THE INFLUENCE OF CONTEXTUAL FACTORS ON TRAINING EFFECTIVENESS OF TECHNICAL EMPLOYEES AT SILTERRA MALAYSIA SDN. BHD.

By

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ABSTRACT

One of the key issues for Malaysian companies is the training and development of their employees. Training plays an important role in providing the necessary skills and knowledge to employees so that their competencies can be improved. Therefore, the training provided should be effective so that the knowledge and skills learnt can be applied to the job. The purpose of this study was to identify the contextual factors that affect the Yield Management (YM) training program for technical staff of Silterra Malaysia Sdn. Bhd. (Silterra). In addition, this study investigated the relationship between the contextual factors and the training effectiveness of YM training program. The research framework was designed based on the Kirkpatrick training model although the research had used quantitative measures. The Kirkpatrick training evaluation model outlines four levels of training effectiveness which are Reaction (Level 1), Learning (Level 2), Behavior (Level 3), and Result (Level 4). The research instrument employed in this study was a questionnaire with 90 items designed to answer 28 hypotheses. The questionnaires were distributed to the respondents by the Human Resources staff of Silterra between November 2010 and February 2011. The study found that the contextual factors such as participant, trainer, training material and organization were the only factors that affect the training effectiveness of YM training program at Silterra while other contextual factors such as training program, working environment and technology were immaterial. The results also indicated that participant, trainer, training material and organization had a positive relationship with training effectiveness at different levels of the Kirkpatrick model. However, factors such as training program, working environment and technology did not show any significant relationship with training effectiveness. This study has made some important contributions to the training literature on the semiconductor industry in Malaysia.

Keywords: training effectiveness, Kirkpatrick's Training Model, semiconductor industry

ABSTRAK

Salah satu isu utama bagi sesebuah syarikat di Malaysia ialah melatih dan membangunkan pekerjanya. Memberikan latihan amat penting kerana melatih pekerja dapat menambah kemahiran dan pengetahuan serta taraf kompetensi pekerja tersebut. Oleh itu, latihan yang diberikan haruslah berkesan supaya pengetahuan dan kemahiran yang diperoleh boleh digunakan semasa bekerja. Kajian ini bertujuan untuk mengenalpasti faktor-faktor yang menyumbang kepada keberkesanan program *Yield Management* (YM) di Silterra Malaysia Sdn. Bhd. (Silterra). Kajian ini juga dibuat untuk menyiasat hubungan antara faktor-faktor penyebab dengan keberkesanan latihan YM dengan keberkesanan latihan. Rangka kajian ini berasaskan model yang dibina oleh Kirkpatrick tetapi cara kajian telah diubahsuai kepada cara kuantitatif. Model Kirkpatrick menilai keberkesanan sesuatu latihan berasaskan kepada empat(4) aras iaitu Reaksi (Aras 1), Belajar (Aras 2), Kelakuan(Aras 3), dan Keputusan (Aras 4). Instrumen kajian merupakan 90 soalan yang digunakan untuk menjawab 28 Hipotesis. Soalan-soalan kajian telah diberikan kepada pekerja Silterra melalui staf dari Jabatan Sumber Manusia pada bulan November, 2010 sehingga bulan Februari, 2011. Hasil kajian telah mendapati bahawa pekerja, pelatih, bahan latihan dan organisasi merupakan faktor penyebab kepada keberkesanan latihan YM di Silterra. Manakala faktor-faktor lain seperti program latihan, situasi berkerja dan teknologi bukanlah faktor penyebab kepada keberkesanan latihan tersebut. Keputusan kajian juga mendapati bahawa faktor-faktor seperti pekerja, pelatih, bahan latihan dan organisasi mempunyai hubungan yang positif dengan keberkesanan latihan pada aras-aras yang tertentu mengikut Model Kirkpatrick. Walaubagaimanapun, kajian juga menunjukkan faktor-faktor seperti program latihan, situasi bekerja dan teknologi tidak mempunyai hubungan positif dengan keberkesanan latihan. Kajian telah menyumbang kepada penambahan literatur terutama dalam industri semikonduktor di Malaysia.

Katakunci: keberkesanan latihan, Model Kirkpatrick, industri semikonduktor.

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GLOSSARY OF TERMS

CAIPO	Context, Administration, Input, Process and Operation
CIPP	Context, Input, Process and Product
CIRO	Context, Input, Reaction and Outcome
C&B	Compensation & Benefits
CSM-HR	Competitive Semiconductor Manufacturing-Human Resources
DOE	Design of Experiments
DV	Dependent Variables
Fab	Fabrication Plant
HPWI	High Performance Work Index
HPWS	High Performance Work System
HR	Human Resource
HRD	Human Resource Development
HRDC	Human Resource Development Council
HRDF	Human Resource Development Fund
HRM	Human Resource Management
ICT	Information and Communication Technology
IPO	Input, Process and Outcome
IV	Independent Variables
IMD	International Management Development
IMP	Industrial Master Plan
JTK	Jabatan Tenaga Kerja

KPI	Key Performance Indicator
KRA	Key Result Area
KUKUM	Kolej Universiti Kejuruteraan Utara Malaysia
MAE	Malaysia American Electronics
MIDA	Malaysian Investment Development Authority
OJT	On-the-job
OSH	Occupational Safety and Health
QCT	Quality Circle Team
PDSC	Penang Skills Development Centre
PSMB	Pembangunan Sumber Manusia Berhad
ROI	Return on Investment
SHRDC	Selangor Human Resource Development Centre
SHRM	Society of Human Resource Management
SPC	Statistical Process Control
T&D	Training and Development
TNA	Training Need Analysis
TVA	Training Value Analysis
UniMAP	Universiti Malaysia Perlis
UniMAS	Universiti Malaysia Sabah
UniTEN	Universiti Tenaga Nasional
UTP	Universiti Teknologi Petronas
WCY	World Competitive Yearbook
YM	Yield Management

CHAPTER 1

INTRODUCTION

1.1   Introduction

Competitive advantage in the marketplace is driven by the people in the organization. In order to remain competitive, organizations must include employee's education and development as part of their corporate strategy. Given the dynamics of today's business environment, employees will be required to learn throughout their careers (widely called as 'lifelong learning'). This need for lifelong learning will require organizations to accept that investments in Human Resource Development (HRD) programs are wise and strategic choice. Organizations that elect to establish and invest in a formal HRD function are making a commitment to provide their employees with the skills necessary to meet current and future job demands. Ideally, HRD activities should be planned for all employees, regardless of their positions, from the time they are hired through to the conclusion of their career with the organization. Organizations provide HRD activities in order to support the organization's mission and strategy. The organizational mission and strategy will be cascaded down to strategic planning in order to improve the productivity and quality of the products or services. In addition, HRD will assist the organization in enhancing competency of the workforce so that they are become more skillful and flexible in doing the job. Therefore, the

organization can see the reduction in tardiness and performance deficiencies issues. Hence, lower turnover and absenteeism rate, improve workplace safety as well as meeting the regulatory requirements.

To keep up with the accelerated technological advancement and intense global competition, the workforce has to be competent and flexible in order to adapt to rapid changes. Workplace performance constantly requires new knowledge, skills, and attitude (KSA). Historically, most reading materials pointed out that training and development play an important role in organizations in molding the employees to meet the requirements of current and future job performance needs (Dessler, 1994; Ivancevich, 1995; Mondy, 2008; Noe & Hollenback, 1994). For instance, most of leading American companies view training as a key to organizational survival and success (Bernadin & Russel, 1998; Westover, Westover & Westover, 2010).

In Malaysia, the Government in the Third Industrial Master Plan (3IMP) had emphasized on projects based on human resource development. For instance, as announced in Budget 2008, once established, the Knowledge Workers Development Institute that would help to improve the supply of knowledge-based workers to meet the current demands of knowledge economy (Foo, 2007). Vince Leusner, the President of the American Malaysian Chamber of Commerce (AMCC) pointed out that the expansion in value chain had resulted in the need for more knowledge-based human resources. This trend had shown

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Appendix 1

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