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**EMPLOYEES' PRESPECTIVE OF TRAINING EFFECTIVENESS AT  
CHEMICALS INDUSTRY SDN BHD: A QUALITATIVE STUDY**

**RAVINDRAN A/L MUNIANDY**



**UUM**  
Universiti Utara Malaysia

**MASTER HUMAN RESOURCES MANAGEMENT  
UNIVERSITI UTARA MALAYSIA  
MAY 2018**

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INDUSTRY SDN BHD: A QUALITATIVE STUDY**

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**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
University Utara Malaysia,  
In Partial Fulfilment of the Requirement for the  
Master of Human Resource Management**



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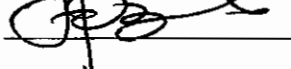
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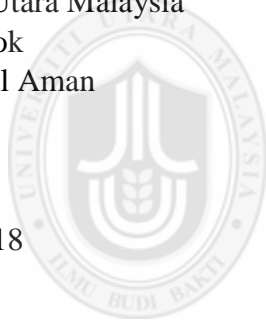
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## Abstract

Although there are numerous training programs have been conducted to employees at Chemicals Industry Sdn. Bhd, the number of accidents and customer's complaints are still rather high. Hence, this qualitative study was carried out to study employee's perspective of training effectiveness at Chemical Industry Sdn. Bhd. This study focuses on identifying factors that could influence the training effectiveness at Chemical Industry Sdn. Bhd. This study was conducted by using structured interviews session with 15 selected participants. The output of interviews was transcribed after each interview carried out and analysed by comparing each interview data to identify the mutual feedback that emerged. The data collected were analysed manually by using Excel sheet. Furthermore, for this study, Baldwin and Ford's transfer of training model was used to support the research. The findings of the study show that training motivation, training design and working environment which were indicated in this model are the factors influencing the training effectiveness. However, the findings also indicated some new factors that could influence training effectiveness. This study has made some important contributions to the training effectiveness at Chemicals Industry Sdn. Bhd. from employee's perspective.

Keywords: employee's perspective, training effectiveness, Baldwin and Ford's transfer of training, chemical industry



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## ACKNOWLEDGEMENTS

This study would not have been done without assistance and support from many people. Firstly, I would like to take this opportunity to acknowledge my sincere gratitude to my supervisor Associate Professor Dr. Faizuniah Pangil who has been coaching, guiding and providing me with all the support whenever needed. I would like to convey my special thanks to Chemicals Industry Sdn. Bhd, who granted the permission for me to carry out this study. My special thanks to all Human Resources employees in this organization who have assisted me to gather data for this study by arranging interview session with their selected 15 employees. In addition, I would like thanks to 15 participants who have been chosen for the interview session for this study. I also would like to thank University Utara Malaysia (UUM) for giving me this opportunity to achieve my educational goals throughout Master of Human Resources Management. Finally, I would like to thanks to all my course mates, working colleagues, and friends who have created an environment of support and encouragement.





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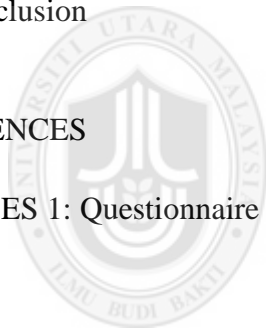
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## LIST OF ABBREVIATION

**T&D:** Training and Development



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This qualitative study was carried out to identify the factors contributing to training effectiveness from the employee's perspective among operational employees in Chemicals Industry Sdn. Bhd.

Advancement in technology had led to rapid changes in global market, organizations with all sizes are more concerned to make the best sustainable business. A work carried out by an employee 10 years ago, has been changed with the presence of technology today. The existing technology has changed the business strategy, customer needs and product innovation. To strive global market, the organization must develop workforce that have chances to train employees for better performance in the workplace to produce superior quality of products and services. Therefore, training is a platform for an organization to transfer their objectives to employees by training and to shape employee's skills and knowledge according to organization needs.

Generally, training provides employees the knowledge and the skills needed to do a task through change job attitude (Ghee et al., 2013). The focus of the training is more on what an employee should learn or to know. Each training has designed for a specific purpose to employees for specific job improvement which eventually contributes to the organization profitability.

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## APPENDIX 1



UNIVERSITI UTARA MALAYSIA  
OTHMAN YEOP ABDULLAH  
GRADUATE SCHOOL OF BUSINESS

### FACTORS AFFECTING TRAINING EFFECTIVENESS AMONG EMPLOYEES: A QUALITATIVE STUDY IN CHEMICALS INDUSTRY SDN BHD

Dear Sir/Madam,

I, Ravindran, a master student of University Utara Malaysia. The title of my thesis is *Factors Influencing Training Effectiveness among Operational Employees: A Qualitative Study in Chemicals Industry Sdn. Bhd.* As part of my study, I am doing a research to understand a better of your feeling and experience toward training programmes in your company. The results of this research will be contribute to your company beneficial in term of improvement in training effectiveness.

I would appreciate if you could kindly spare some time to discuss on the above subject matter. It could take only 30 minutes or less of your time. I would like to assure you that **your responses will remain strictly confidential.** Furthermore no individual will be identified in any report of the results.

I sincerely thank you in advance for your help, support and cooperation in this study. If you have any queries or would like further information about this study, please email me at [ravi.sairam@yahoo.com](mailto:ravi.sairam@yahoo.com) or call me at 012-566 7909.

Thank you,

Your faithfully,

RAVINDRAN  
Master Student  
Graduate School of Business  
University Utara Malaysia  
06010 Sintok  
KEDAH DARUL AMAN

## **SECTION A: INDIVIDUAL INFO**

1. Gender
2. Age
3. May I know your education background?
4. How long you are been working here?
5. What is your designation?

## **SECTION B**

1. Currently what types of training have you attend?
2. How you feel about the training provided in this company?
3. Do you know why the company asked you to attend these training? If you know, please explain to me?

## **JOB RELATED TRAINING**

1. Do you think the training that you have attended helps in performing your job? If yes, in what way these training has helped? If no, why is that so?

## **TRAINING MOTIVATION**

1. Do you like to attend the training organized by this company? If yes, why is that so? If no, why is that so?
2. Who decide which training that you should attend?
3. Do your supervisor has consult or discuss with you on training which he/she has plan for you? If yes, please explain me how you feel when your supervisor discuss with on training plan?
4. What kind of training you would prefer? Will that make you more motivated/committed in attending the training?

## **OVERALL TRAINER**

1. Do you think the trainer who conducting the training is competent person? If yes, what make you feel that the trainers are competent person to conduct the training? If no, why you said so?
2. In your point of view, what are the characteristic should the trainers have?

## **TRAINING DELIVERY**

1. How you feel about training been carry out? It is any activates been given during training session? If yes, what types of activities? If no, why is that so?
2. How far you have opportunity to participate in the training?
3. Can you recall any kind of training activities that you have made an impact on your job performance? Why?
4. What kind of training activities that you like? Why?

## **WORK ENVIRONMENT**

1. Do you share what you have learnt from a training? If yes, how do you share that you have learnt from training? If no, why is that so?
2. Do you think your friends/colleague want you to share things you have learnt from training?
3. Do you practice anything that you have learnt from a training session? Which training is that? Please elaborate on what you have learnt and how you use it in doing your job.
4. Is there a time when you believe you have learnt something useful but you still did not use it in performing your job? Why?

## **IMPROVEMENT ON TRAINING**

1. In your point of view, what makes the training more effective? Kindly provide your suggestion for improvement?

**-END-**