

**The Effect of Training and Development on Employee Performance  
in Private Companies, Malaysia**

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**Research Project Submitted in Partial Fulfilment of the Requirements  
for the Degree of Master of Business Administration  
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## DECLARATION

I would like to provide clarification that the research paper in question is entirely original unless otherwise specified. All references included in the paper have been appropriately cited and acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.



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## **ABSTRACT**

Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration

### **The Effect of Training and Development on Employee Performance in Private Companies, Malaysia**

**By**  
**N. Vasanthakumaran Sivayam**

**October 2023**

The objective of this research proposal is to investigate the impact of training and development programs on employee performance in the private industry in Malaysia. The increasing competitiveness and globalization of the private industry has made it imperative for organizations to invest significantly in their human capital assets in gaining competitive advantage to stay ahead of the curve. This study aims to contribute to the current body of knowledge in the field of human resource management by examining the relationship between training and development programs and employee performance in the private industry in Malaysia. A quantitative research design will be employed for this study, using a cross-sectional survey design and a convenience sample of employees from the private industries. The data collection method will be self-administered questionnaires, which will be analyzed using both descriptive and inferential statistics. The findings of the study will provide valuable insights into the impact of training and development programs on employee performance that will help organizations in the private industry to make informed decisions about their capital investment in employee training and development programs. The significance of this study lies in its contribution to the existing literature in the field of human resource management. This study will shed light on the impact of training and development programs on employee performance and provide organizations in the private industries with valuable information on how to optimize their investment in such programs to uplift employee performance to the next level. The findings of this study will also provide a basis for future research in this field and help organizations to better understand the relationship between training and development and employee performance.

**Key words;** *Employee performance, training and development, private industry, capital investment and Malaysia.*

## **Chapter 1: Introduction**

### **1.1 Background**

Human resources play a vital role in the success of an organization. The performance of employees can be significantly impacted by the training and development programs offered by the organization. These programs are designed to provide employees with the necessary knowledge, skills, and competency to perform their jobs effectively and to help the individual reach and expand their full potential. The private industry in Malaysia has seen significant growth in recent years and has become an important part of the country's economy. As the industry continues to grow and evolve, it is essential for companies to provide their employees with the necessary training and development programs to help them stay competitive in the market (Saunders, 2019). Because life is so riddled with challenges and the world is moving at such a rapid speed, we need to be able to access information whenever we want, wherever we are, and at the precise moment that is most relevant to us. All company's employees are their most valuable intangible asset, making it one of their most important assets to rely upon overall.

Due to that fact, Malaysia's goal is to have 45% of its workforce be skilled by the year 2030, it is essential for the nation to provide continual training and continuous growth opportunities for its personnel (Zhang, 2021). It is possible that a high employee turnover rate and an increase in the cost of searching for new replacement staff will occur if an organization's training and development program is cut back as a result of financial constraints or a slowdown in the economy. This could be the result of both factors. This factor would also have an effect on the amount of money made by the organization (Azahar, 2017). Psychometric tests has becoming an increasingly accurate approach for detecting whether or not the training and development goals of an individual or an employee have been met and completed. This can be done by evaluating the individual or the employee.

Because not all training programs are adequate to provide the desired result, it is absolutely required to conduct research and selecting the training program that is both acceptable cost wise and effective in order to enhance the employees' knowledge and performance. This is because not all training programs are built, conducted and delivered the same way. The training feedback that employees submit is extremely helpful for making future adjustments and raising the overall degree to which the training and development program can become more effective and aid the increase in productivity of an employee. A negative reaction and a disengaged mentality on the part of employees can be the outcome of excessive or over-training, and these individuals might look for job elsewhere as a result. At this moment, there has not been any research being carried out in Malaysia on the private industry that is similar to what is being done elsewhere.

### **1.2 Research Problem**

It is common knowledge that improving employee performance may significantly benefit from their participation in the training and development programs organized by the organizations. On the other hand, there is a paucity of studies pertaining to the effect that training, and development has on the performance of employees working in the private businesses in Malaysia. In order to fill this void, the purpose of this study is to investigate the effect that employee training and development has on the performance of their jobs in this sector.

### **1.3 Research Objectives**

The main objectives of this research are:

- To determine the current status of training and development programs in the private industry in Malaysia.
- To assess the impact of training and development programs on employee performance in the private industry in Malaysia.

- To identify the factors that influence the effectiveness of training and development programs in the private industry in Malaysia.
- To provide recommendations for companies in the private industry in Malaysia to enhance the effectiveness of their training and development programs.

#### **1.4 Research Questions**

The research questions for this study are:

1. Is there any relationship between training and development programs and employee performance in the private industry in Malaysia?
2. Is there any relationship between frequency of training and employee performance in the private industry in Malaysia?
3. Is there any relationship between employee experience and employee performance in the private industry in Malaysia?
4. Is there any relationship between employee talent and capability and employee performance in the private industry in Malaysia?

#### **1.5 Significance of the Study**

The significance of this study lies in providing valuable information to companies in the private industries in Malaysia about the impact of training and development programs has on employee performance. The results of this study can help companies to design improvements to their current training and development programs and to enhance the overall performance of their

employees. Furthermore, this study can also contribute to the body of knowledge in the field of human resource management and training and development.

This study will also suggest strategic improvement strategies for the organizations. The process of talent and capability management should always include opportunities for employee training and development because this leads to a more productive and satisfied members of the team overall. Studies have shown that when employees feel invested in the company, are given opportunities to improve and advance within the company, and feel valued for their unique contribution to a shared mission and vision, and they tend to remain with the company for a longer period of time and even become advocates within the company for achieving the mission and vision of the company (Sprearhead, 2019).

Every year, firms lose billions of dollars due to personnel that lack the necessary skills. Even the most successful businesses still have significant capital losses due to untrained personnels, inefficient processes, redundancies in the tasks of their teams, and incur liabilities in the form of wasted investment and loss of productivity as the result of lacking knowledge, errors and reworks. Training and development programs for employees can help you grow the talent and capability that you currently have, which can help you maintain valuable corporate expertise and tenure in-house, reduce employee turnover, save money on advertising and hiring costs, and maximize your earnings.

People that are hired by organization already have the skills necessary to perform well in their jobs; otherwise, they wouldn't have been hired (Stephanie, 2013). However, employee training and development programs can offer insights into one's strengths and weaknesses that weren't apparent during the hiring process and help to bridge any skill gaps to maximize performance and productivity. These insights and assistance can help to accelerate the performance and profitability of the business. In addition, having personnel that

are current with the most recent skills and technologies can provide your organization with a competitive advantage over its competitors.

Even the most dedicated workers can eventually experience feelings of exhaustion and boredom in their jobs. Training can provide employees with a break from the monotony of their existing duties, as well as assist them bring new energy and fresh views to their roles (Aziz, 2019). As a result, those revitalized employees will be able to assist the company in its fight against stagnation to further drive effectiveness and efficiency and growth.

Employees will naturally become more productive and feel satisfied with their work if they are given the opportunity to feel supported, recognized and inspired while they are at work. However, just approximately 33 percent of people working in the United States says they are engaged with their jobs (Tullis, 2019). Such disengagement can be detrimental to the company's productivity and cause negative effects to the firm's full potential. Training and development initiatives for employees can foster a sense of ownership and belonging to the working community and help workers become more interested in their work.

### **1.6 Organization of the Study**

The study is organized into five chapters. Chapter 1 provides an introduction to the study, including the research background, research problem, objectives, research questions, significance of the study, and organization of the study. Chapter 2 reviews the relevant literature on the training and development programs and their impact on employee performance. Chapter 3 explains the methodology of the study, including the research design, data collection methods, and data analysis techniques. Chapter 4 presents the results of the study and Chapter 5 discusses the findings, draws conclusions, and provides recommendations.

## **Chapter 2: Literature Review**

### **2.1 Overview**

The purpose of this chapter is to provide an overview of the literature related to the impact of training and development on employee performance in the private industry and to develop hypotheses for this study. The literature review focuses on the definitions of training and development, the types of training and development programs, the impact of training and development on employee performance, and the factors that influence the effectiveness of training and development programs.

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 narrow down those gaps and try to ensure that all employees are equipped with necessary knowledge and skills. The teaching process starts with identifying the training objectives, design a suitable learning 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.

### **2.2 Theoretical Foundation**

The theoretical foundation of this research proposal on the "Influence of Training and Development on Employee Performance in the Private Industry in Malaysia" is based on several key theories and concepts that provide a comprehensive framework for understanding the relationship between training and development and employee performance. This section will provide a detailed explanation of each of the theories that form the basis of this study.



### **2.2.1 Human Capital Theory**

The human capital theory, first introduced by Theodore Schultz in the 1960s, posits that the value of an individual to an organization is directly proportional to their skills, knowledge, and experience (Motlokoa, 2018). The theory holds that investments in human capital, including education, training, and development programs, increase the value of an individual to an organization. This increase in value results in improved productivity and competitiveness for organizations (Zikmund, 2020).

In the context of this study, the human capital theory suggests that investments in training and development programs can lead to improved employee performance in the private industry in Malaysia. By providing employees with the necessary knowledge and skills, training and development programs can enable employees to perform their tasks more efficiently and effectively, resulting in improved performance.

### **2.2.2 Resource-Based View Theory**

The resource-based view (RBV) theory, introduced by Wernerfelt in 1984, asserts that an organization's resources, including human capital, are critical in determining its competitiveness and success. The RBV theory holds that investments in human capital, such as training and development programs, contribute to the creation of a valuable resource for organizations. By investing in human capital, organizations can increase their competitiveness and success through improved employee performance, increased productivity, and a competitive advantage.

In the context of this study, the RBV theory suggests that investments in training and development programs in the private industry in Malaysia can lead to improved employee performance and competitiveness for organizations (Zhang, 2021). Through these programs, employees can gain the necessary knowledge



and skills to perform their tasks more efficiently and effectively, resulting in improved performance and competitiveness for organizations.

### **2.2.3 Self-Efficacy Theory**

The self-efficacy theory, introduced by Bandura in 1977, posits that an individual's belief in their ability to perform a task affects their performance. The theory holds that self-efficacy can be influenced by several factors, including previous experience, social modeling, and feedback (Mansor, 2021).

In the context of this study, the self-efficacy theory suggests that training and development programs can increase an employee's self-efficacy and thus improve their performance in the private industry in Malaysia. By providing employees with the necessary knowledge and skills, training and development programs can increase their confidence in their abilities, resulting in improved performance.

### **2.2.4 Social Cognitive Theory**

The social cognitive theory, introduced by Bandura in 1986, states that an individual's behavior is influenced by their cognitive processes, such as perception, memory, and reasoning, as well as their social and environmental context. According to the social cognitive theory, the social and environmental context in which an individual operates can influence their cognitive processes and thus their behavior.

In the context of this study, the social cognitive theory suggests that training and development programs in the private industry in Malaysia can improve employee performance by influencing their cognitive processes and providing them with the necessary skills and knowledge. Additionally, the social context in which employees work can also be influenced by training and development programs, leading to improved performance.

In conclusion, the theoretical foundation of this study is based on the human capital theory, resource-based view theory, self-efficacy theory, and social cognitive theory. These theories provide a comprehensive framework for understanding the relationship between training and development and employee performance in the private industry in Malaysia. By applying these theories, this study aims to provide insights into the impact of training and development programs.

## **2.3 Empirical research**

### **2.3.1 Training and Development**

Training and development refer to programs that are designed to and improve the knowledge and skills of employees as well as to motivate them in view of enhancing their job performance. Training is defined as the process of teaching new or current employees the skills they need to perform a particular job. Development, on the other hand, refers to programs that help employees grow and advance within an organization. In its most effective form, training is a series of processes geared at continuously educating both the employees' knowledge and skills as well as the organizational structures that they are responsible for, and this includes the training itself (Kirkpatrick, 2019). According to researchers, training is an educational activity that participants engage in to acquire better information and abilities necessary to successfully complete a task. In addition, Kum (2020) states that training results in improved levels of production as well as increased levels of safety in the operations of an organization (Kum, 2020). Training is an intervention that is meant to boost the job performance of employees, as stated by. This means that it increases an individual's productivity and, ultimately, generates greater organizational effectiveness. On the other hand, according to Kum, the time of employees is squandered on training, and employees need to adjust to and strain themselves with the new job tasks they

are assigned after the training has been completed. This finding has been debunked by Kum, who discovered that employees can acquire new knowledge, skills, and abilities through training, and that the knowledge that is shared during training with other trainees leads to improved job performance and job satisfaction (Kum, 2020).

### **2.3.2 Types of Training and Development Programs**

There are several types of training and development programs that the organizations can offer to their employees. These programs can be classified into three main categories: on-the-job training, off-the-job training, and e-learning. On-the-job training involves learning by doing and can include job shadowing, apprenticeships, and coaching. Off-the-job training occurs outside of the workplace and can include workshops, conferences, and seminars. E-learning refers to learning that takes place through technology and can include online courses and webinars.

### **2.3.3 Impact of Training and Development on Employee Performance**

Research has demonstrated that employee performance can benefit from participation in training and development programs (Awang, 2020). Training may assist workers in acquiring new skills, improving their performance on the job, and increasing their overall output for the company. Employees may experience greater work satisfaction and higher level of motivation as the result of the impact that development programs can have on their ability to grow and advance within the firm. Additionally, training and development programs has the potential to have a beneficial influence on an organization's bottom line by raising customer satisfaction, hence improving the overall quality of the products and services offered by the business.

The amount of training a person receives is the primary factor that determines how well they execute their job. Performance on the job is measured not just by how precisely an employee completes their tasks, but also by the manner in which they complete those tasks in a way that is both effective and efficient. According to research, an individual's approach, outcome, applicability, and accomplishments are the factors that determine their work performance (Khan, 2021). When there is an increase in the level of output or productivity, as well as the demonstration of the natural application of innovative technology, an individual experiences a high degree of motivation, and when there is an improvement in job performance, there is an obvious presence of job motivation (Jehanzeb, 2022). A study that was carried out in Lebanon by Hattie and Haydar (2019) suggests that training will stimulate the behavior of workers as well as their ability to execute the job in an effective and productive manner (Hattie, 2019). This statement may be further verified by the findings of this study. In addition, training is a vital component of employee performance, which helps employees acquire essential skills that are necessary to execute a variety of roles inside the organization.

Okechukwu (2021) conducted a study that determines the influence of employee performance, as well as training and development, on levels of work satisfaction experienced by faculty and employees at the School of Technology Management and Logistics (STML) (Okechukwu, 2021).

To fulfill the purpose of the study, the researcher considered employee performance, training, and development, as well as work satisfaction as the key metrics. According to the findings of the correlation test, there is a substantial connection between employee performance and work satisfaction. The same can be said for job satisfaction. This indicates that the training and development programs, as well as employee performance, each had a good effect and influence on work satisfaction among the personnel from the School of Technology Management and Logistics (STML). The evidence that was gathered

is beneficial to other organizations since it shows that employing these types of Human Resource Practices may generate effects on the job happiness of their workers as well as boost their work performance at their place of employment (Ismail, 2020).

Imran and Tanveer (2021) have finished their research on the influence that employee training and development has on the performance of workers in the banking business (Imran, 2021). They sought to examine the process of developing a link between staff performance and training and development by conducting the investigation into the most recent learning and development trends, as well as the training workshop or approach that was conducted by the bank specifically for students. In addition, to provide an improved training investment diagram for those individuals who are now enrolled in educational programs in Pakistan (Howard, 2018). Following the completion of the investigation and the analysis of the data, the researchers came to the conclusion that there was a significant positive relationship between staff performance and training and development. The researchers also found that banks believe it is important to invest funds in training and development because they want their employees to improve their skills, so they can give their best performance and contribute to the banks.

A study was conducted on two specific manufacturing districts in Kuala Lumpur and Pulau Pinang in Malaysia (Hattie, 2019). The districts were chosen at random. The researchers focused primarily on six different categories of businesses: those dealing with textiles, chemical products, transportation and the products of that industry, wood-based items, food, and electric and electronic goods. The aforementioned study looked into the efficiency of the training design as well as the quantity of time spent in training that was offered by the said industries to their respective employees. The study made up to the conclusion that the three different types of workers had different perspectives on the importance of training (Azahar, 2017). Skilled, semi-skilled and unskilled workers who had

worked for the companies for a longer period of time understood the significance of training. These workers paid more attention to training that was relevant to their job and were willing to sacrifice more time for training. Unskilled or semi-skilled workers, on the other hand, needed a general training program to enhance their skill set (Grote, 2021). In view of the purpose of retaining its workforce, businesses should make more investments and offer more trainings directly relevant to their work. This is an essential component of effective management practices.

Research conducted by Bryman et al. (2019) investigated the influence that staff training and development had on worker productivity (Bryman, 2019). Within the scope of this study, an examination was carried out into feedback, on-the-job and off-the-job training, training and development programs, and management's assistance. The outcomes of this research indicated that providing feedback to employees both before and after training has a major influence on employee performance (Bryman, 2019). This is due to the fact that employees and employers are both able to better understand what is expected of them at this time. Increasing productivity in the workplace and getting the most out of an organization's investment may both be accomplished by developing a training program that is appropriate for employees and provides them with value.

According to Bashir and Imran (2021), research was conducted to investigate how training affects the performance of employees, to examine the influence of training on employees, to investigate the strengths and weaknesses of employees, and to investigate the link between the process of learning skills and the performance of employees (Bashir, 2021). The researchers amassed large number of studies, reports, books, and articles in addition to any other data that was pertinent to the research subject. After carefully examining each piece of data, they came to the conclusion that the majority of people managers did not recognize or accept that training is significant and has the potential to improve employees' knowledge and skills on the job.

According to the findings of the study, the researchers suggested that a few methods may be utilized to evaluate the performances of employees (Azmawani, 2019). It is very true that providing employees with the appropriate training is a key driver to enhance employee performance, to urge employees to get a deeper understanding of company goals, to know what is the gap, and to allow employees to deliver better results to the company, as well as to increase the company's ability to retain its employees rather than spending money on the high hiring costs of searching for a new employee (BChen, 2019). Aziz and Bashir (2019) conducted research in which they investigated the form and components of employee training and development programs, as well as the advantages of such programs to both employees and organizations (Aziz, 2019).

The researchers noticed, after reading numerous articles, researches, and investigations, that 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 (Azahar, 2017). It is possible to use all of these training strategies and an effective development program to assist organizations in becoming aggressive and successful in the world of their competitors. At the same time, it is possible to use it to assist in the development of employees' learning agility, so that employees have the ability to think and draw solutions rapidly. Continuous training and development, as well as review and improvement based on workers' performance, should be the primary emphasis of organizations.

#### **2.3.4 Factors that Influence the Effectiveness of Training and Development Programs**

There are several factors that can influence the effectiveness of training and development programs. These factors include the design of the program, the content of the program, the delivery of the program, the level of employee participation, and the support provided by the organization. The design of the



program should be relevant to the needs of the employees and the organization, and the content should be up-to-date and relevant to the industry. The delivery of the program should be engaging and interactive, and the level of employee participation should be high. According to the findings of experts (Awang, 2020) (Aziz, 2019), it is very subjective since the features that are pleasant for one person could not be the same characteristics that are satisfying for another person (Armstrong, 2019).

According to one of the responsibilities of human resources that assists in altering employee character is the support in terms of personal development by the management, as it leads to workers' pleasure, it is possible to change employees' attitudes about their work (Ali, 2018). In addition, experts indicate that training has a role in determining staff happiness, which in turn boosts productivity and minimizes employee discontent with their jobs (Alipour, 2019). In order for a company to improve its organizational performance, the company must first ensure that its people are happy in their jobs and then take the actions necessary to attain this goal. One such measure is the provision of training, which ultimately contributes to the individual's sense of fulfillment in their work. In addition, to provide more support for this assertion, research that was carried out in the United States demonstrates that training improved skills and capabilities, which, in turn, led to an improvement in the level of job satisfaction experienced by employees (Alipour, 2019). This conclusion is confirmed by the findings of who discovered that training increases the level of work satisfaction experienced by employees (Aldoobie, 2020). Because of this, the findings show that businesses that do not invest in training programs will fail to attain an ideal level of work satisfaction among their employees, and they may even experience extreme unhappiness, low morale, and finally high turnover rates.

The next step in making sure that the programs for training and development are successful is for the company to offer the appropriate assistance, which includes things like time and resources.



## **2.4 Proposed Conceptual Framework:**

The proposed conceptual framework of the research "Influence of Training and Development on Employee Performance in Private Industry, Malaysia" is presented below:

### **2.4.1 Independent Variable:**

#### **2.4.1.1 Training and Development**

Training and development are considered as the first independent variable in this study, which is believed to have a direct influence on employee performance. The independent variable is the focus of the research and is measured in terms of the type and frequency of training and development programs provided to the employees. Different types of training, such as on-the-job training, off-the-job training, and e-learning, are expected to have a varying impact on employee performance. The impact of type of training on employee performance is analyzed to understand its significance.

#### **2.4.1.2 Frequency of Training**

Frequency of training provided to the employees is considered as the second independent variable in this study. Different frequencies of training, such as daily, weekly, monthly, or yearly, are expected to have a varying impact on employee performance. The impact of frequency of training on employee performance is analyzed to understand its significance.

#### **2.4.1.3 Employee's Experience**

Employee's experience in the private industry is considered as the third independent variable in this study. Different levels of experience, such as new employees, intermediate employees, and senior employees, are expected to have a varying impact on employee performance. The impact of employee experience on employee performance is analyzed to understand its significance.

## **2.4.2 Mediating Variable:**

### **2.4.2.1 Employee Talent and Capability**

Employee talent and capability is considered as the mediating variable in this study, which acts as an intermediary between the independent and dependent variables. Employee's existing talent and capability also plays crucial role and determines the impact of training and development program on their performance. Training and development for employees with natural talent and capabilities further enhances their performance to the next level where they will be able to be more effective and achieve greater results which leads to improved performance.

## **2.4.3 Dependent Variable:**

### **2.4.3.1 Employee Performance**

Employee performance is considered as the dependent variable in this study, which is the outcome of the research. Employee performance is measured in terms of their productivity, efficiency, and job satisfaction (Al-Mzary, 2020). The impact of training and development on employee performance is determined by examining the relationship between the independent and dependent variables through the mediating effect of employee attitude (Abdullah, 2019).

The proposed conceptual framework helps in visually representing the relationships between the variables in the research and aids in understanding the impact of training and development on employee performance. The research aims to establish a clear and comprehensive understanding of the impact of training and development on employee performance and provide evidence-based recommendations for the private industry in Malaysia.

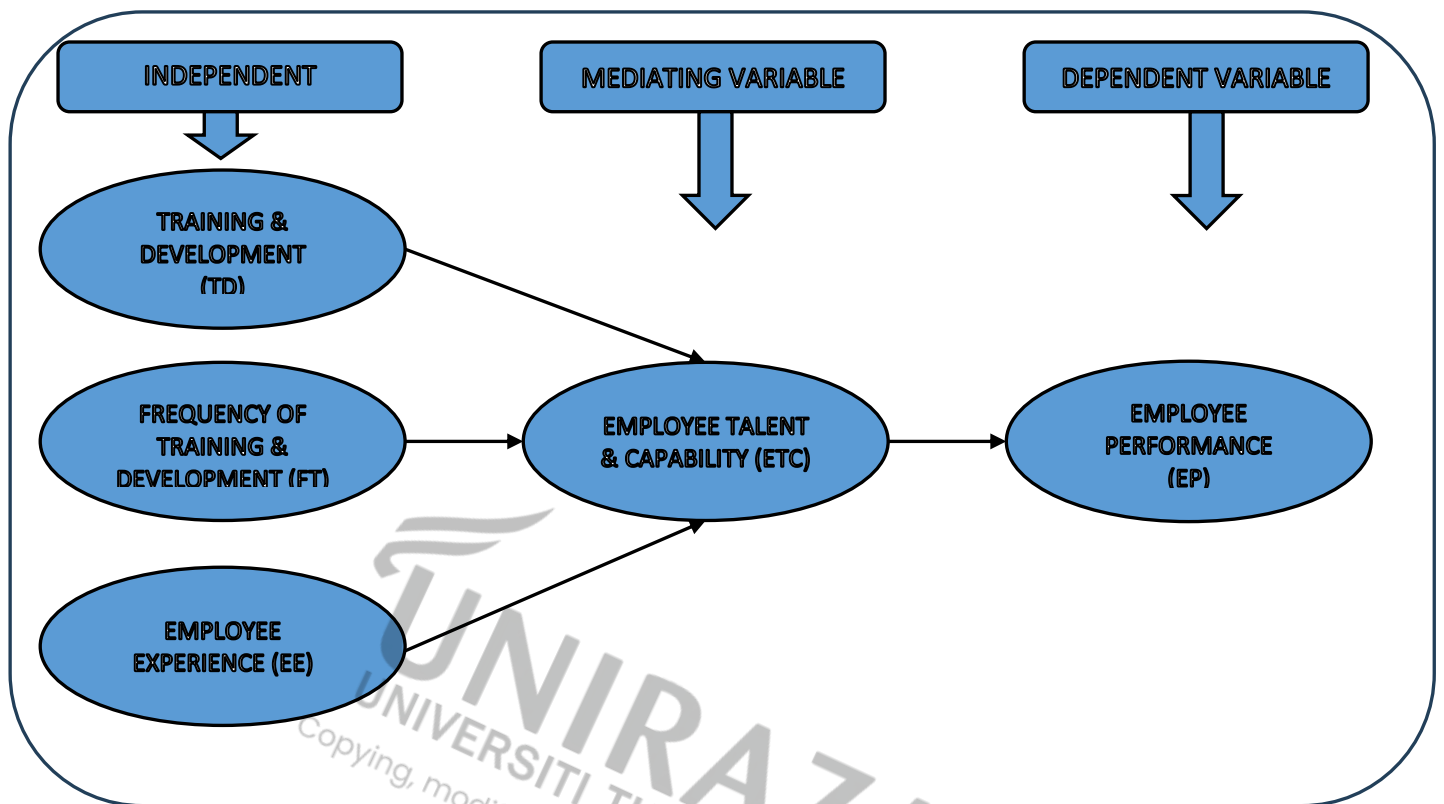


Figure 1 Conceptual framework

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## **2.5 Hypothesis Development**

Based on the literature review, the following hypotheses will be tested in this study:

H1: There is a positive relationship between training and development programs and employee performance in the private industry in Malaysia.

H2: There is a significant relationship between frequency of training and employee performance in the private industry in Malaysia.

H3: There is a significant relationship between employee experience and employee performance in the private industry in Malaysia.

H4: There is a significant relationship between employee talent and capability and employee performance in the private industry in Malaysia.

## **2.6 Summary of chapter 2**

In conclusion, the literature review has shown that training and development programs can have a significant impact on employee performance and several factors that can influence the effectiveness of training and development programs. The hypotheses for this study have also been developed. The findings of this literature review will provide a foundation for the empirical investigation of the influence of training and development on employee performance in the private industry in Malaysia. The research will contribute to the existing literature by providing a comprehensive examination of the impact of training and development on employee performance in this industry. The results of this study will have practical implications for organizations in the private industry in Malaysia, as they will provide insights into the design and implementation of effective training and development programs to improve employee performance.

### **3 Chapter 3: Research Methodology**

#### **3.1 Introduction**

This chapter's objective is to provide a comprehensive analysis of the research design and technique that will be implemented during the course of this investigation. This chapter will address the research design, sample selection, data collection methods, and data analysis procedures that will be used to answer the research questions and test the hypotheses. These topics will be covered in order of importance to the study's success.

#### **3.2 Research Design**

Because it is most suited for measuring variables and testing hypotheses, this study will be carried out using a quantitative research approach. The method of collecting information for this study will be a cross-sectional survey, and it will be administered to personnel working in the private business in Malaysia at a single moment in time. The approach of this study, which is cross-sectional, is appropriate because it enables a snapshot of the current situation in terms of the training and development programs that are given in the industry and the perceived influence such programs have on employee performance.

#### **3.3 Study Population and Sampling Procedures**

The study population and sampling techniques are essential elements of the research design that determine the generalizability and representativeness of the findings. Validity and dependability of the findings are ensured by having a study population that has been thoroughly characterised and using sampling techniques that are appropriate. This section gives a full explanation of the study population and the sampling processes that were used for the research on the

"Influence of Training and Development on Employee Performance in the Private Industry, Malaysia."

Employees working in the private business in Malaysia are the members of the study population, as described under the definition of the term "study population." The private business in Malaysia is expanding at a rapid rate and is currently providing employment possibilities for a significant number of individuals. Participants in this study will comprise staff members working in a variety of departments, including production, marketing, sales, and customer support, among others.

### **3.3.1 Establishing the Appropriate Size of the Sample**

Establishing the appropriate size of the sample is an essential step in assuring the validity and reliability of the results. If the sample size is too small, it is possible that it does not truly represent the population, whereas if the sample size is too high, it may be problematic to collect and evaluate the data. Using a sample size calculator, which takes into account the power of the study, the effect size, the degree of significance, and the level of precision that is sought, the sample size will be determined. The size of the sample will be selected based on the findings of the sample size calculator as well as with attention given to the constraints that the study places on its practical use.

### **3.3.2 Sampling procedure:**

Either a random sampling or a stratified sampling approach will be utilized for the collection of data for this project. A procedure known as random sampling gives everyone in a population an equal chance of being chosen for the study being conducted. When the population is both vast and diverse, this strategy is the one that is utilized. A method known as "stratified sampling" is one in which

the population is first segmented into "strata" according to a particular trait, and then a sample is taken from each of those "strata." When the population being studied is homogenous and able to be segmented into strata, this method is utilized.

In conclusion, the study population and sampling processes are essential components of the research design that determine the representativeness and generalizability of the findings. To ensure the validity and reliability of the findings, the study population as well as the sampling techniques will be determined and carried out in compliance with the ethical and scientific standards. The findings of this research will help to a better understanding of the role that training and development plays in the performance of employees working in the private business in Malaysia.

### **3.4 Data Collection Methods**

Questionnaires that participants will fill out on their own time will be used to compile the data required for this investigation. The purpose of the training and development programs that employees have participated in, their level of participation in these programs, and their perceptions of the impact that these programs have had on their job performance will be the focus of the questionnaire that will be designed to collect information on these topics. In addition, demographic information such as age, gender, educational level, and length of employment will be gathered via the questionnaire.

The questionnaires will be sent to the selected employees by the mail or through electronic means, and they will be requested to fill them out and send them back within a certain amount of time. To confirm the questionnaires' validity and reliability, a preliminary test will be conducted on a representative subset of the whole workforce. In addition to this, the pre-test will assist in determining

whether the questionnaire has any potential biases and will provide the opportunity to make any necessary adjustments.

### **3.5 Operationalization and Measurement**

#### **3.5.1 Independent Variables**

In the context of this investigation, Training and Development, Frequency of Training, and Employee's Experience are the independent variables. The variety, frequency, and depth of the training and development programs that are made available to employees, as well as the degree to which employees feel that these programs are valuable to them, will be the primary areas of focus. This will be tested by a set of questions that examine the employees' involvement in training and development programs and their opinions of the programs. The questions will also assess the employees' overall satisfaction with the training and development programs.

#### **3.5.2 Mediating Variable**

Employee talent and capability serves as the mediating variable in this study. This will be measured using a set of questions that assess the employees' perceptions of the relevance, efficacy, and usefulness of the training and development programs that they have received. This information will be gathered so that a determination can be made regarding the extent to which employees' existing talents and capabilities and perceptions of the benefits of training and development programs influence the performance of those employees.



### **3.5.3 Dependent Variable**

The performance of employees in the private business is the study's dependent variable. This will be measured by a set of questions that assess the level of job performance, organizational commitment, and job satisfaction felt by the personnel. The information that was gathered on the performance of the employees will be analyzed in order to determine the effect that the training and development programs had on the performance of the employees.

## **3.6 Data analysis techniques**

### **3.6.1 Descriptive Analytical Techniques**

Both descriptive and inferential statistical methods will be applied to the task of analyzing the data that was gathered for this investigation. The data will be summarized by using descriptive statistics, which will also be utilized to provide a basic overview of the characteristics of the sample population. Measures of central tendency, such as the mean, median, and mode, as well as measures of dispersion, will be included here (standard deviation and range).

### **3.6.2 Inferential Analytical Techniques**

On the other hand, inferential statistics will be used to make conclusions about the population based on the sample data. These conclusions will be drawn using the sample data. A regression analysis will be used in the study to investigate the link between the independent factors and the dependent variables, as well as to identify the influence that employee training and development programs have on worker productivity. The research will also make use of analysis of variance (ANOVA) to investigate the question of whether or not there is a discernible change in employee performance as a function of the nature and frequency of training and development programs that they were exposed to.

### **3.7 Ethical considerations**

The research study will adhere to the ethical norms that govern research, such as protecting participants' privacy, keeping information confidential, and obtaining informed consent. In addition to this, the research will be carried out in compliance with the guidelines that have been established by the appropriate ethical review board. The following precautions will be taken to guarantee that the research is carried out in an ethical manner:

- Participants will Be Informed of the Purpose and Methodology of the Study and Will Be Asked to Sign a Written Consent Form Before Participating in the Study. All participants will be informed about the purpose and methodology of the study and will be asked to sign a written consent form before participating in the study.

- The confidentiality of the data obtained from the participants will be ensured, and the data will not be shared with any other parties unless the participant gives their express permission to do so. The data will be kept in a safe location, and the researcher and any members of the research team will be the only ones who can access it.

- **Data Protection:** All the information that is gathered from the participants will be maintained in a safe place, and it will not be utilized for anything other than the aims of the study itself. Following the conclusion of the research project, the data will be erased in order to protect their privacy and confidentiality.

### **3.8 Expected Outcomes**

The following is a list of the outcomes that are anticipated from this research study:

- To get an understanding of the role that training and development play in determining the level of employee performance within the private business

in Malaysia.

- To identify the primary training and development programs in the private industry that contribute to increased employee performance.
- To offer suggestions to businesses in the nutrition industry regarding how they might boost the effectiveness of their training and development programs in order to improve the performance of their workforce.
- To make a significant contribution to the current body of knowledge regarding the influence that training and development has on the performance of employees.

Companies in the private sector, human resource practitioners, training and development experts, and academics who are interested in the topic of training and development and its impact on employee performance will find the findings of this research study to be of interest.

### **3.9 Summary of Chapter 3**

The research strategy as well as the methodology utilized in this study have been outlined comprehensively. Data will be collected through the use of self-administered questionnaires from a convenience sample of employees working in the private business in Malaysia. This sample will be selected at random. The hypotheses will be put to the test, and the correlations between the variables will be investigated, through descriptive as well as inferential statistical analysis, which will be performed on the data. In the Malaysian private business, the findings of this study will provide significant insights into the influence that the training and development has on the performance of employees in that area .

## Chapter 4 Results and data analysis

### 4.1 Introduction

This chapter presents the results and data analysis of the study on the effect of training and development on employee performance in a private company in Malaysia. The analysis includes reliability analysis, coded variables in SPSS, demographic profile, descriptive statistics, charts (including pie charts), regression analysis, R square test, correlation analysis, and F-test. These analyses aim to provide insights into the relationship between training and development programs and employee performance, as well as the overall effectiveness of these programs in the company.

### 4.2 Coded variables in SPSS

The coded variables in SPSS refer to the variables that have been transformed or assigned numerical codes for analysis purposes. In this section, the study describes the process of coding the variables, ensuring that the data is in a suitable format for statistical analysis using SPSS software.

Variables	Categories	Coded
Gender	Female	1
	Male	2
Age	15-25 years	1
	25-35years	2
	35-45years	3
	45- 55 years	4
	Above 55	5

Nationality	Malaysian	1
	Other	2
Race	Malay	1
	Indian	2
	Chinese	3
Education	Undergraduate	1
	Graduate	2
	Diploma	3
	Degree	4
Marital status	Single	1
	Married	2
Year of employment un the organization	Less than 2 year	1
	2-5 years	2
	6-10 years	3
	more than 10 years	4

**Table 1: Coded variable in SPSS**

#### **4.3 Reliability analysis**

Reliability analysis is conducted to assess the consistency and stability of the data collected for the variables used in the study. This analysis helps determine the reliability of the measurement tools employed, such as questionnaires or surveys. The reliability coefficients are calculated using statistical techniques, such as Cronbach's alpha, and indicate the internal consistency of the variables. A construct is reliable if the Alpha ( $\alpha$ ) value is greater than 0.70.

No	Reliability statistics	Number of questions	Size of Sample	$\alpha$ standard	$\alpha$ (Cronbach's alpha)	Findings
1	Overall	36	116	0.7	0.795	Reliable
2	Demographic	07	116	0.7	0.744	Reliable
3	Training and development (TD)	05	116	0.7	0.798	Reliable
4	Frequency of training (FT)	05	116	0.7	0.895	Reliable
5	Employee experience (EE)	06	116	0.7	0.885	Reliable
6	Employee talent and capability (ETC)	05	116	0.7	0.785	Reliable
7	Employee performance (EP)	08	116	0.7	0.895	Reliable

**Table 2: Data Reliability Statistics**

According to the above Table 2, the overall reliability statistics for our data is 0.795 that is good for analysis. Therefore, there are 36 total numbers of questions for the questionnaire, all the 36 questions are divided into different groups. The demographic portion of our questionnaire contains 7 questions and a Cronbach's alpha score of 0.774. The first independent variable called as Training and development (TD) has a reliable or valid alpha value of 0.798. The second independent variable which is Frequency of training (FT) has an alpha value of 0.895. The third independent variable which is Employee experience (EE) has an alpha value of 0.885. The Employee talent and capability (ETC) is mediating variable has an alpha value of 0.785. The dependent variable which is Employee performance (EP) also has a category variable has alpha value 0.895.

#### **4.4 Demographic profile**

The demographic profile section provides an overview of the participants in the study, including their demographic characteristics such as age, gender, educational background, Race, nationality, and years of experience. Descriptive statistics are used to summarize and present the demographic data collected from the participants.

##### **4.4.1 Descriptive statistics**

Descriptive statistics involve the analysis and presentation of summary measures to describe the central tendency, variability, and distribution of the variables. Measures such as mean, standard deviation, median, and range are commonly used in this analysis. This section presents the descriptive statistics for the variables related to training and development, as well as employee performance.

<b>Characteristics</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent (%)</b>
Gender	Male	75	64.7
	Female	41	35.3
Age	15-25 years	18	15.5
	25-35years	48	41.4
	35-45years	25	21.6
	45- 55 years	22	19.0
	Above 55	3	2.6
Nationality	Malaysian	114	98.3
	Other	2	1.7

Race	Malay	108	93.1
	Indian	4	3.4
	Chinese	4	3.4
Education	Undergraduate	4	3.4
	Graduate	28	24.1
	Diploma	37	31.9
	Degree	47	40.5
Marital status	Single	54	46.6
	Married	62	53.4
Year of employment in the organization	Less than 2 years	30	25.9
	2-5 years	37	31.9
	6-10 years	42	36.2
	more than 10 years	7	6.0

**Table 3: Demographic Profile of Respondents**

According to the Table 3, Females makes up 35.3% of the population, while male makes up 64.7% of the population. 15.5% of the respondents are in the 15 to 25 age range, 41.4% of the respondents are in the 25 to 35 age range, 21.6% of the respondents are in the 35 to 45 age range, 19.0% of the respondents are in the 45 to 55 age range, 2.6% respondents are above 55 years of age. Compared to 98.3% respondents are Malaysian and 1.7% is others. Compared to 46.6% respondents are single and 53.4% are married. Malay makes up of 93.1% of the population, followed by Indians 3.4% and Chinese 3.4%. Among the respondents, an undergraduate by 3.4%, a graduate by 24.1%, a degree by 40.5%, a diploma



by 31.9%. Participants who worked less than two years 25.9%, 2-5 years (31.9%), 6-10 years (36.2%), and more than 10 years (6.0%) make up the participants.

## 4.5 Charts

### 4.5.1 Pie charts

Pie charts are graphical representations that display data as sectors of a circle, where each sector represents a proportion or percentage of a whole. In this section, pie charts are utilized to visually represent the distribution of categorical variables, such as the percentage of employees in different employee years or educational backgrounds.

Below is the pie chart of gender.

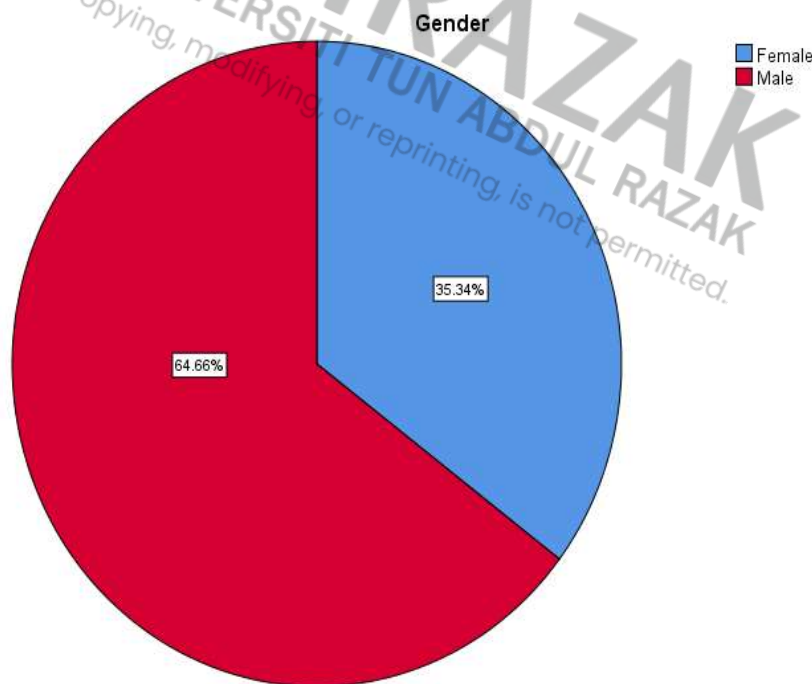
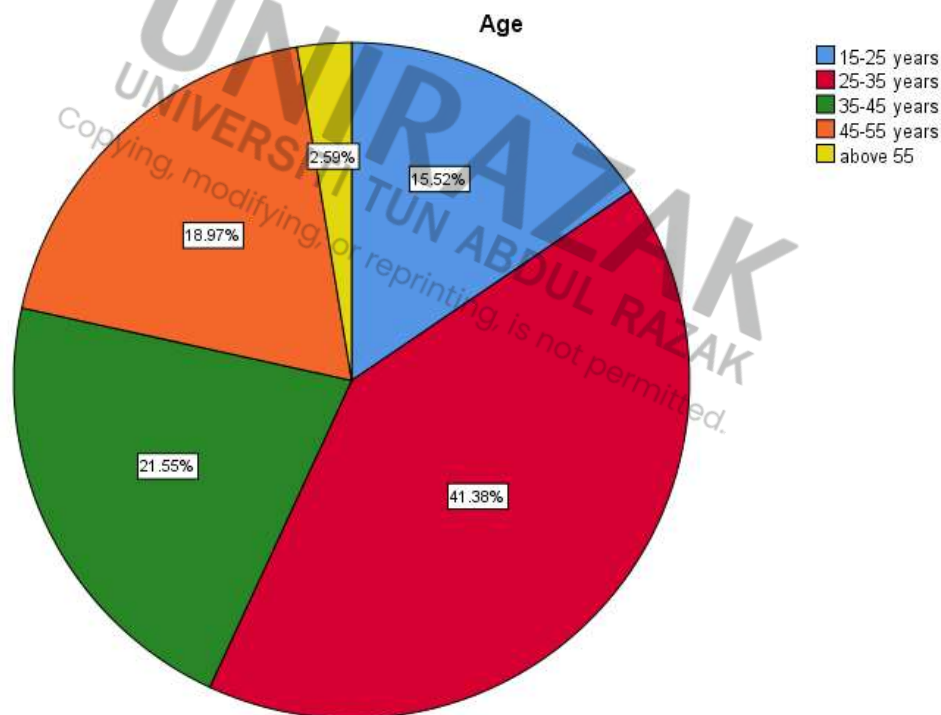


Figure 2: Gender of Respondents

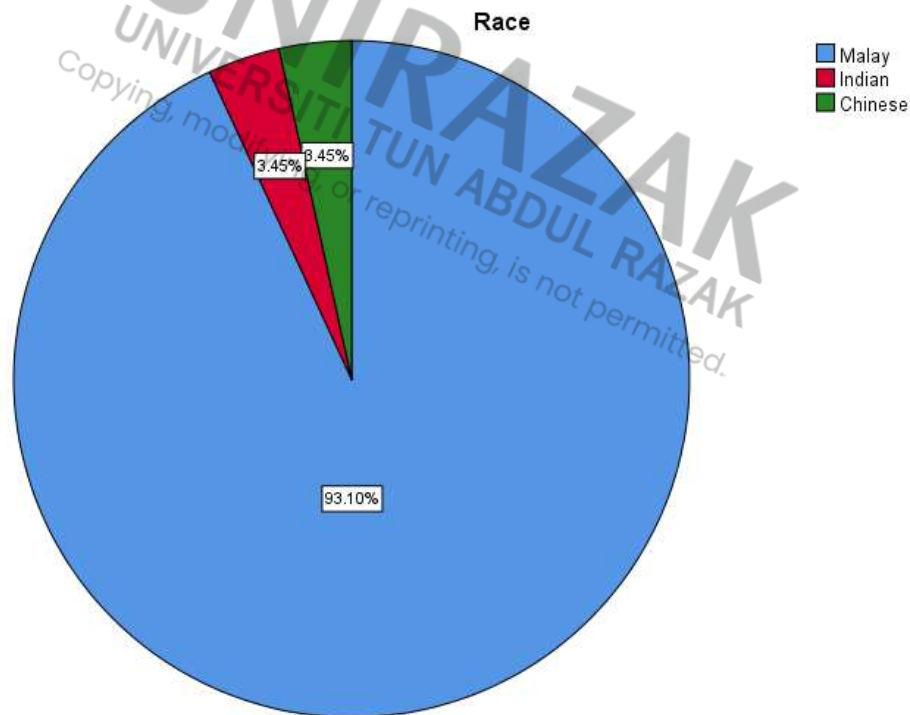
Upon analyzing the given pie chart, it becomes more evident that it effectively distinguishes between all the categories under consideration. While a bar diagram could also serve this purpose, a pie chart proves to be a more suitable choice in this particular scenario. The chart systematically presents a breakdown of all the categories, assigning each one a distinct color based on its corresponding percentage or frequency. By examining this age representation in percentages, we can discern which category holds a greater share or participation within the variable being analyzed. The pie chart visually represents the distribution of categories, making it easier to identify and compare their respective proportions. According to the above graph, Females makes up 35.34% of the population, while male makes up 64.66% of the population. This shows that female population is the largest cohort involved in this research.



**Figure 3: Age of Respondents**

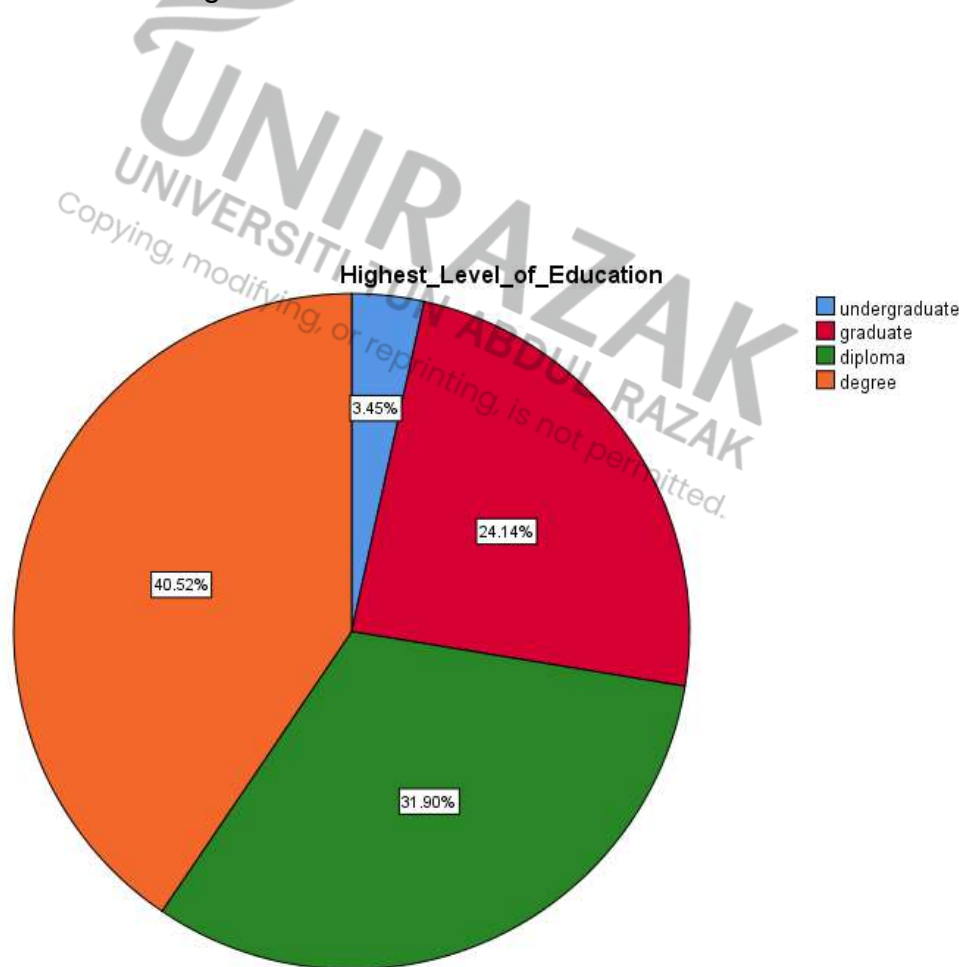
Here is the chart representing the age of respondents. Upon analyzing the given chart, it becomes evident that it effectively distinguishes between all the categories

under consideration. While a bar diagram could also serve this purpose, a pie chart proves to be a more suitable choice in this particular scenario. The pie chart systematically presents a breakdown of all the categories, assigning each one a distinct color based on its corresponding percentage or frequency. By examining these percentages, we can discern which category holds a greater share or participation within the variables being analyzed. The pie chart visually represents the distribution of categories, making it easier to identify and compare their respective proportions. According to the above graph, 15.52% of the respondents are in the 15 to 25 age range, 41.38% of the respondents are in the 25 to 35 age range, 21.55% of the respondents are in the 35 to 45 age range, 18.97% of the respondents are in the 45 to 55 age range, 2.59% respondents are above 55 age. This shows that people aged between 25 to 35 years old is the largest cohort involved in this research.



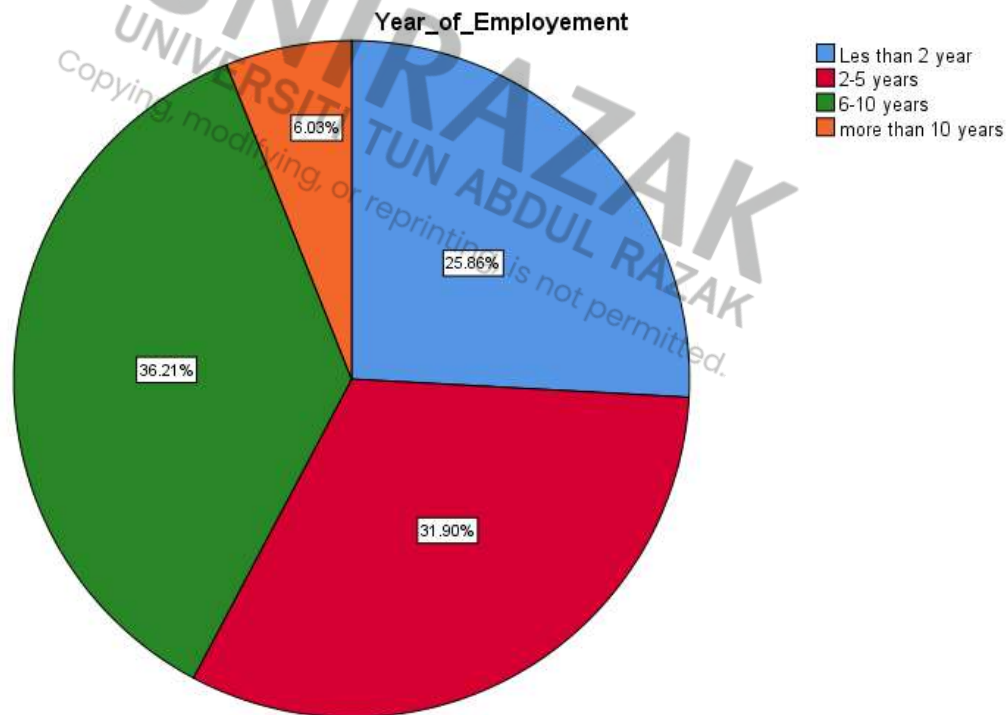
**Figure 4: Race of Respondents**

Here is the chart representing the race of respondents. Upon analyzing the given chart, it becomes evident that it effectively distinguishes between all the categories under consideration. While a bar diagram could also serve this purpose, a pie chart proves to be a more suitable choice in this particular scenario. The graph systematically presents a breakdown of all the categories, assigning each one a distinct color based on its corresponding percentage or frequency. By examining these percentages, we can discern which category holds a greater share or participation within the variable being analyzed. The pie chart visually represents the distribution of categories, making it easier to identify and compare their respective proportions. According to the above graph, Malay makes up of 93.10% of the population, followed by Indians 3.45% and Chinese 3.45%. This shows that Malay ethnics is the largest cohort involved in this research.



**Figure 5: Highest Education Level of Respondents**

Here is the chart representing the level of education of the respondents. Upon analyzing the given chart, it becomes evident that it effectively distinguishes between all the categories under consideration. While a bar diagram could also serve this purpose, a pie chart proves to be a more suitable choice in this particular scenario. The graph systematically presents a breakdown of all the categories, assigning each one a distinct color based on its corresponding percentage or frequency. By examining these percentages, we can recognize which category of the respondents holds a greater share or participation within the variables being analyzed. The pie chart visually represents the distribution of categories, making it easier to identify and compare their respective proportions. According to the above graph, among the respondents, an undergraduate by 3.45%, a graduate by 24.14%, a degree by 40.52%, a diploma by 31.90%. This shows that degree holder people is the largest cohort involved in this research.



**Figure 6: Numbers of Years of Employment of Respondents**

Here is the chart representing the number of years of employment. Upon analyzing the given chart, it becomes evident that it effectively distinguishes between all the categories under consideration. While a bar diagram could also serve this purpose, a pie chart proves to be a more suitable choice in this particular scenario. The chart systematically presents a breakdown of all the categories, assigning each one a distinct color based on its corresponding percentage or frequency. By examining these percentages, we can discern which category holds a greater share or participation within the variable being analyzed. The pie chart visually represents the distribution of categories, making it easier to identify and compare their respective proportions. According to the above pie chart, Participants who worked less than two years 25.9%, 2-5 years (31.9%), 6-10 years (36.2%), and more than 10 years (6.0%) make up the participants. This shows that people with 6 to 10 years of employment is the largest cohort involved in this research.

#### **4.6 Chi square test**

The chi-square test is a statistical test used to determine if there is a significant association between two categorical variables. It is often used to analyze data in the form of a contingency table, which displays the frequencies or proportions of different categories for each variable. The test works by comparing the observed frequencies in the contingency table with the frequencies that would be expected under the assumption of independence between the variables. The null hypothesis for the chi-square test is that there is no association between the variables, while the alternative hypothesis suggests that there is an association.

#### **Hypothesis:**

H<sub>0</sub>; There is a no positive relationship between training and development programs (TD) and employee performance (EP) in the private industry in Malaysia.

H<sub>1</sub>; There is a positive relationship between training and development programs (TD) and employee performance (EP) in the private industry in Malaysia.

<b>Test Statistics</b>		
	TD	EP
Chi-Square	266.912 <sup>a</sup>	194.368 <sup>b</sup>
Df	19	14
Asymp. Sig.	.000	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 11.4.		
b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 15.2.		

**Table 4: Chi-Square Hypothesis Test Statistics 1**

***Interpretation:***

Our p value is smaller than alpha. So, we reject null hypothesis and conclude that training and development contributes to the development of a positive connection with an employee performance.

**Hypothesis:**

H<sub>0</sub>; The level of employee experience has no significant impact on employee performance in the private industry in Malaysia.

H<sub>1</sub>; The level of employee experience has a significant impact on employee performance in the private industry in Malaysia.

<b>Test Statistics</b>		
	EE	EP
Chi-Square	194.368 <sup>a</sup>	270.789 <sup>b</sup>
Df	14	17
Asymp. Sig.	.000	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 15.2.		
b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 12.7.		

**Table 5: Chi-Square Hypothesis Test Statistics 2**

**Interpretation:**

Our p value is smaller than alpha. Therefore, we reject null hypothesis and conclude that the Employee experience is favorably associated with the employee performance.

**4.7 R square test**

<b>Models</b>	<b>R-squared R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>
Model	0.798	0.777

**Table 6: R-Square Test**

The R square test, also known as the coefficient of determination, is used to determine the proportion of the variation in the dependent variable (employee



performance) that can be explained by the independent variables. It measures the goodness-of-fit of the regression model. This section reports the R square values obtained from the regression analysis. R-squared ( $R^2$ ) is a statistical measure used to assess how well a regression model fits the data by explaining the proportion of variance in the dependent variable that can be attributed to the independent variables. It ranges between 0 and 1, with higher values indicating a better fit. A value of 0 means the model doesn't account for any variation, while a value of 1 indicates that the model explains all the variability. Based on the findings in the table, an R-squared value of 0.798 suggests that the independent variables explain approximately 80% of the variation in dividend yield. The adjusted R-squared value of 0.777 indicates that about 77% of the variability in dividend yield may be due to factors unrelated to the independent variables.

#### 4.8 Correlation

Correlation analysis examines the relationship between two or more variables to determine the degree and direction of their association. In this study, correlation analysis is performed to explore the relationship between training and development variables and employee performance. The results are presented in this section, indicating the strength and significance of the correlations.

Correlations		TD	FT	EE	ETC	EP
TD	Pearson Correlation	1				
FT	Pearson Correlation	.545**	1			

EE	Pearson Correlation	.550**	.641**	1		
ETC	Pearson Correlation	.363**	.582**	<b>.645**</b>	1	
EP	Pearson Correlation	.153	<b>.103</b>	.110	.190*	1
**. Correlation is significant at the 0.01 level (2-tailed).						

**Table 7: Variables Correlation Analysis**

**Interpretation**

As each of these variables has a significant value, they are all related to one another. There are several variables that show weak correlation with one another. They all show a high correlation of **0.645\*\*** between the variables ETC and EE. There is a **0.103** weak correlation between EP and FT over all subjects. All variables are positively correlated. It indicates that they positively interacted with one another. If one variable rises, the second variable's correlation coefficient will rise as well.

**4.9 F-test**

Result of F-test,

Models	F-Test	Decision
Model	14.46***	“At least one independent variable explains the dependent variable.”

**Table 8: F-Test / Analysis of Variance (ANOVA)**

The F-test, or analysis of variance (ANOVA), is a statistical test used to compare the means of two or more groups to determine if there are any significant differences among them. In the context of this study, the F-test may be used to compare the mean employee performance scores across different training and development programs or groups. The results of the F-test are discussed in this section. If the F-value in regression analysis exceeds the critical value for the chosen significance level, it is used to determine the overall significance of the model. A higher F-value, greater than 1, indicates that at least one independent variable has a significant impact on the dependent variable. In this case, the F-test value for the model is 14.46\*\*, which is considered significant at a 5% level. However, the p-value of 0.010 is less significant than the 5% threshold. Consequently, many individuals reject the null hypothesis. These findings demonstrate that there is a significant association between the independent and dependent variables, indicating their contribution to explaining the relationship.

#### **4.10 Conclusion**

In conclusion, this study aimed to investigate the effect of training and development (TD) on employee performance (EP) in private companies in Malaysia, considering the frequency of training (FT), employee experience (EE), and employee talent and capability (ETC). Through a comprehensive analysis of the data collected and reviewed literature, several key findings emerged.

Firstly, the findings revealed a positive and significant relationship between TD and EP. The provision of training and development opportunities to employees has been shown to enhance their knowledge, skills, and competencies, ultimately leading to improved performance in their respective roles. Organizations that invest in TD initiatives can expect to witness a positive impact on employee performance, thereby contributing to overall organizational success.

Secondly, the frequency of training (FT) was found to be a crucial factor in influencing the effectiveness of TD programs. The findings suggested that frequent and consistent training programs have a more substantial impact on EP compared to sporadic or irregular training sessions. Employees who receive regular training are more likely to acquire and retain knowledge, adapt to changing work requirements, and enhance their performance levels consistently.

Thirdly, employee experience (EE) was identified as a significant factor that moderates the relationship between TD and EP. It was found that employees with higher levels of experience tend to benefit more from training programs, as they are better equipped to apply the acquired knowledge and skills in their work context. However, this does not undermine the importance of providing training opportunities to less experienced employees, as they can still significantly benefit from TD programs to develop their skills and competencies.

Lastly, employee talent and capability (ETC) were found to be crucial for maximizing the impact of TD on EP. The findings indicated that employees with higher levels of talent and capability are more likely to leverage the training they receive effectively, leading to improved performance outcomes. It is essential for organizations to identify and invest in employees with high potential and provide them with tailored TD programs to enhance their capabilities further.

Overall, this study emphasizes the significance of TD in private companies in Malaysia and its positive impact on employee performance. Organizations should also recognize the importance of providing frequent and consistent training opportunities to employees, taking into account their level of experience and individual talent and capability. By doing so, companies can foster a culture of continuous learning and development, leading to improved employee performance and organizational success.

However, it is important to acknowledge that this study has certain limitations. The research focused solely on private companies in Malaysia, and the findings may not be generalizable to other industries or contexts. Moreover, the data collected relied on self-report measures, which may be subject to response bias. Future research should consider employing objective performance measures and include a broader range of industries and geographical locations to enhance the generalizability of the findings.

In conclusion, the findings of this study provide valuable insights for private companies in Malaysia seeking to enhance employee performance through training and development initiatives. By investing in comprehensive and targeted TD programs, organizations can empower their employees, foster a culture of continuous learning, and ultimately drive improved performance continuously to achieve sustainable competitive advantage in the marketplace to remain competitive in the globalized economy.

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## **Chapter 5**

### **5.0 Discussion and conclusion**

#### **5.1 Introduction**

This chapter presents a comprehensive discussion on the effect of training and development (TD) programs on employee performance (EP) in the private industries in Malaysia. The objectives of this study were to determine the current status of TD programs, assess their impact on EP, identify factors influencing their effectiveness, and provide recommendations for enhancing the effectiveness of these programs. The variables examined in this study include TD, frequency of training (FT), employee experience (EE), employee talent and capability (ETC), and EP. This section will discuss the findings in detail, provide recommendations, suggest future research directions, and conclude the study.

#### **5.2 Discussion of Findings**

##### **5.2.1 Current Status of Training and Development Programs in the Private Industry in Malaysia**

The findings revealed that the majority of private companies in Malaysia have implemented TD programs to a certain extent in view of enhancing their employee performance. These programs encompass a wide range of activities, including workshops, seminars, on-the-job training, and e-learning. However, there were variations in the comprehensiveness and effectiveness of these programs. Some companies provided extensive and well-structured training initiatives, while others lacked a systematic approach. The availability of resources and management commitment emerged as critical factors influencing the implementation of TD programs.

The current status of training and development (TD) programs in the private industry in Malaysia reflects a mixed landscape. While many companies have recognized the importance of TD and have implemented various initiatives, there are variations in the comprehensiveness and effectiveness of these programs. A significant number of private companies in Malaysia have embraced TD programs as a means to enhance the skills, knowledge, and performance of their employees. These programs encompass a wide range of activities, including workshops, seminars, on-the-job training, coaching, mentoring, and e-learning platforms. The emphasis on TD has been driven by several factors, including the increasing competitiveness in the global market, the need to adapt to technological advancements, and the recognition that well-trained and skilled employees are essential for organizational success. (Ahmad et al., 2022)

However, while TD programs are prevalent, there are differences in how they are implemented and managed across organizations. Some companies have established well-structured and comprehensive TD frameworks that align with their vision, mission and strategic objectives. These organizations invest in identifying skill gaps, conducting training needs assessments, and designing training programs that address specific development areas to sharpen their skills. They often have dedicated TD departments or personnel responsible for coordinating and implementing training initiatives could be outsourced. On the other hand, there are organizations that still lacking a systematic approach to TD. These companies may have ad-hoc training programs or sporadic training sessions without a clear focus and evaluation mechanism to assess the learning outcome. The implementation of TD programs may be hindered by limited resources, including budgetary constraints, lack of dedicated personnel, or inadequate infrastructure to support training activities. (Alawag et al., 2023)

Another factor that influences the current status of TD programs in the private industry in Malaysia is the level of management commitment. Companies with strong leadership support tend to prioritize TD as a strategic investment and

allocate sufficient resources for its implementation. Such organizations foster a culture of continuous learning and development, where TD is seen as an integral part of employees' personal growth and contributes by default to the overall organizational success. In contrast, companies with limited management commitment may perceive TD programs as an additional expense rather than an investment. This can result in limited resources allocated to training activities, insufficient time allocated for employees to participate in training, or a lack of emphasis on the importance of continuous learning and development.

Furthermore, the availability and access to external training resources and partnerships can also impact the current status of TD programs. Some companies collaborate with external training providers, industry associations, or academic institutions to leverage their expertise and access a wider range of training opportunities. (Foong et al., 2018) These partnerships can enrich the TD programs by bringing in fresh perspectives, up-to-date industry knowledge, and specialized training resources.

In summary, while TD programs are prevalent in the private industry in Malaysia, there are variations in their implementation and effectiveness. Factors such as management commitment, availability of resources, organization culture and access to external training partnerships influence the current status of TD programs. To enhance the effectiveness of these programs, it is essential for organizations to prioritize TD as a strategic investment, allocate sufficient resources, and establish a culture that values continuous learning and development.

### ***5.2.2 Impact of Training and Development on Employee Performance in the Private Industry in Malaysia***

The analysis indicated a positive correlation between TD programs and EP in the private industry in Malaysia. Employees who participated in regular and relevant



training sessions demonstrated improved job performance, increased productivity, and enhanced skills. The findings also highlighted the importance of aligning TD programs with the specific needs and goals of the organization to maximize their impact on EP. Furthermore, the study revealed that the level of employee satisfaction with TD programs significantly influenced their performance outcomes.

One of the primary impacts of TD programs on employee performance is the acquisition of new skills and knowledge. Through training, employees gain a deeper understanding of their job roles, tasks, and responsibilities. They learn new skills, techniques, methodologies, and best practices that can enhance their performance. For example, employees may receive training on the latest software tools, customer service techniques, or industry-specific regulations. By mastering these new skills, employees become more competent and proficient in their respective roles, leading to improved performance outcomes. TD programs also contribute to employee motivation and job satisfaction, which are vital drivers of performance. When employees feel that their organization is investing in their development, they are more engaged and motivated to perform well. They appreciate the opportunity to grow and expand their skills, which boosts their morale and commitment to their work. As a result, they tend to go the extra mile, exhibit higher levels of productivity, and demonstrate a greater sense of ownership and accountability in their tasks.

Furthermore, TD programs can have a positive impact on employee confidence and self-efficacy. When employees receive training and gain mastery over new skills, they develop a sense of confidence in their abilities to perform well. This increased self-confidence translates into a higher belief in their own capabilities to handle complex tasks and challenges. Employees who are confident in their skills are more likely to take initiative, display proactive behavior, and tackle tasks with greater enthusiasm, leading to improved performance outcomes. (Kanapathipillai, 2021)

Another impact of TD programs on employee performance is the reduction of errors, inefficiencies and rework. Through training, employees become aware of the correct procedures, techniques, and quality standards required in their roles. This knowledge enables them to perform tasks accurately, minimize errors, and ensure a higher level of quality in their work and competitiveness. Consequently, the organization benefits from improved efficiency, reduced rework or waste, and increased customer satisfaction.

TD programs also play a crucial role in career development and advancement opportunities for employees. When employees receive continuous training and development, they are better positioned to take on new challenges and assume higher-level roles within the organization. (Mahadevan & Yap, 2019) As they enhance their skills and broaden their knowledge, they become eligible for promotions or lateral moves to positions with greater responsibilities and leadership. The opportunity for career growth and advancement is a powerful motivator for employees to perform at their best and contribute to the organization's success.

In conclusion, the impact of TD programs on employee performance in the private industry in Malaysia is substantial. These programs enable employees to acquire new skills, enhance their knowledge, and develop the necessary competencies to excel in their roles. The positive impacts include improved job performance, increased motivation, higher job satisfaction, reduced errors, and enhanced career opportunities. By investing in effective TD programs, organizations can harness the full potential of their employees, leading to improved overall performance and success in the competitive business landscape.

### **5.2.3 Factors Influencing the Effectiveness of Training and Development Programs in the Private Industry in Malaysia**

Several factors were identified as influential in determining the effectiveness of TD programs in the private industry in Malaysia. Firstly, the support and involvement of top management were crucial for creating a culture of learning and development within the organization. Secondly, the design and delivery of training programs, including content relevance, trainers' expertise, and the use of innovative methods, significantly affected their effectiveness. Additionally, the study found that the presence of a supportive work environment, opportunities for practice and two-way feedback, and post-training reinforcement played key roles in reinforcing the acquired skills and knowledge.

The support and involvement of top management are critical for the effectiveness of TD programs. When leaders actively endorse and participate in training initiatives, it sends a clear message to employees that TD is a priority and valued by the organization. Management support can be demonstrated through allocating adequate resources, setting clear expectations, and integrating TD into the organization's strategic objectives. (Okechukwu, 2017)

The design and delivery of TD programs greatly impact their effectiveness. Programs should be well-structured, engaging, and relevant to the employees' needs and job requirements. The content should align with the organization's goals and address specific skill gaps. Moreover, the expertise of trainers or facilitators delivering the programs is essential. Trainers should possess deep knowledge of the subject matter, effective communication skills, and the ability to engage participants through interactive and participatory training methods.

A supportive work environment is conducive to the application of new skills and knowledge gained from TD programs. This includes providing opportunities for practice, feedback, and reinforcement of learning. Employees should have

access to resources and tools that allow them to apply their newly acquired knowledge in their day-to-day work. Additionally, supervisors, executives and managers should provide ongoing support and recognition, fostering a culture that encourages continuous learning and development. (Sajari et al., 2023)

Effective TD programs involve a systematic evaluation process to measure the impact of training on employee performance. Feedback from participants should be collected to assess the relevance, effectiveness, and applicability of the training content. Regular evaluations enable organizations to identify strengths and areas for improvement in their TD programs and make necessary adjustments to enhance effectiveness. The successful transfer of learning from training programs to the workplace is crucial for TD program effectiveness. Organizations should provide opportunities for employees to apply their newly acquired skills immediately after the training. This can include assigning specific projects or tasks that allow employees to practice and reinforce their learning. Additionally, post-training support, such as mentoring or coaching, can help employees bridge the gap between theory and practical and ensure that the acquired skills are effectively applied in real-world situations. The active engagement and participation of employees in TD programs contribute to their learning effectiveness. When employees are involved in the identification of their own learning needs, they are more motivated to participate and take ownership of their development. (Siew et al., 2023)

Employees should be given opportunities to provide input, express their preferences, and choose training options that align with their individual career goals. To ensure the ongoing effectiveness of TD programs, organizations should embrace a culture of continuous improvement. This involves regularly reviewing and updating training content and methods to stay abreast of industry trends and changing job requirements. By seeking feedback from participants and monitoring the outcomes of training programs, organizations can make data-driven decisions to enhance the effectiveness of future TD initiatives. In conclusion, the

effectiveness of TD programs in the private industry in Malaysia is influenced by multiple factors, including management support, program design and delivery, a supportive work environment, evaluation and feedback mechanisms, transfer of learning, employee engagement, and continuous improvement. Organizations that pay attention to these factors and actively address them are more likely to achieve higher levels of effectiveness in their TD programs, resulting in improved employee performance and organizational success. (Taufek & Mustafa, 2018)

### **5.3 Recommendations**

Based on the findings, the following recommendations are proposed to enhance the effectiveness of TD programs in the private industry in Malaysia: (Siew et al., 2023)

#### ***Align TD Programs with Organizational Objectives:***

Companies should ensure that their TD initiatives are closely aligned with the organization's strategic goals and address the specific skill gaps and developmental needs of employees with a vision of short, mid and long term.

##### ***i) Enhance Management Support:***

Top management should actively support and promote TD programs by allocating adequate resources, setting clear expectations, and emphasizing the importance of continuous learning and development.

##### ***ii) Improve Program Design and Delivery:***

Companies should focus on developing well-structured and engaging training modules that are tailored to the employees' needs. Trainers should possess relevant expertise and utilize innovative methods to facilitate effective learning.

**iii) Create a Supportive Work Environment:**

Organizations should foster a culture that encourages learning and development, where employees have access to resources on-line and off-line, opportunities for practice and feedback, and gain recognition for their growth and achievements.

**iv) Implement Post-Training Reinforcement:**

By implementing these recommendations, private companies in Malaysia can enhance the effectiveness of their training and development programs, ultimately improving employee performance and contributing to overall organizational success. (Sajari et al., 2023)

**5.4 Future Research**

This study provides valuable insights into the relationship between TD programs and EP in the private industry in Malaysia. However, there are areas that warrant further investigation. Future research could focus on:

- Examining the long-term effects of TD programs on employee performance, including assessing the sustainability of performance improvements over time.
- Investigating the role of technology and digital platforms in enhancing the effectiveness and accessibility of TD programs.
- Exploring the impact of individual differences, such as age, gender, and educational background, on the effectiveness of TD programs in the private industry in Malaysia.

- Conducting comparative studies between different industries or sectors to identify industry-specific challenges and opportunities related to TD programs.

### **5.5 Conclusion**

In conclusion, this study highlights the significant impact of TD programs on EP in the private industry in Malaysia. Companies that invest in comprehensive and well-designed TD initiatives experience improved employee performance, increased productivity, and enhanced skills. However, the effectiveness of these programs is influenced by various factors, including management support, program design, funding and a supportive work environment. By implementing the recommendations provided, companies in Malaysia can enhance the effectiveness of their TD programs and ultimately improve overall organizational performance. Future research in this area will contribute to a deeper understanding of the dynamics between TD, EP, and organizational success. This study provides valuable insights into the effect of training and development on employee performance in private companies in Malaysia. The findings highlight the positive impact of training programs on employee performance and identify factors influencing program effectiveness. The recommendations provided can serve as a guide for organizations seeking to enhance their training and development initiatives. By investing in their employees' growth and development, private companies in Malaysia can create a more skilled and capable workforce, leading to improved organizational performance and competitiveness in the globalized marketplace.

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# APPENDICES

## Appendix 1: Cover Letter of Survey

Survey Questionnaires: THE EFFECT OF TRAINING AND DEVELOPMENT ...



All Postgraduate Programme Students (unirazak.edu.my)

Survey Questionnaires: THE EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN PRIVATE INDUSTRIES IN MALAYSIA

Dear esteemed students and friends,

As I embark on my final year project paper, I am conducting a survey which is an essential part of the research process. By gathering feedback from a wide range of sources, I will be able to gain valuable insights into the topic that I'm researching. Through this survey, I hope to gain valuable information and perspectives that can ultimately form the backbone of my research paper.

I would like your voluntary participation by answering my survey questions attached, which will take more or less than 10-15 minutes to complete. The survey is entirely anonymous and your response will be kept confidential and private.

This survey will be closed on the 25th May, 2023, 11:50pm. You may also share this survey with your friends and family.

Advance thank you for taking the time to complete my survey.

**Name : N.VASANTHAKUMARAN A/L SIVAYAM**

**Metric No : M21311080**

## APPENDIX 2: SURVEY QUESTIONNAIRES

### **Questionnaire for THE EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN PRIVATE COMPANY, MALAYSIA**

I am N.Vasanthakumaran Sivayam pursuing Masters in Business Administration at University Tun Abdul Razak as a part of my masters degree, I'm doing my research project work on the above-mentioned title.

I would like to kindly request you to fill out this questionnaire. The information shared will be kept confidential and private and only be used for my academic purposes only.

**Please answer all the questions by indicating with a cross (X) your answer. All the information that you give will be kept confidential.**

#### **SECTION A: DEMOGRAPHIC QUESTIONS**

Please tick (√) in the space provided

##### **1. Gender**

- i) Male
- ii) Female

##### **2. Age:**

- i) 15-25 years
- ii) 25-35years
- iii) 35-45years
- iv) 45- 55 years
- v) 55 above



**3. Nationality**

- i) Malaysia
- ii) Others

**4. Race**

- i) Malaysian
- ii) Chinese
- iii) Indian
- iv) Other

**5. Marital status**

- i) Single
- ii) Married
- iii) Other

**5. Highest Level of Education:**

- i) Undergraduate
- ii) Graduate
- iii) Diploma
- iv) Degree
- v) Others

**6. Year of employment un the organization**

- i) Les than 2 year
- ii) 2-5 years
- iii) 6-10 years
- iv) more than 10 years



**Section B: Training and development (Choose one Answer. 1= Strongly Agree, 2=Agree, 3=Neutral, 4= Disagree, 5= Strongly Disagree)**

Questions	1	2	3	4	5
The training & developments programs have improved my decision-making skills.					
I have training & development opportunities to learn and improve my knowledge.					
The management provides many training & development programs to improve my knowledge and skills.					
This organization has provided me with training opportunities which enables me to extend my range of skills and abilities.					
I get the opportunity to discuss my training and development requirements with my employer.					

**Section C: Frequency of training (Choose one Answer. 1= Strongly Agree, 2=Agree, 3=Neutral, 4= Disagree, 5= Strongly Disagree)**

Questions	1	2	3	4	5
The effect of the training programs on my performance is frequently evaluated.					
The training & development that got meets the needs of my job scope.					
All employees in each division of my company will undergo training programs on a continuous basis.					

The training programs conducted increases my ability to make superior decisions.					
The training programs conducted enhances my ability to achieve targets.					

**Section D: Employee Experience (Choose one Answer. 1= Strongly Agree, 2=Agree, 3=Neutral, 4= Disagree, 5= Strongly Disagree)**

Question	1	2	3	4	5
You feel that your organization values your role.					
You feel supported by your organizations manager.					
Your organization maintain the work life balance.					
If you were leave this job did you recommend this organization to your friend?					
You feel connected to your coworkers.					
You feel satisfied with your role and responsibilities at organization.					

**Section E: Employee talent & capability (Choose one Answer. 1= Strongly Agree, 2=Agree, 3=Neutral, 4= Disagree, 5= Strongly Disagree)**

Question	1	2	3	4	5
I have the necessary skills to perform my job effectively.					
I feel confident in my ability to complete tasks assigned to me.					
I am able to adapt to changes in my work environment.					

I am able to work collaboratively with others to achieve goals.					
I am able to communicate effectively with my colleagues and superiors.					

**Section F: Employee performance (Choose one Answer)**

**1. How would you rate the quality of training provided by your company?**

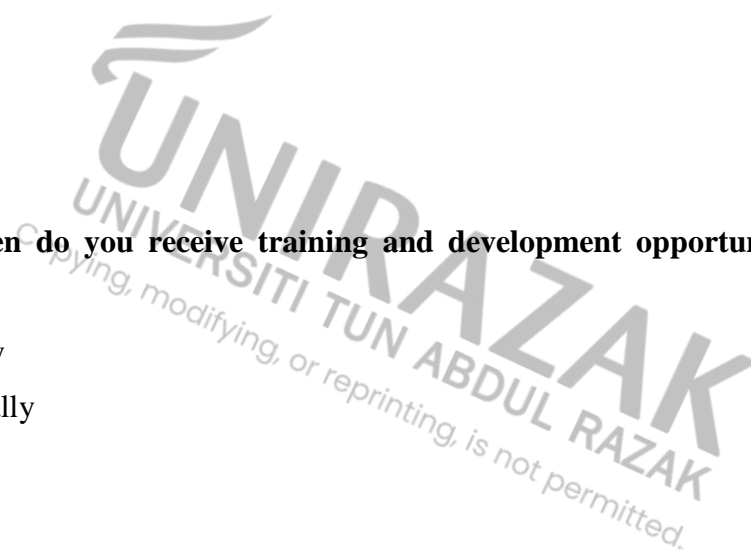
- a. Excellent
- b. Good
- c. Average
- d. Poor
- e. Very poor

**2. How often do you receive training and development opportunities from your company?**

- a. Frequently
- b. Occasionally
- c. Rarely
- d. Never

**3. How effective is the training and development program in improving your skills and knowledge?**

- a. Highly effective
- b. Moderately effective
- c. Slightly effective
- d. Not effective at all



**4. How motivated are you to apply the skills and knowledge gained from training and development programs in your work?**

- a. Highly motivated
- b. Moderately motivated
- c. Slightly motivated
- d. Not motivated at all

**5. How satisfied are you with the overall training and development program provided by your company?**

- a. Very satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Very dissatisfied

**6. How has your job performance improved since receiving training and development opportunities?**

- a. Significantly improved
- b. Moderately improved
- c. Slightly improved
- d. No improvement
- e. Decreased

**7. How has your job satisfaction improved since receiving training and development opportunities?**

- a. Significantly improved
- b. Moderately improved
- c. Slightly improved
- d. No improvement
- e. Decreased

**8. How likely are you to recommend the training and development program to your colleagues?**

- a. Highly likely
- b. Moderately likely
- c. Slightly likely
- d. Not likely at all



**APPROVAL PAGE**

**TITLE OF PROJECT: THE EFFECT OF TRAINING AND DEVELOPMENT  
ON EMPLOYEE PERFORMANCE IN PRIVATE  
COMPANIES, MALAYSIA**

**NAME OF AUTHOR: N. VASANTHAKUMARAN SIVAYAM**

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The undersigned is pleased to certify that the above candidate has fulfilled the condition of the project paper prepared in the partial fulfilment for the award of the degree of Master of Business Administration.

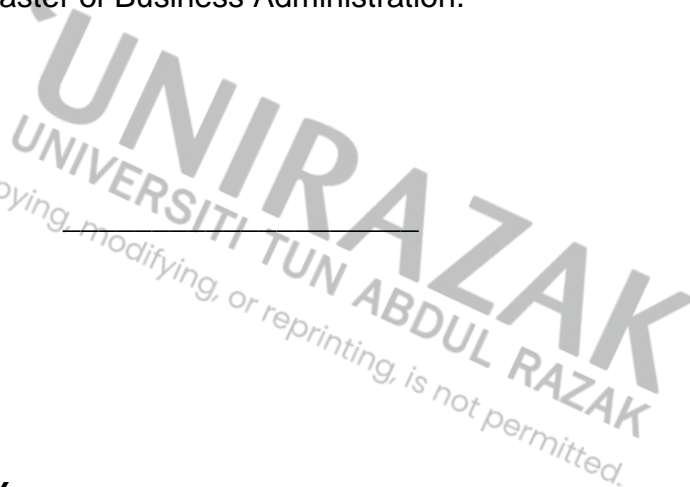
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