

**FACTORS AFFECTING EMPLOYEES SATISFACTION ON
TRAINING IN UNIVERSITI MALAYSIA PERLIS**

RUSWAHIDA BINTI IBNU RUSLAN

UNIVERSITI UTARA MALAYSIA

2010

FACTORS AFFECTING EMPLOYEES SATISFACTION ON TRAINING IN

UNIVERSITI MALAYSIA PERLIS

**A thesis submitted to the College of Business in partial fulfillment of the
requirements for the degree of Master of Human Resource Management,**

Universiti Utara Malaysia

By:

Ruswahida Binti Ibnu Ruslan

@Ruswahida Binti Ibnu Ruslan, 2010. All Rights Reserved



KOLEJ PERNIAGAAN
(College of Business)
Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PROJEK
(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa

(I, the undersigned, certify that)

RUSWAHIDA IBNU RUSLAN (803003)

Calon untuk Ijazah Sarjanamuda

(Candidate for the degree of) **MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM)**

telah mengemukakan kertas projek yang bertajuk
(has presented his/her project paper of the following title)

FACTORS AFFECTING EMPLOYEES SATISFACTION ON TRAINING
IN UNIVERSITI MALAYSIA PERLIS

Seperti yang tercatat di muka surat tajuk dan kulit kertas project
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia : **DR. NORSIAH MAT**
(Name of Supervisor)

Tandatangan : 

Tarikh : **25 APRIL 2010**
(Date)

PERMISSION TO USE

In presenting this thesis in partial fulfillment of the requirements for a Post Graduate degree from the UUM, I agree that the Library of this University may make it freely available for inspection. I further agree that permission for copying of this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Dean of the School of Business where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be of any material in my thesis.

Requests for permission to copy or to make other use of material in this thesis in whole or in part should be addressed to:

Dean

College of Business (COB)

Universiti Utara Malaysia

06010 Sintok

Kedah Darul Aman

DISCLAIMER

The author is responsible for the accuracy of all opinion, technical comment, factual report, data, figures, illustration and photographs in this dissertation. The author bears full responsibility for the checking whether material submitted is subject to copyright or ownership right. UUM does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership rights claims.

The authors declares that this dissertation is original and his own except those literatures, quotations, explanations and summarizations which are duly identified and recognized. The author hereby granted the copyright of this dissertation to College of Business UUM for publishing if necessary.

Date : 9 Mei 2010

Student Signature:



ABSTRACT

This study conducted Factors Affecting Employees Satisfaction Employees Satisfaction On Training In Universiti Malaysia Perlis. The training program refers to training that been conducted by training unit in UniMAP to non-academic staffs. Factors affecting employees satisfaction on training measured through relationship between independent variables (management commitment, expectation, training module and trainee motivation) and the dependent variable (employees satisfaction on training). There are 150 questionnaires were distributed to staffs at a few departments that have been recognized and the response obtained was 100 percent. The data obtained from the study was analyzed using descriptive statistics. Descriptive statistics was conducted to determine response rate, and the profile of the respondents. Additional information such as minimum, maximum, means, range and standard deviation were also obtained from this analysis. Pearson correlation analysis was conducted to examine the relationship between management commitment, expectation, training module, and trainee motivation and factors affecting employees satisfaction on training. Multiple regression was use to shows that trainee motivation having the most influence on the employees satisfaction among the other three dimensions of independent variables. All the four independent variables also shows that there is exist a significant and positive relationship between management commitment, expectation, training module, and trainee motivation on factors affecting employees satisfaction on training. There are some recommendations for consideration in order to improve employees satisfaction on training.

TABLE OF CONTENTS

	Pages
PERMISSION TO USE	i
DISCLAIMER	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x

CHAPTER ONE

INTRODUCTION

1.1	Background to the Study	1
1.2	Background of the Problem	2
1.3	Problem Statement	5
1.4	Research Objectives	8
1.5	Research Questions	8
1.6	Significance of the Study	9
1.7	Definition of Key Terms	10

3.2.5 Sample and Sampling Techniques	
3.3 Questionnaires Design	31
3.4 Measurement	32
3.5 Data Collection and Administration	36
3.6 Data Analysis Techniques	37

CHAPTER FOUR

FINDINGS

4.1 Introduction	38
4.2 Overview of Collected Data	39
4.3 Respondents' Profile	39
4.4 Reliability Analysis	41
4.5 Descriptive Analysis	42
4.6 Major Findings	43
4.6.1 Pearson Correlation Coefficient	
4.6.2 Multiple Regressions	
4.7 Summary of Findings	49
4.8 Conclusions	50

LIST OF TABLES

		Pages
Table 1.1	Mean of employees' satisfaction on training	7
Table 3.1	Questionnaires Design	31
Table 3.2	Management Commitment	32
Table 3.3	Expectation	33
Table 3.4	Training Module	34
Table 3.5	Trainee Motivation	35
Table 3.6	Employees' Satisfaction on Training	36
Table 4.1	Responses Rate	39
Table 4.2	Respondents Profile	39
Table 4.3	Reliability Analysis	41
Table 4.4	Descriptive Statistics of the Dependent and Independent Variables	42
Table 4.5	Inter Correlations of the Major Variables	44
Table 4.6	Results of Regression Analysis	47
Table 4.7	Summary of Findings	49

LIST OF FIGURES

	Pages
Figure 2.1 Research Framework	27

CHAPTER 1

INTRODUCTION

1.1 Background to the Study

Nowadays, training of public services for professionals and support staff is a major task. Tasks become more complicated, and yet more essential due to increased application of computer technology in public services functions. The knowledge, skills and abilities needed by public services staffs are important and also depends on the organizational goals and objectives (Gherman & Painter, 1990)

As concerned about workers skills' has raised, so has interest in the role that public sectors sponsored employment and public programme might play in addressing workforce crisis. The hope is that, public expenditure on the public programmes will enhance participants' productive skills and in turn increase their future earnings (Lalonde, 1995). In addition, Ahmad (1987) stressed about the needs of high spirit, struggle and positive thinking in order to gain customers respective and confidence through the training programme that have been conducted. Sarji (1995) stated that planning and training play a big role in order to create civil servants which are productive, efficient and of high quality. This is very important in order to prepare the officers to face the challenges due to political, economic and social changes.

Abdullah (2003) keeps on reminding that continuous effort should be taken in order to create world class public services and focus should be given to the five agenda which

The contents of
the thesis is for
internal user
only

References

Abdullah, A. B. (2003). *Peneraju warisan gemilang*. Kuala Lumpur: INTAN.

Ahmad, A. S. (1987). *Kerajaan dan Pentadbiran Malaysia*. Kuala Lumpur: Dewan Bahasa Dan Pustaka.

Alavi.S. (2003). "Leaning the right way". *Manufacturing Engineer*, 82(3), 32-35.

Alreck, P. L., & Settle, R. B. (1995). *The Survey Research Handbook* (2 ed.). Chicago: Irwin.

Aminuddin, M. (2000). *Human resource management* (2 ed.). Kuala Lumpur: Fajar Bakti Sdn Bhd.

Anthony, W. P., Kacmar, K. M., & Perrewe, P. L. (2002). *Human resource management : a strategic approach* (4th ed.). Fort Worth: Harcourt College Publishers.

Bamber.L, & Dale.B.G. (2000). "Lean production: a study of application in a traditional manufacturing environment",. *Production planning and control*, 11(3), 291-298.

Becker, & Gerhart. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal*, 39(4), 779-801.

Boyer, M., & Sovilla, L. (2003). How to idntify and remove the barriers for successful lean implementation. *Journal of ship production*, 19(2), 116-136.

Brown, M.S., & Seidner, J.C. (1998). *Evaluating corporate training: Models and issues*. London: Kluwer Academic Publishers.

Brinkerhoff, R., & Gill, S. (Eds.). (2004). *The learning alliance*. San Francisco: Jossey-Bass.

Buckley, R., & Caple, J. (Eds.). (1990). *The theory and practice of training* (1 ed.). San Diego: British Library Cataloguing in publication data.

Cheng, W. L. (2000). "Test of the MBA knowledge and skill transfer". *International Journal of Human Resource Management*, 11, 837-898.

Cheng, W. L., & Ho, C. K. (2001). " A review of transfers of training studies in the past decade". *Personal Review Hong Kong Polytechnic Univesrsity, Kowloon Hong Kong*.

Chi, T. W., & Tao, T. W. (2003). Perceived importance as a mediator of the relationship between training assignment and training motivation. *Personal Review*.

Chow, A., C. Woodford, K., & Showers-Chow, J. (2008). Utilization of needs-based customer training. *Industrial and commercial training*, 40(6), 320-327.

Clark, C. S., Dobbins, G. H., & Ladd, R. T. (1993). Exploratory field study of training motivation. *Group and organization management*, 18, 292-307.

Cohen, D. J. (1990). "What motives trainee". *Training Development Journal*, 3, 91-101.

Hicks.D, W., & Klimoski, J.R. (1987). Entry Into Training Programs and its effects on training outcome: a field experiment. *Academy of Management Journal*, 30(3), 542-552.

Design, E. W. (2007). Online Questionnaires. from <http://www.evensenwebs.com/prototypes.html>

Cascio,F. W. (1990). *The theory and practice of training*. Paper presented at the The national center on educational quality of the workforce, Philadelphia, University od Pennsylvania.

Emiliani, M.L (2001). " Redefining the focus of investent analysis. *The TQM Magazines*, 13(1), 34-50.

Faerman, S. R., & Ban, C. (1993). *Trainee Satisfaction and Training Impact: Issues in Training Evaluation* (3 ed. Vol. 16): M.E.Sharpe,inc.

Field, L., & Drysdale, D. (1991). *Training for competence " A handbook for traiers and NE teachers"* (1 ed.). Australia: British Library Cataloguing.

Fricker.J. (1994). Training for change: an investment in people. In *Gower handbook of training and development* (2 ed.). Hampshire, England: Gower Publishing Ltd.

Geuldenzoph.L, & May.G. (2006). "The effect of social style on peer evaluation ratings in project teams". *The journal of business communication*, 43(1).

Gherman, P. M., & Painter, F. O. (1990). Training Strategies and Issues in Libraries. *Journal of library administration*, 12(2).

Golnaz, S., & Peggy.F, S. (1995). "Methodological issues in assessing training effectiveness". *Journal of Managerial Psychology*.

Guerrero, S., & Sire, s. (2001). "Motivation to train from the wokers" perspective:example of French companies". *Journal of Human Resouce Management*, 12(6), 988-1004.

Hashim, J. (2006). *Training in Organisations*. Selangor: Pearson Prentice Hall.

Heyes, J., & Stuart, M. (1995). "Does training matter? Employees experience and attitude". *Human Resource Management Journal*, 6, 7-21.

Holton, & E.F.III. (1996). 'The flawed four-level evaluation model'. *Human Resource Quarterly*, 7(5-21).

Holton, & E.F.III. (2005). 'Holton's evaluation model: new evidence and construct elaborations'. *Advances in Developing Human Resources*, 7(37-54).

Holton, E.F.III, Bates, A., R., Ruona, & A., W. E. (2000). 'Development of a generalized learning transfer system inventory'. *Human Resource Development Quarterly*, 11, 333-360.

Hsu, H.-Y. (2009). *Organizational learning culture's influence on job satisfaction, organizational commitment, and turnover intention among R&D professionals in Taiwan during an economic downturn*. University of Minnesota, Minnesota.

Huang, T. C. (2001). " The relation of training practices and organizational performance in small and medium size enterprises". *Education and training*, 43(8/9), 437-444.

Huselid. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.

Irving, P. G., & Montes, S. D. (2009). Met expectations: The effects of expected and delivered inducements on employee satisfaction. *Journal of Occupational and Organizational Psychology*, 82, 431—451.

Jennifer, G. M., & Gareth, J., R. (2005). *"Understanding and managing organizational behaviour"* (4 ed.): Prentice Hall.

John.P.Wilson. (2000). Performance Appraisal: an obstacle to training and development? *Journal of European Industrial Training*, 24, 384-391.

Karl, K. A., & O'Leary-Kelly, A. M. (1993). " The impact of feedback and self-efficacy on performance in training". *Journal of Organizational Behaviour*, 14, 379-394.

Kirkpatrick, D. L. (1998). *Evaluating training program* (2 ed.). San Fransisco: Berret Koehler

Lalonde, R. J. (1995). The promise of Public Sector-Sponsored training programs. *Journal of Economic Perspectives*, 9(2), 149-168.

Lok, P., & Crawford, J. (2004). The effect of organizational culture and leadership style on job satisfaction and organizational commitment. *Journal of Management Development*, 23(4), 321-338.

Malhotra, N. K. (2004). *Marketing research: An applied orientation* (4 ed.). New Jersey: Pearson Prentice Hall.

Martins, L. P. (2007). A holistic framework for the strategic management of first tier managers. *Management Decision*, 45(3), 616-641.

Mathieu, J. E., Tannenbaum, S. I., & Salas, E. (1992). "Influences of individual and situational characteristics on measures of training effectiveness". *Academy of Management Journal*, 35, 828-847.

Mathis, R. L., & Jackson, J. H. (2003). *Human resource management* (10th ed.). Mason: Thomson/South-Western.

Matlay, H. (1996). "Paradox resolved? Owner/manager attitude to, an actual provisions of training in the small business sector of the British economy". Paper presented at the Proceeding of the 19th ISBA National Small Firms Policy and Research Conference.

McConnel, J. H. (2003). *How to identify your organization's training needs: A practical guide to needs analysis*. New York: American Management Association.

McShane, S. L., & Gilnow, M. A. V. (2005). *Organizational behavior* (3 ed.). New York: McGraw-hill.

Mike, W. (1994). "Managing the training process: Putting the basic into practice". *Journal of European Industrial Training*.

Mitchell, G. (1998). *The trainer's handbook*. New York: Amacom.

Neff, T. (2005). "What successful Companies Know That Law Firms Need To Know: The Importance of Employee Motivation and Job Satisfaction To Increased Productivity and Stronger Client Relationships". *Journal of Law and Health*, 17(2).

Neil, J. Marshall, Alderman, N., Wong, C., & Thwaites, A. (1995). "The impact of management training and development on small- and medium-sized enterprises". *International Small Business Journal*, 13(4), 73-90.

Noe, R. A. (2002). *Employee training and development* (2nd ed.). Boston: McGraw-Hill.

Park, C. M. (2002). "Instill Lean Thinking". *Industrial Management*, 44(5), 14-18.

Philips.J. (1990). *Training Evaluation and Measurement Methods*. Houston TX: Gulf Publishing.

Quinones, M. A. (1997). "Contextual influences: on training effectiveness". In M. A. Quinones (Ed.), *Training for a Rapidly Changing Workplace: Application of Psychological Research, American Psychological Association* (pp. 177-199). Washington.

Rowe, C. (1996). Evaluating management training and development: revisiting the basic issues. *Industrial and Commercial Training* 28(4), 17-23.

Ryman, D. H., & Biersner, R. J. (1975). "Attitudes predictive of diving success". *Personnel Psychology*, 28, 181-188.

Sarji, A. H. A. (1995). *Perkhidmatan Awam Ke Arah Kecekapan Dan Keberkesanan*. Kuala Lumpur: INTAN.

Schneier, C. E., J.Russell, C., W.Beatty, R., & S.Baird, L. (1994). *The training and development sourcebook* (2 ed.). United States Of America: Human Resource Development Source.

Sekaran, U. (2000). *"Research for business" a skill building approach* (3 ed.). New York: John Wiley.

Skinner, D., Mark.N.K.Saunders, & Beresford, R. (2004). Toward a shared of skill shortages: differing perception of training and development needs. *Education and training*, 46(4), 182-193.

Snell, S., & Bohlander, G. (2007). *Human resource management*. Mason, OH: Thomson.

Sommella, S. (2009). Increasing performance, proficiency through professional development. *American school board journal*.

Spencer.G, Niles, Engels, D., & Lenz, J. (2009). Training Career Practitioners, The Career Development Quarterly. 57, 358-365.

Srivastava, V. N., & Bhattacharya, A. S. (2007). Team Work Training for Improving Performance Management: A Case of Indian Nuclear Power Plants. *IIMB Management Review*, 459-469.

Steward, D., & Waddell, D. (2003). Future considerations for the training and development of Australian quality managers. *The TQM Magazines*, 15(1), 37-42.

Tai, W. T. (2006). Effects of training framing, general self efficacy and training motivation on trainees" training effectiveness". *Personnel Review*, 35(1), 51-65.

Toolkit, T. (2006). Training Toolkit Questionnaires. from
<http://www.go2itech.org/HTML/TT06/toolkit/evaluation/forms.html>

Treven, S. (2003). International training: the training of managers for assignment abroads. *Education+Training*, 45(8/9), 550-557.

Velada, R., Caetano, A., Michel, J. W., Lyons, B. D., & Kavanagh, M. J. (2007). The effects of training design, individual characteristics and work environment on transfer of training, *International Journal of Training and Development* 11(4).

Westhead, P. (1998). "Factors associated with the provision of Job-related formal training by employers". *International Journal of Entrepreneurial Behavior & Research*.

Westhead, P., & Storey, D. (1997). *"Training provision and development of small and medium-sized enterprises"*. London.

Womack, J. P., & Jones, D. T. (1996). "Beyond Toyota: how to root out waste and pursue perfection",. *Harvard University Review*, 74(5), 140-151.

Zikmund.G, .Babin.W.J, Carr.B.C, & Griffin, M. (2010). *Business Research Method* (8 ed.). Canada: South Western.