

**AN ASSESSMENT OF TRAINING PRACTICES IN THE  
SMALL AND MEDIUM-SIZED ENTERPRISES IN KEDAH AND  
PERLIS**

**A thesis submitted to the Faculty of Business Management  
in partial fulfillment of the requirements for the degree  
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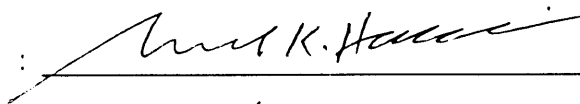
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## ABSTRAK

Perlaksanaan pengurusan sumber manusia seperti latihan dapat membantu organisasi memperbaiki keberkesanan mereka. Lebih penting, perniagaan kecil dan sederhana (PKS) memerlukan latihan untuk membantu mereka meningkatkan lagi kemahiran dan pengetahuan ke arah menjadi lebih berdaya saing. Walau bagaimanapun, ulasan karya mendapati masih kurang perhatian kajian yang diberikan terutamanya untuk mengkaji pelaksanaan latihan di PKS dalam memperbaiki keberkesanan dan berdaya saing terutama dalam konteks di Malaysia.

Hasil maklumat empirikal yang diperolehi daripada pengumpulan data 41 buah PKS di Kedah dan Perlis menunjukkan hasil dapatan seperti berikut:

1. PKS memerlukan latihan dalam berbagai-bagai bidang;
2. PKS melihat latihan itu penting;
3. PKS menerima kaedah latihan yang berbeza;
4. PKS menggunakan jenis latihan yang berbeza;
5. latihan yang disediakan di PKS sesuai dengan perniagaan; dan
6. pekerja di PKS masih kurang menghadiri latihan yang berbentuk kursus jangka pendek.

## ABSTRACT

Human resource management practices such as training can assist organizations improve their effectiveness. More importantly, small and medium-sized enterprises (SMEs) need training to help them increase their skills and knowledge in order to become competitive. However, the review of the small business literature revealed that scant research attention has been given to investigate the training practices in SMEs as a means of improving their effectiveness and competitiveness, particularly in the Malaysian context. This study attempted to address this issue.

The empirical information resulted from analyzing the data collected from 41 SMEs in the states of Kedah and Perlis suggests the following findings:

1. the SMEs needed training in various areas;
2. the SMEs perceived training as important;
3. the SMEs adopted different methods of training;
4. the SMEs used different types of training;
5. the training provided in the SMEs was suitable to the firms; and
6. the employees of the SMEs attended limited numbers of training in the form of short courses.

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# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

This introductory chapter explains the purpose of this study, the research problem, its specific objectives, the significance of the study, the important terms adopted and the scope of the study.

Much has been written in the literature about the importance of training practices in businesses. As a matter of fact, there is a renewed awareness of the value of training now more than ever before in terms of changing labor force, skills and knowledge requirements of organizations as well as the aspirations of their employees.

Prior studies on training practices have mainly focused on large firms. Although previous theoretical and empirical contributions to training practices were developed for use by large corporations, lately, however, the literature reveals that researchers are beginning to acknowledge the suitability and applicability of training in small businesses. In fact, more recent studies conducted in the area of small businesses have indeed indicated the need for more research examining training practices issues

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