which worked in technology based organization. Lastly, the research provided a clear picture about the impact of different training according to the Kirkpatrick's Model in evaluating training programme. Results show that Refresher Training is the most effective training programme towards employee performance. The results give suggestion and guideline to HRM scholar and interest trainer to improve their training and relative training outcomes.

## **ABSTRAK**

*Dalam era globalisasi, pekerja memerlukan program latihan yang paling berkesan untuk meningkatkan prestasi kerja mereka. Walau bagaimanapun, sebahagian besar organisasi menyediakan latihan kepada pekerja tanpa mengetahui kesan sebenar program latihan tersebut kepada pekerja. Jenis program latihan yang berbeza memberi impak yang berbeza kepada pekerja. Dalam dunia teknologi maklumat (IT), pekerja lebih bersedia untuk dilatih menggunakan teknologi moden dalam melaksanakan kerja mereka dengan lebih berkesan. Latihan “Orientasi”, Latihan “Arahan Kerja”, Latihan “Pembangunan Kerjaya” dan Latihan “Pengukuhan” adalah program latihan yang biasa diberikan kepada pekerja. Kajian ini bertujuan untuk meneroka hubungan antara pelbagai jenis program latihan kepada pekerja yang bekerja dalam organisasi berasaskan teknologi. Akhir sekali, kajian ini menyediakan gambaran yang jelas tentang kesan latihan yang berbeza mengikut Model Kirkpatrick dalam menilai program latihan. Keputusan menunjukkan bahawa Latihan “Pengukuhan” adalah program latihan yang paling berkesan ke arah prestasi pekerja. Keputusan akhir memberi cadangan dan garis panduan untuk seorang ulama HRM dan pengajar yang berminat untuk meningkatkan latihan mereka dan hasil latihan relatif.*



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## LIST OF ABBREVIATIONS

<b>ABBRV.</b>	<b>DETAIL</b>
HR	Human Resource
HRM	Human Resource Management
IT	Information Technology
OJT	On-the-Job Training
SPSS	Statistical Package for the Social Sciences
T&D	Training and Development

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## CHAPTER 1

### INTRODUCTION

#### 1.1 Background of the Study

Recent year, firms faced uncertainty and changes in business environment due to the effect of marketplace globalization and technological development. Information Technology brings benefits to human being, assistance of technology provides faster working processes, faster information transferring with cost effectiveness, thus contributed to the development of economy. Technological advancements have changes the traditional ways and methods required to perform tasks and assignment. This affected also the organization worldwide and employee existing in the organization. In an environment of rapid change, employee need acquire new skills, knowledge and abilities to cope the changes made. The technological advancements can be used as a competitive advantage to against rivals (McKinsey, 2006). The employee must possess the abilities and knowledge to use the competitive advantages or be attack by the firm that has the competitive advantages. In order to do so, organization needed to obtain and utilize its human resources effectively which rely on the department called as Human Resource (HR) Department. A more effective and comprehensive training programme is responsibility of Human Resource (HR) Department. The training programme should be designed specifically for employee according to their requirement on job performance.

Employee is the most valuable assets in the organization, without employee, organization cannot exist. “The ergonomics of the work environment, state of the art equipment as well as quality raw materials can make production possible, but it is the human resources that actually make production happen.” (Asare-Bediako, 2008). Employee required in providing the customer satisfaction and most importantly employee responsible for the profit and goodwill of the organization. Accomplishment of objectives and goals of organization completely rely on employee. All techniques and strategies firms apply may be adopted by another firm as their competitive advantages but not for employee. The abilities, knowledge and skills of employee cannot be easy “copy” by another firm. Most organization realized the importance of improvement of employee’s competencies to the sustainability in the global business environment. Training is the most important practice which proofed to be effective in improves an employee’s competencies and thus contributed to the performance of organization.

“Training is the systematic development of the knowledge, attitudes and skills required by an individual to perform adequately a given task or job.” (Armstrong, 2006). Training is defines as activities planned to increase and improve individual’s knowledge, skills and attitudes in particular time consumption (Härtel and Fujmoto, 2010). Training is necessary in confirming the employee to optimize their ability and competencies to accomplish goals set by organization. When employee realized that the organization invest money and time for them, they will improve their performance to achieve the performance desired by organization. Effectiveness of training programme depends on the designs, contents and trainers of the programme. The contents and components should be following in order to obtain the desired result from the programme. Training programme is useful to improve competencies of employee especially for new employee or employee that faced changes in existing job requirement. Training can effectively reduce the mistakes exist in common place.

There are several approaches to trained employee so that they able to achieve desire performance. According to Ekwe and Obi-Anike (2014), skill, knowledge and abilities of employee can be improve through the use of new technologies and adapting the current training methods with traditional methods. This is an effective

mean to an organizational (Armstrong, 2006). Training involve of large investment both in term of monetary and time consumption (Steensma and Groeneveld, 2010). Evaluation of training is essential to ascertain the effectiveness of the training programme, the success of the programme itself. The results may positive or negative to firm depending on how effectiveness of the training programme. Most firm conduct training programme aim at improving employee competencies. However, evaluation of the training programme not involve in the training programme design. Problem may arise when most training programme not involving a systematically evaluation system (Tennant, et al., 2002). Training should be end with evaluating employee perception towards training, difference in knowledge before training and after training, their behavior changes by training and the training results obtained both in terms of long-terms and short-terms objectives (Kirkpatrick, 1994).

## 1.2 Problem Statement

Training is the process to enhancing employee competencies to the current job requirement. Past research shows that the importance of a training programme has provided the advantages to the organization to more effective and efficient (Abdul, et al., 2011). Most organization realized that the importance of training to employee performance as well as organizational performance, they spend large amount of money in training programme in the purpose of increase the organizational performance. Most organization focus on develop an effective training programme for employee. They belief that employee is the important factor to generating profit, as valuable assets for organization. Without employees, firm cannot exist. According to American Society for Training and Development, organizations spend \$126 billion dollar annually on training and development (Paradise, 2007). However, the relative high failure rate of SMEs also indicated that training programme is not effective as planned especially for new SMEs (Wah, 2013).

Problem may arise when most training programme not involving a systematically evaluation system (Tennant, et al., 2002). Many organizations neglect to conduct training evaluation after spending large amount of money. “Training programs are costly in money – but also in time. Therefore, they should be improved or should be discontinued” (Steensma and Groeneveld, 2010). Evaluation of training is essential to ascertain the effectiveness of the training programme, the success of the programme itself to achieve the objective of the training programme. The results may positive or negative to firm depending on how effectiveness of the training programme. These training programme are conducted without a clear goal and objectives. Employee training is conducted as a type of commercial activities which generate profit or avenue for training agency (Quartey, 2012). These training programme are consists of several training malpractice that may lead to poor employee performance as well as organizational performance.

Due to the effect of marketplace globalization, many organizations are affected by advance technology such as IT. The needs of training increase as the rate of technology progression increase. The daily operation of organization is affected by technology. However, past research rarely focuses on the study of training which fit to the environment factor which is technology era in this study. All training method or contents highly affected by its surrounding environment. In this technology era that lead to marketplace globalization, Human Resource (HR) Department are ambiguous with the current training implementation planning. The most effective training in current trend may affected by the technologies and innovation training methods. The most effective training methods should be adopted to improve employee performance in thus contributed to the organizational performance.

#### Research Questions:

1. What is the concept of training in terms of employee’s perception in technopreneurial firm?
2. What is the relationship between types of training and employee performance in technopreneurial firm?
3. What is the most effective training programme in technopreneurial firm?