

**ASSESSING THE RELATIONSHIP BETWEEN TRAINING
ENVIRONMENT AND TRAINING EFFECTIVENESS AT
MAERSK MALAYSIA SDN. BHD.**

A project paper submitted to the College of Business
in partial fulfilment of the requirements for the degree of
Master of Human Resources Management
Universiti Utara Malaysia

By:

Mariam Bt Ibrahim

© Mariam Bt Ibrahim, 2011. All right reserved

**ASSESSING THE RELATIONSHIP BETWEEN TRAINING
ENVIRONMENT AND TRAINING EFFECTIVENESS AT
MAERSK MALAYSIA SDN. BHD.**

**MARIAM BT IBRAHIM
805458**

**UNIVERSITI UTARA MALAYSIA
2011**

DISCLAIMER

The author is responsible for the accuracy of all opinion, technical comment, factual report, data, figures, illustrations 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 author 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: 12 December 2011

Student Signature:_____

PERMISSION TO USE

In presenting this thesis in partial fulfilment of the requirement for Post Graduate degree from Universiti Utara Malaysia, 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 purpose may be granted by my supervisor or in her absence, by the Dean of College of Business where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of there of 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 Universiti Utara Malaysia for any scholarly use which may made of any material from my thesis.

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

**Assistant Vice Chancellor
College of Business
Universiti Utara Malaysia
06010 Sintok, Kedah Darul Aman
Malaysia**

ACKNOWLEDGEMENT

Assalamualaikum w.b.t.

In the name of Allah SWT, the Most Merciful and Most Compassionate.

The work presented in this project paper was accomplished under the inspiring guidance, generous assistant and enlightened supervision of Madam Norizan Bt Azizan. I would like to express gratitude to her for her scholastic and sympathetic in the completion of this project paper. She has always been a sources of guidance and motivation for me.

I am also indebted to Maersk Malaysia Sdn. Bhd., for giving the permission to carry out this project and providing the appropriate facilities and encouragement throughout the preparation of this project.

Special thanks to my mother Kathiah Moheedin for her pray, valuable support and continuous encouragement gave me the motivation to go on.

Last but not least, deepest gratitude and appreciation to my beloved husband Mohd Fairuz Bin Ajan for his true kindness, support and inspirations in giving me an opportunities to further my study for Master's program. Without him I don't think I can made this far.

Mariam Bt Ibrahim
805458
College of Business
Universiti Utara Malaysia

ABSTRACT

This study attempt to evaluate the training effectiveness provided by Maersk Malaysia Sdn. Bhd. This study also identify the influencing factors that effect the training effectiveness, that is training environment. Adopted questioners were used for data collection. Out of 100 participants, 75 respondents returned their questioner, making the response rate of 75 percent. Data was processed and analyse using SPSS. Appropriate data analysis technique were used, both for descriptive and inferential analysis. Findings show that respondents perceived that training environment provided Maersk Malaysia Sdn. Bhd. are good especially on their ability in task involvement. Findings also revealed that training environment is significantly associated and influenced the training effectiveness. Suggestion for future research were made at the section of this study.

TABLE OF CONTENT

Contents	Page
Disclaimer	iii
Permission to Use	iv
Acknowledgement	v
Abstract	vi
CHAPTER 1: INTRODUCTION	
1.1 Background of Study	1
1.2 Problem Statement	2
1.3 Research Objectives	5
1.4 Research Questions	6
1.5 Significance of Study	6
1.6 Scope of Study	7
1.7 Definition of Key Terms	8
1.8 Conclusion	9
CHAPTER 2: LITERATURE REVIEW AND RESEARCH FRAMEWORK	
2.1 Introduction	10
2.2 Evaluation of Training	10
2.3 Training Evaluation Model	16
2.4 Training Effectiveness	20
2.5 Training Environment	29
2.6 Research Model/Framework and Hypotheses Development.	36
CHAPTER 3: METHODOLOGY	
3.1 Introduction	38
3.2 Research Design	38
3.3 Sample and Sampling Procedure	39
3.4 Data Collection Procedure	40
3.5 Instrumentations	40
3.6 Data Analysis Techniques	42
CHAPTER 4: FINDING AND ANALYSIS	
4.1 Introduction	45
4.2 Profile of the Respondents	45
4.3 Validity and Reliability of the Instruments	46

4.4 Descriptive Analysis of the Instruments	51
4.5 Mean Differences Between the Groups of Respondents	52
4.6 Hypotheses Testing	54

CHAPTER 5: DISCUSSION AND CONCLUSION

5.1 Introduction	59
5.2 Discussion	59
5.3 Limitations of the Study	65
5.4 Recommendation for Future Research	65
5.5 Conclusion	66

<i>References</i>	68
-------------------	----

Appendices:

<i>A. Questioner</i>	72
<i>B. Application Letter</i>	76
<i>C. SPSS Output</i>	77

LIST OF TABLE AND FIGURE

TABLE	PAGE
Table 2.1: Work Environment Scale (WES); Subscales and Dimensions	32
Figure 2.1: Research Framework	37
Table 4.1: Profile of Respondent (Part A).	46
Table 4.2: Factor Pattern for Training Effectiveness (Part B)	48
Table 4.3: Factor Pattern for Training Environment (Part C).	49
Table 4.4: Internal Consistency of Variables.	51
Table 4.5: Descriptive Analysis of Variable.	52
Table 4.6: Mean Difference Between The Group of Gender	53
Table 4.7: Mean Differences Between the Groups of Age	53
Table 4.8: Mean Differences Between The Groups of Education	54
Table 4.9: Correlation Matrix Between Training Environment And Training Effectiveness	55
Table 4-10: Effect of Training Environment to Training Effectiveness	58
Table 5.1: Summary of Hypotheses Test.	63

CHAPTER 1

INTRODUCTION

1.1 Background of Study.

In a rapidly changing global business environment in which innovation, speed, and efficiency are often necessary for success, organization must constantly work to upgrade and enhance employees' skills (Ford & Steve, 1997). However, the role and perceived important of training as means to improved performance in organization has grown over time. Training is also plays as important role to provide employees the knowledge and skill needed to do a particular task or job.

Training starts as soon as a new employee is hired for particular post by an organization. The recruitment and selection process ensures that the employee hired fulfils the selection criteria, which means that the particular employee must have the qualifications, knowledge, skills and capabilities set by the organization. Therefore, the employee must be given training as soon as he joins the organization. Training typically involves providing employees the knowledge and skill needed to do a particular task or job, though attitude change may also be attempted.

Training has long been an issues for organizations that exist especially to the non profit sector. Time and expenses are the main issues that consistently surface in any discussion of non profit training needs . Its also give an impact to the smaller agencies to a much greater degree than larger organizations because to implement any training is costly and not totally will be beneficial to applied by the employee itself. Many

The contents of
the thesis is for
internal user
only

REFERENCES

- Alliger, G.M. and Janak, E.A. (1989), "Kirkpatrick's levels of training criteria: 30 years later", *Personnel Psychology*, 42(2), 331-42.
- Alfred Pelham, (2009) "The impact of industry and training influences on sales force consulting time and consulting effectiveness", *Journal of Business & Industrial Marketing*, Vol. 24 Iss: 8, pp.575 – 584
- Ang, B.L. (1997). Training the Local Workforce. *Management Time, News Straits Time*, January 28, pp. 8.
- Anthony, W.P., Kacmar, K.M., & Perrewe, P.L. (2002). *Human resources management: A strategic approach* (4th ed.). Fort Worth: Harcourt College Publishers.
- Arthur, W., Bennett, W., Edens, P.S., Bell, S.T. (2003), "Effectiveness of training in organizations: a meta-analysis of design and evaluation features", *Journal of Applied Psychology*, Vol. 88 No.2, pp.234-45.
- Baldwin, T.T., Ford, J.K. (1988), "Transfer of training: a review and directions for future research", *Personnel Psychology*, Vol. 41 No.1, pp.63-105.
- Bartram, S. & Gibson, B. (2000). *The Training Analysis Toolkit*, 2nd ed. Amherst, MA: HRD Press, Inc.
- Beardwell, I, Holden, L and Claydon, T (2003). *Human Resources Management- A Contemporary Perspective*, Pitman 658.3/HUM.
- Becjer, H. S., Geer, B, Hughes, E.C. (1968). *Making the Grade: The Academic Side of Collage Life*, New York, Wiley.
- Belasco, J.A., nad Trice, H.M., (1975). Unanticipated of Training. In Kirckpatrick, D.L., (ed). *Evaluating Training Program*. Washington ASTD Inc. pp. 66-77.
- Birdi, K., Allan, C., Warr, P. (1997), "Correlates of perceived outcomes of four types of employee development activity", *Journal of Applied Psychology*, Vol. 82 No.6, pp.845-57.
- Broad, M.L., and Newstrom, J.W., (1992), *Transfer of Training*. USA, Addison-Wesley Publishing Co. Inc., pp. 243-236.
- Brophy, J. (1987). Synthesis of Research on Strategies for Motivating Students to Learn, *Educational Leadership*, October.
- Brown, K.G., & Gerhardt, m.w. (2002). Formative evaluation: An integrative practise model and case study. *Personnel Psychology*, Vol. 55, pp. 951-984.
- Burke, L.A., Hutchins, H.M. (2008), "A study of best practices in training transfer and proposed model of transfer", *Human Resource Development Quarterly*, Vol. 19 No.2, pp.107-28.

Burke, L.A., Baldwin, T.T. (1999), "Workforce training transfer: a study of the effect of relapse prevention training and transfer", *Human Resource Management*, Vol. 38 No.3, pp.227-42.

Campbell, J.P., Dunnette, M.D., Lawler, E.E., & Weick, K.R., (1970). *Managerial behaviour, performance, and effectiveness*. New York: MacGraw-Hill.

Chapados, J.T., Renfrow, D., & Hochheiser, L.I., (1987). Four Principles of Training. *Training and Development Journal*, December, pp. 63-66.

Cherrington, D.J. (1995). *The Management of Human Resource*. 4th Ed. New Jersey. Prentice Hall, pp. 319-321.

Clements, C., Wagner, R.J., and Roland, C.C (1995). The Ins Guts of Experiential Training. *Training and Development Journal*. February, pp. 52-56.

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

Cromwell, S.E., Kolb, J.A. (2004), "An examination of work-environment support factors affecting transfer of supervisory skills training to the workplace", *Human Resource Development Quarterly*, Vol. 15 No.4, pp.449-71.

Dahlgren, L.O. (1978). Qualitative Diffrence in Conception of Basic Principles in Economic. Paper presented in 4th *International Conference on Higher Education*, Lancaster, England, September.

Devins, D., Johnson, S., & Sutherland, J. (2004). Employer characteristics and employee training outcomes in UK SMEs: *a multivariate analysis*, *Journal of Small Business and Enterprise Development*, 11(4), 449-457.

Facteau, J.D., Dobbins, G.H., Russell, J.E.A., Ladd, R.T., Kudisch, J.D. (1995), "The influence of general perceptions of the training environment on pre-training motivation and perceived training transfer", *Journal of Management*, Vol. 21 No.1, pp.1-25

Flippo, E. B. (1976). *Principles of Personnel Management* 4th Ed, New York, McGraw Hill, pp. 209-211.

Ford, J.K., & Steve, W.J (1997), *Improving training effectiveness in work organizations*.

Ford, J.K., Weissbein, D.A. (1997), "Transfer of training: an updated review and analysis", *Performance Improvement Quarterly*, Vol. 10 No.2, pp.22-41.

Georgenson, D.L., (1982). The problem of Tranfer Call for Partnership. *Training and Development Jornal*, 36(10), pp. 75-78.

Gilpin-Jackson, Y., Bushe, G.R. (2007), "Leadership development training transfer: a case study of post-training determinants", *Journal of Management Development*, Vol. 26 No.10, pp.980-1004.

Gunderson, E.K.E., & Sells, S.B. (1975). *Organizational and environmental factors in health and personnel effectiveness: Introduction. (Research Report No. 75-8)* San Diego: Naval Health Research Center.

Goldstein, I.L., & Ford, J.K. (2002). *Training in organizations*. Belmont, CA: Wadsworth Group.

Golstein, I.L. and Gillian, P. (1990). Training System Issues in Year 2000, *American Psychologist*, February, pp. 15-25.

Gupta, K. (1990). *A Practical Guide to Needs Assessment*. San Francisco: Jossey-Bass/Pfeiffer.

Hamblin, A. C. (1974). *Evaluation and Control of Training*. New York, McGraw Hill, pp 6-12.

Handy, C., Gordon, C., Gow, C., & Randlesome, C. (1988). *Making Managers, USA*, Pitman Publishing Co. pp. 41-42.

Insel, R., & Moos, R.H. (1974). *Work Environent Scale*. Palo Alto, CA:CPP.

Insel, P.M, & Moos, R.H. (1974^a). Psychological environment. *Am. Psychol.* 29, 179-188.

Johannesson, R.E. (1973). Some problems in measurement of organizational climate. *Organization Behaviour. Hum. Perf.* 10, 118-144.

Kirkpatrick, D. (1959a). Techniques for evaluating training programs. *Journal of the American Society of Training Directors*, Vol 13, pp. 3-9.

Kirkpatrick, D. (1959b). Techniques for evaluating training programs: Part2-learning. *Journal of the American Society of Training Directors*, Vol. 13, pp. 21-26.

Kirkpatrick, D. (1960a). Techniques for evaluating training programs: Part3-behaviour. *Journal of the American Society of Training Directors*, Vol. 14, pp. 13-18.

Kirkpatrick, D. (1960b). Techniques for evaluating training programs: Part4-Results. *Journal of the American Society of Training Directors*, Vol. 14, pp. 28-32.

Koehorst, P. & Verhoeven, W (1986). Effectiveness and Efficiency in Industrial Training Part 1: Souces of Ineffectiveness and Inefficiency, *Jornal of European Industrail Training*, 10(3), pp. 20-22.

Kozlowski, S.W., Brown, K. Weissbein, D., Cannon-Bowers, J., & Salas, E. (2000). *A multilevel approach to training effectiveness: Enhancing horizontal and vertical transfer*. San Francisco:Jossey-Bass.

- Kraiger, K., Ford, J.K., & Salas, E. (1993). Application of cognitive, skill-based and effectiveness theories of learning outcomes to new methods of training evaluation. *Journal of Applied Psychology*. 78(2), pp. 311-328.
- Lawrie, J. (1988). Are Employee Using What They Learn. *Personnel Journal*, 67(4), pp. 95-97.
- Longerneck, (2007). The training practices of results-oriented leaders, *Industrial and Commercial Training*, 9(7), pp. 361-367.
- Milton Mayfield, (2011) "*Creating training and development programs: using the ADDIE method*", *Development and Learning in Organizations*, Vol. 25 Iss: 3, pp.19 – 22
- Moos, R.H. (1973). Conceptualizing of human resources. *Am. Psychol* 28, 652-665
- Montesino, M.U. (2002), "Strategic alignment of training, transfer-enhancing behaviors, and training usage: a post-training study", *Human Resource Development Quarterly*, Vol. 13 No.1, pp.89-108.
- Noe, R.A. (1973). *Employee Training and Development*. New York: McGraw-Hill Companies.
- Nunally, J. C., & Bernstein, I.H., (1994). *Psychometric theory* (3rd Ed). New York: McGraw-Hill.
- Philips (1978). *Handbook of Training Evaluation and Mesurement Method*. Houston, Texas, Gulf Publishing Co., pp. 39-41.
- Rossett, A. (1997), "It was a great class, but ...", *Training and Development*, Vol. 51 No.7, pp.18-24.
- Salas, E. & Cannon-Bowers, J.A. (1997). Methods, tools, and strategies for team training. In M. A. Quinones & A. Ehrenstein (Eds.), *Training for rapidly changing workplace: Applications of psychological research*. Washington, DC: American Psychological Association.
- Sekaran, U. (1992). *Research Methods for Business: A Skills Approach*, 2nd Ed., Usa, John Wiley Inc.
- Switzer & Kleiner 91996). New Development in Training Teams Affectively. *Training for Quality*, 4(1), pp. 12-17.
- Synder, B.R. (1971). *The Hidden Curriculum*, New York, Knopf.
- Tannenbaum, S.L., & Yulk, G. (1992). *Training and development in work organizations*.
- Tessmer, M. (1995). Formative multi-media evaluation. *Training Research Journal*, Vol 1, pp. 127-149.