

**THE INFLUENCE OF MANAGEMENT SUPPORT, TRAINING PROCEDURE AND
TRAINING ENVIRONMENT ON JOB PERFORMANCE AMONG STUDENT IN
MALAYSIA ARMY TRAINING INSTITUTION**

AZIZI BIN MOHD ARIFF ..810492

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA**

May 2013

**THE INFLUENCE OF MANAGEMENT SUPPORT, TRAINING PROCEDURE AND
TRAINING ENVIRONMENT ON JOB PERFORMANCE AMONG STUDENT IN MALAYSIA
ARMY TRAINING INSTITUTION**

AZIZI BIN MOHD ARIFF

Thesis submitted to Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Fulfillment of the Requirement for Master Human Resource Management

May 2013

PERMISSION TO USE

In presenting this project paper in partial fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the university library make a freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or part, for scholarly purpose may be granted by my supervisor or in their absence by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this project paper or part thereof for financial gain shall not be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my project paper.

Request for permission to copy or to make other use of material in this project paper, in whole or in part should addresses to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRAK

Kajian ini di jalankan untuk mendapatkan pandangan mengenai peningkatan mutu kerja dikalangan penuntut kursus di Pusat Latihan Tentera Darat. Tujuan kajian ini adalah untuk mengkaji kaitan dianatara prosedur latihan, persekitaran latihan dan sokongan pengurusan dalam meningkatkan mutu kerja peserta kursus di Pusat Latihan Tentera Darat.

Penulis menjalankan tanggung jawab dan megambil peluang yang ada untuk mengkaji faktor-faktor yang mempengaruhi peningkatan mutu kerja di kalangan pelatih di pusat-pusat latihan tentera darat. Tiga faktor yang dikenalpasti adalah prosedur latihan, persekitaran latihan dan sokongan pengurusan.

Kajian ini dijalankan menggunakan kaedah kuantitatif iaitu data dikumpul dengan menggunakan set borang soal selidik. Kajian ini dilaksanakan untuk mengenalpasti pengaruh prosedur latihan, persekitaran latihan dan sokongan pengurusan dalam meningkatkan mutu kerja pelatih yang menghadiri kursus di pusat latihan tentera darat. Data yang dikumpul akan di analisis mengunakankan SPSS versi 20.0. Seamai 153 responden telah dipilih dalam kajian ini.

Hasil kajian telah mendapati sokongan pengurusan merupakan faktor yang paling mempengaruhi peningkatan mutu kerja dengan .333 nilainya. Ini di ikuti oleh prosedur latihan sebanyak .146 dan persekitaran latihan .009 merupakan faktor terendah. Hasil kajian ini akan membantu pihak pengurusan dan pusat latihan memperbaiki dan menambahkan pengurusan latihan supaya dapat mencapai objektif mereka dengan lebih cemerlang.

ABSTRACT

This study was conducted to gain view on the issue of the enhancement of job performance among trainee in Malaysian Army Training institution. The objective of this study is to determine the relationship between training procedure, training environment and management support and enhancement of job performance.

Thus the researcher carried out his responsibility and took the opportunity to study the factors that influencing the enhancement of job performance among student attended course in selected Malaysian Army Training institution. There are three main factors identify that influence in job performance namely training procedure, training environment and management support. These three factors will be studied whether it has the influence the job performance in Malaysian Army training institution.

This study is a descriptive study to find out the influence variable that related to enhancement of job performance. The study was conducted to find out the influence variable in training procedure, training environment and management support with job performance of student attended training conducted in IPDA and PULADA. The collected data will be analyzed by Statistical Package for Social Science version (SPSS) 20.0. There was 153 respondents selected and all of them give the feedback. The reason how the researcher manage to get full feedback is due to the connection and good cooperation among the staff, student and researcher.

The finding from the coefficient result describing to the three predictor of the job performance in training institution through the standardized coefficients beta indicating that the predictor of management support with the significant level .333 was the highest amongst the three predictors. Training Procedure is the second highest with a less significant level .146 and for the training environment predictors data results show that the predictors is not significant with the value of .009. The finding of this study is benefited to the management, training institution and the soldiers attending the course. The finding will assist the top management to know the best way to conduct the training in training institution.

ACKNOWLEDGEMENTS

First and foremost, all praises be to Allah Almighty for giving me the opportunity and guidance to complete this thesis paper.

I would like to express my sincere gratitude to my supervisor, Dr Kamal Ab Hamid, for his time, guidance and close supervision in guiding me through this paper. His vast experience and knowledge in the subject matter enabled he to provide valuable ideas and comments that have helped further enhance my paper.

I would also like to convey my heartfelt thanks to the UUM management staff, lecturers, and friends' guidance, assistance and good advice throughout the duration of this study. Above all, I would like to express my sincere love and appreciation for my wife, Pn Ratena bt Eskhak, my son, Afiq al Ariff, my daughter, Afiqah al Ariff and Ameerah al Ariff for their sacrifice and support throughout the duration of the course. Their patience and understanding have indeed given me the inspiration and motivation to complete this thesis paper and the course.

I am humbled by the experience and appreciative of all the help, guidance and assistance afforded to me. Without any assistance, this paper would not have been materialised.

Thank You

CONTENTS

	Page
DECLARATION	ii
ACKNOWLEDGEMENTS	iii
ABSTRACT	iii
CONTENTS	iv
LIST OF TABLE	viii

CHAPTER 1

INTRODUCTION

1.0 Background	1
1.1 Training in Malaysia Army	3
1.2 Overview of PULADA	5
1.3 Overview of IPDA	7
1.4 Problem Statement	8
1.5 Research Objective	10
1.6 Research Question	11
1.7 Significance of Study	12
1.7.1 Top Management	13
1.7.2 Training Institution	13
1.7.3 Future Research	13
1.8 Limitation of the Study	14
1.9 Organization of Study	15
1.10 Conclusion	16

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction	18
2.1 Definition	19
2.1.1 Training	19
2.1.2 The Important of Training	22
2.1.3 Job Performance	24
2.1.4 Training Evaluation	28
2.2 Training Procedure and Job Performance	32
2.3 Training Environment and Job Performance	33
2.4 Management Support and Job Performance	35
2.5 Conclusion	36

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction	38
3.1 Theoretical Framework	39
3.2 Hypothesis Development	42
3.3 Questionnaire	45
3.5.1 Questionnaire Design	45
3.5.2 Questionnaire Development	45
3.4 Research Design	45
3.4.1 Type of Study	46
3.4.2 Unit Analysis	46
3.4.3 Time Horizon	46
3.4.4 Research Population	47
3.4.5 Sample Size	47

3.5 Data Collection Procedure	47
3.5.1 Primary Data	47
3.5.2 Secondary Data	48
3.5.3 Pilot Test	48
3.6 Data Collection Method	49
3.7 Data Analysis Technique	49
3.9.1 Reliability	50
3.9.2 Pearson Correlation	50
3.9.3 Regression	52
3.8 Conclusion	52

CHAPTER 4

RESEARCH FINDING

4.0 Introduction	53
4.1 Reliability Test	53
4.2 Descriptive Statistical Analysis Frequency	55
4.2.1 Demographic Characteristic	55
4.3 Mean, Standard Deviation, Variance, Minimum and Max Value	60
4.4 Level of Agreement	62
4.5 Pearson Correlation Analysis	62
4.5.1 Correlation Between Job Performance and Training Procedure	64
4.5.2 Correlation Between Job Performance and Training Environment	64
4.5.3 Correlation Between Job Performance and Management Support	64
4.6 Linear Regression	64
4.7 Hypothesis Acceptance	66

4.8 Conclusion	67
----------------	----

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction	69
5.1 Overview and Finding	69
5.3 Discussion	71
5.3 Hypothesis Finding	73
5.4 Research Implication	75
5.5 Recommendation	76
5.5.1 For Organization	77
5.5.2 For Training Institution	78
5.5.3 For Future Research	78
5.6 Conclusion	79

REFERENCE	81
------------------	-----------

APPENDIX

Appendix: Questionnaire	8
--------------------------------	----------

ABBREVIATION

PULADA	-	Army Combat Training Centre
IPDA		Army Institute of Management
TRADOC	-	Training and Doctrine Division

List of Table

Table 3.1. Pilot Test for Reliability.	49
Table 3.2: Interpreting the R-value for Correlations	51
Table 3.3: Interpreting the R-value for Correlations	51
Table 4.1 Reliability Test	54
Table 4.2 Frequency Distribution (Rank)	55
Table 4.3 Frequency distribution (age)	56
Table 4.4: Marital Status.	59
Table 4.5: Years of Service	58
Table 4.6: Qualification.	59
Table 4.7: Number of Course Attended	60
Table 4.8: Descriptive Statistic	61
Table 4.9 Level of Variables	62
Table 4.10 Correlation	63
Table 4.11 Model Summary R Square	65
Table 4.12 Regression Analysis for Job Performance, Beta Value	65
Table 4.12 Hypothesis Acceptance.	68

LIST OF FIGURE

Figure 3.1 Research Framework

44

CHAPTER 1

INTRODUCTION

1.0 Background of Study

Malaysian Army is the oldest and the biggest services in Malaysian Armed Forces. Since the establishment in 1942, Malaysian Army has evolve according to new environment and technology. The working environment has been fluid where changes occur rapidly and swiftly. In the new millennium the working environment will be more knowledge oriented, thus making army a learning organization. The Army vision is to be a “compact yet lean”, mean capable force to deter any foreign threat and win in any challenges to come. The rapid changes in technology, threat and complexity of new challenges require the soldiers to combine their efforts in terms of knowledge, skills and expertise to meet the challenges. Therefore, for Army to advance, its rate of learning must be equal or greater than the rate of change in environment. In order to achieve the vision the Army has to invest in the education and training of its force.

Training is always the important task during peacetime soldering. There are collective training and individual training use in Malaysian army. Most of individual training is conducted in training institution and what they have learn in the training institution will be tested in the exercises at their various units. The purpose of training is to ensure all soldiers in the army have adequate knowledge, skill and ability to perform

The contents of
the thesis is for
internal user
only

REFERENCES

Abdul A.Z. (2006). Marksman :- *The Target for the Malaysian Army*. Kuala Lumpur : Army Headquaters.

Arthur, W.Jr., Benneth, Winston, JR., 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 (2).12-21.

Smith,Oczkowski, Noble & Macklin (2004), The impact of organizational change on the nature and extent of training I Australia enterprise. *International Journal of Training and Development*.13 (3), 20-23.

Anupama Narayan & Debra Steel-Johnson (2007). Relationship between experience of training, gender, goal orientation and training attitude. *International Journal of Training and Development*.27 (1), 39-42.

Bukley, Roger and Jim Caple (1992), *The Theory and Practice of Training*, Second Edition, Koran Page, London.

Baldwin, T.T and Ford J.K (1998). *Transfer of Training : a review and directions for future research*. Personnel Psychology, US.

Bramley.P. (1991), *Evaluating Training Effectiveness*, The McGraw-Hill Training Series, McGraw-Hill Book Company Europe.

Constantine Kontogiorges (2001), Factors Affecting Training Effectiveness in the Context of the Introduction of New Technology- A US Case Study, *International Journal of Training and Development*.43 (4), 45-49.

Crystal L.Zhao (2005), 'Management of Corporate Culture through Local Managers' Training in Foreign Companies in China : A Qualitative Analysis', *International Journal of Training and Development*. Pg 54-58.

Dan S. Chiaburu (2005), Individual and Contextual Influences on Multiple Dimensions of Training Effectiveness, *Journal of European Industrial Training*, Vol.29, No.8.

Direktif Latihan Panglima Tentera Darat Tahun 2011 – 2012 (2011). Markas Tentera Darat.

Dowling, D.E. & Welch, A.D. (2004). *International Human Resources Management*. 4th Edition, Thomas Learning.

George, Robotham, United States Professional Safety, Issue 5, Volume 46, May 2001.

Gary Dessler (2008). *Human Resources Management*. Eleventh Edition. The University of West Alabama. Prentice Hall.

Hamdan (2006), Effectiveness at the Malaysian Army Training System toward Efficiency and Quality in the Army. Unpublished master thesis UM.

Hariff (2010). Effectiveness of individual training in 8 infantry brigade. Unpublished master thesis UM.

Heath, Potter J (2001), *American Nurseryman*, Issue 12, Volume 42,

Huang, Tung Chun (2001), *The Relation of Training Practices and Organizational Performance in Small and Medium Size Enterprises*, Education & Training, Vol 43. Pg 21-46.

Jeeyon Paek (2005). *A Study of Training Program Characteristics and Training Effectiveness among Organizations receiving Services from External Training Providers*, The Ohio State of University.

Kartini and Kamaruzaman (2010). The determinants of Training Effectiveness in Malaysian organizations, Interdisciplinary. *Journal of Contemporary Research in Business*. Vol 12, pg 14-23.

Kirkpatrick, Donald L. (1998). *Evaluating Training Programs : The Four Levels*. San Francisco Berrett – Koehler.

Knoll & Richard Ellis (2001), *The new workplace : Attitudes and expectations of a new Generation at work.* DYG, Inc.

Kunder, L.H. (1998). *Employees Perception of the Status and Effectiveness of the Training and Development System and of the Value of Training and Development*, Virginia Polytechnic Institute and State University, USA.

Malaysian Army (1991). Malaysian Army Training System. *Manual Land Warfare, Part Three, Training Volume, Training, General.*

Mead, N. Tobin L, & Couturiaux, S (!996). Best Training Practices within the Software Engineering Industry. Software Engineering Institute, Carnegie Mellon University.

Omar & Zuraidah (2001), *Managing Performance in Malaysia Organization*, Mc Graw Hill.

Paul, A.K & Anantharaman, R.N (2003). “Impact of people management practice on organizational performance :analysis of a casual model,” *International Journal of Human Resources Management, Vol. 14 No 7.*

Radzi,Mohd (2000) , *A Study of the Effectiveness on the External Validation in the Malaysian Army Training System* , Unpublished master thesis , UM.

Tannenbaum, S.I. & Yukl, G. (1992). "Training and Development in Work Organizations". *Annual Review Psychology Vol. 34*. Pg 16-21.

Theresa Dominic (2009), An Assessment of the Effectiveness of Training and Development Function in Public Service Management Office in Tanzania Repositioning African Business and Development For 21st Century.

Todd, Holmes J (1999). United States Armed Forces Comptroller, *Issue 4, Volume 44 Fall 1999*. Pg 7-12.

Uma Sekaran (2003) *Research Methods for Business , A Skill Building Approach*, Danveers : Hermitage Publishing Services, US.

Wexley, KN & Latham G.O (2002). *Developing and training human resources on organizations*. 3rd edition Prentice Hall.

Yadapadithaya & Jin Stewart (2003). Corporate Training And Development Policies : A Cross Vol 17, pg 10-18.

Zikmund William G (2003). *Business Research Methods*. Oklahoma State University
Thomson South Western.

Zulkifli (2000). *Analisa Terhadap Perlaksanaan Pendekatan Latihan Secara Sistematik di
Dalam Pengurusan Latihan Unit TD*, Unpublished master thesis UM.